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United States
Department of Defense

Evaluation of the
DoD Safety Program

December 12, 2008
Report No. IE-2009-001

DoD Active Duty
Safety Survey



DEPARTMENT OF DEFENSE OFFICE OF INSPECTOR GENERAL

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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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To educate, protect and influence society to adopt safety, health and environmental policies, practices and procedures that prevent and mitigate human suffering and economic losses.

Evaluation of the DoD Safety Program

DoD Active Duty Safety Perception Survey Results

December 2008

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A Crystal Focus Review



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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 Active Duty 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 65,965 active duty personnel—20,175 responded for a 31 percent response rate. The survey questions are grouped into six main 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 active duty percentile score was a moderate 58 out of a possible 100. Active Duty scores were above the 50th percentile for 28 of the 50 survey items, ranking the overall perception of active duty members as above average. For all six program categories, higher-ranking grades continue to generate the most positive perceptions among Active Duty personnel, with a clear pattern of increasingly positive safety perceptions with higher grades. Dissimilarities in perceptions among work locations were found. Personnel working in Clinic/Hospital and on Flightlines continued to have the most positive perceptions, while those in Shop and Outdoor/Field had the least positive. The Navy and Air Force again generated the most positive safety program perceptions. Marine Corps results continued to be moderate. Army respondents had the least positive perceptions, but showed the most improvement since 2005.

GENERAL INFORMATION

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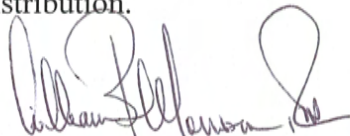
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REPORT TRANSMITTAL

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
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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 Active Duty 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 – Active Duty 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 Status of Forces Survey. Of the 65,965 active duty selected to receive the survey, 20,175 eligible respondents completed the survey. The weighted response rate was 30.6 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 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.

Active Duty 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 active duty percentile score was a moderate 58 out of a possible 100, a slight improvement from the same population's moderate score of 55 in 2005. Active duty scores on the six standard safety program categories ranged from a moderate 50 percent for Personnel Participation to a moderately high 72 percent for Organizational Climate. Active Duty average response scores are above the 50th percentile for 28 of the 50 individual standard survey items, an increase from 21 above average items in 2005.

The safety program items with comparative percentile scores below 50 percent should receive attention. The Active Duty population scored below the mean on the 22 Safety Barometer items listed below. The 18 repeat items 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 (20) to highest (49) percentile score.

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

For all six program categories, higher rank and grade generated the most positive perceptions among active duty respondents, with a clear pattern of increasingly positive safety perceptions with each successive higher rank and grade. Dissimilarities in perceptions among work locations were found, with those in Flightline and Clinic/Hospital duties continuing to have the most positive perceptions and those in Maintenance and Outdoor/Field duties having the least positive. These results mirrored the 2005 survey results. Branch of Service analyses show the Navy and Air Force again generated the most positive safety program perceptions, with overall percentile scores of 71 and 70, respectively. Comparison between 2007 and 2005 show the Navy increased 5 percentage points, the Marine Corps decreased slightly from 58 percent to 55 percent and the Air Force had the same overall score. Army respondents again had the least positive perceptions, generating an overall score of 43 percent, but showed the most improvement: 8 percentage points over 2005.

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 Active Duty Safety Perception Survey Results

3.1 Introduction

This report documents the biennial 2007 results of the active duty portion of the DoD Safety Perception Survey, to include comparison to the initial 2005 survey of active duty 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 personnel survey. DMDC collected data and provided the 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 Service 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 on the following page 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 active duty respondents.

Table 1
Percentile Scores, Percent Distribution of Responses, and Average Response Scores - 2007

Category ¹	Statement Letter 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	98	8.9%	32.2%	42.3%	12.6%	3.9%	0.30
OC	9 Condition of unit teamwork	86	16.0%	45.9%	24.4%	8.7%	4.9%	0.59
LP	31 Leadership setting a positive safety example	85	16.2%	45.7%	31.8%	4.2%	2.1%	0.70
SSC	45 Perception that good environmental conditions are kept	79	10.5%	43.8%	35.4%	7.1%	3.2%	0.51
SP	32 Supervisors integrating safety into the performance of duties	73	15.8%	45.1%	34.8%	3.4%	1.0%	0.71
SP	44 Supervisors investigating safety incidents	72	10.5%	38.5%	46.1%	3.9%	1.1%	0.53
PP	20 Personnel using standardized precautions for hazardous materials	71	20.4%	48.8%	28.6%	1.4%	0.8%	0.87
OC	2 Frequency of personnel/leadership interactions	71	18.9%	50.9%	18.4%	8.5%	3.4%	0.73
SSC	36 Belief that hazards not fixed right away will still be addressed	71	8.6%	35.3%	40.1%	13.9%	2.1%	0.35
LP	40 Leadership including safety in job promotion reviews	71	9.6%	28.6%	48.5%	9.6%	3.7%	0.31
LP	21 Leadership providing adequate safety staff	69	12.9%	48.9%	31.5%	5.1%	1.6%	0.67
SSA	15 Thoroughness of near miss accident/incident investigation	69	14.6%	38.6%	39.1%	5.2%	2.5%	0.58
SP	19 Supervisors enforcing safe job procedures	67	20.1%	53.6%	22.8%	2.6%	1.0%	0.89
SSC	3 Priority of safety issues relative to performing duties	67	17.2%	41.7%	24.2%	12.1%	4.7%	0.55
PP	37 Personnel take part when accident or incident investigations occur	67	8.9%	40.7%	45.5%	4.0%	0.9%	0.53
SSA	33 Quality of preventative maintenance system operation	65	7.5%	30.1%	42.4%	16.1%	3.9%	0.21
SP	38 Supervisors providing helpful safety training	64	11.3%	43.7%	40.0%	3.7%	1.3%	0.60
SSC	48 Belief that leadership insists supervisors think safety	63	17.3%	45.1%	34.3%	2.7%	0.7%	0.76
SSC	39 Perception that medical facilities are sufficient	63	13.6%	42.6%	30.8%	8.1%	5.0%	0.52
SSA	29 Occurrence of emergency response procedures testing	60	11.2%	31.7%	39.2%	14.3%	3.6%	0.33
SSA	13 Presence of personnel well-trained in emergency response	58	14.0%	44.8%	31.0%	8.0%	2.2%	0.60
SSC	10 Belief that leadership shows it cares about personnel safety	57	20.1%	48.5%	22.7%	5.4%	3.3%	0.77
SP	5 Supervisors maintaining a high safety performance standard	56	22.7%	45.9%	25.1%	4.2%	2.2%	0.83
PP	46 Personnel using necessary personal protective equipment	55	9.1%	35.3%	39.1%	13.6%	2.8%	0.34
SSC	17 Belief that leadership does more than law requires	53	10.5%	33.9%	36.3%	14.8%	4.4%	0.31
SP	24 Supervisors understanding personnel's job safety problems	52	13.4%	47.8%	35.1%	2.6%	1.1%	0.70
SSC	35 Perception that the safety officer has high status	51	9.1%	29.3%	50.4%	8.8%	2.4%	0.34
OC	16 Condition of personnel morale	51	7.0%	26.5%	27.5%	23.9%	15.0%	-0.14
SP	12 Supervisors behaving in accord with safety procedures	49	21.9%	46.3%	22.3%	7.4%	2.2%	0.78
SSA	22 Effectiveness of recognition programs in promoting safe behavior	49	5.1%	23.4%	48.8%	17.1%	5.6%	0.05
PP	4 Personnel being involved in safety practices	48	10.5%	42.1%	33.9%	10.9%	2.5%	0.47
SSC	27 Belief that leadership is sincere in safety efforts	47	20.0%	48.1%	26.8%	3.8%	1.3%	0.82
SSC	23 Safety standard level relative to standard duty performance level	47	3.5%	18.6%	51.6%	21.1%	5.2%	-0.06
SSA	6 Frequency of detailed and regularly scheduled inspections	46	12.8%	40.1%	36.3%	8.1%	2.7%	0.52
SSA	41 Availability of safety officer to provide assistance	44	11.7%	38.1%	41.6%	6.6%	2.1%	0.51
LP	49 Leadership setting annual safety goals	44	12.1%	35.6%	44.4%	6.2%	1.7%	0.50
LP	14 Leadership publishing a policy on the value of personnel safety	43	17.7%	46.5%	29.7%	4.7%	1.3%	0.75
PP	50 Personnel taking part in the development of safety requirements	43	6.0%	29.6%	47.5%	13.4%	3.6%	0.21
PP	18 Belief that personnel understand safety regulations	42	23.2%	59.1%	16.0%	1.4%	0.4%	1.03
PP	1 Personnel identifying and eliminating hazards	41	25.0%	52.3%	18.0%	3.9%	0.8%	0.97
SSA	26 Presence of safety training in new personnel orientation	41	20.2%	45.1%	27.3%	5.7%	1.7%	0.76
SSA	8 Frequency of safety meeting occurrence	40	10.5%	30.6%	38.5%	16.4%	4.0%	0.27
LP	34 Leadership participating in safety activities on a regular basis	37	10.0%	39.4%	42.8%	6.2%	1.6%	0.50
SP	28 Supervisors acting on personnel safety suggestions	32	10.3%	35.2%	41.0%	10.6%	2.9%	0.39
SP	43 Supervisors reducing personnel's fear of reporting safety problems	29	11.0%	39.7%	39.2%	7.8%	2.3%	0.49
SSA	30 Effectiveness of command safety officer in improving safety condition	23	10.4%	33.3%	50.4%	4.2%	1.7%	0.47
LP	7 Leadership stressing the importance of safety in communications	22	10.2%	33.0%	29.2%	21.6%	5.9%	0.20
PP	11 Personnel believing that their actions can protect other personnel	21	30.7%	54.7%	13.3%	0.7%	0.6%	1.14
OC	42 Unit personnel assignment stability	21	6.8%	34.1%	40.0%	13.5%	5.6%	0.23
PP	25 Personnel following lockout/tagout procedures	20	10.2%	29.2%	55.5%	3.4%	1.7%	0.43

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.

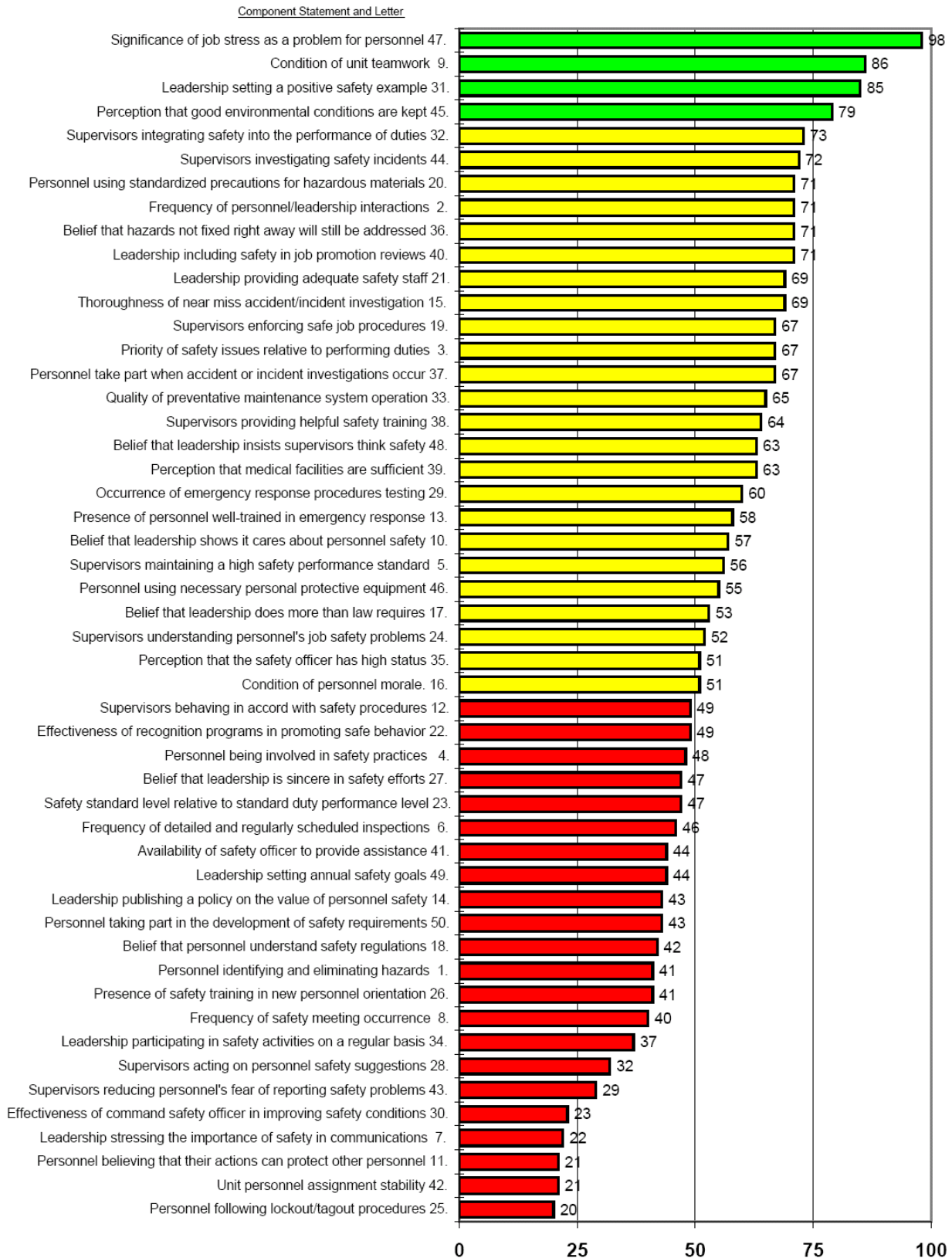
In the 2005 Safety Barometer, DoD substituted four standard survey items with customized items. In 2007, all 50 standard Safety Barometer items are included. Because of these changes, each statement may not be assigned the same question letter across survey years. To compare data across the two survey 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 Active Duty 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 Active Duty safety program were moderate compared to the NSC database participants. Of the 50 standard items, 28 received above average percentile scores of 50 or above, a slight increase from 21 such items in 2005. In the current survey, 22 standard items received scores below 50. Only one item achieved a high percentile score above 80 in 2005, while 2007 results show three items with percentiles above 80. Four items generated low percentile scores of 20 or below in 2005, while only one such low score was generated in 2007.

Figure 1
Comparative Percentile Scores of Safety Program Items – 2007



3.5.2 Highest performing items

As shown in Figure 1, the ten highest performing items received percentile scores of 71 and above. These items consist of three items from the Organizational Climate category, two each in the Leadership Participation, Supervisor Participation, and Safety Support Climate categories, and one Personnel Participation item. There were no items from the Safety Support Activities category in the current group of highest-scoring items.

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

Q31 Leadership setting a positive safety example (85) - 2005

Q32 Supervisors integrating safety into the performance of duties (73) -2005

Q44 Supervisors investigating safety incidents (72) - 2005

Q40 Leadership including safety in job promotion reviews (71) - 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 has successfully integrated safety into performance of duties (Q32). Nearly half believe that their supervisor always investigates safety incidents (Q44), while almost 40 percent indicate that leadership considers a person's safety performance when determining promotions (Q40). Similar to 2005 results, an additional 31-49 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 and rarely with the upper percentiles. Although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate that an item is not sufficiently visible from the perspective of personnel or that the element is not considered relevant by personnel.

The highest scoring Personnel Participation item was:

Q20 Personnel using standardized precautions for hazardous materials (71)

Improving slightly from 2005 results, almost 70 percent of respondents report that standardized precautions are used by personnel who deal with hazardous materials (Q20).

The highly rated Safety Support Climate items were:

Q45 Perception that good environmental conditions are kept (79) - 2005

Q36 Belief that hazards not fixed right away will still be addressed (71) - 2005

Over half of the respondents indicate that ventilation, lighting, noise, and other environmental conditions are kept at good levels (Q45), while more than 40 percent believe that hazards that are not fixed right away by supervisors are not ignored (Q36). These items also generated more than 30 percent neutral “neither agree nor disagree” responses. Again, elevated neutral responses often indicate that an item is not sufficiently visible from the personnel perspective.

The Organizational Climate items rated most highly were:

Q47 Significance of job stress as a problem for personnel (98)

Q9 Condition of unit teamwork (86) - 2005

Q2 Frequency of personnel/leadership interactions (71)

More than 60 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). More than 40 percent feel that the stress of performing their armed service duties is not a significant problem for them nor other personnel in their unit (Q47), while an additional 42 percent provided neutral responses.

3.5.3 Below average priority items

As shown in Figure 1, 22 items received percentile scores below the average score of 50. This was a slight improvement from 25 below average items in 2005. Items with below average percentiles are potential target areas that can be used to establish improvement priorities for the Active Duty personnel safety program.

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

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

As in 2005, the highest rate of negative responses among below average Leadership Participation items was approximately one-quarter of respondents indicating that leadership’s views on the importance of safety are seldom stressed in personnel communications (Q7). Between 6 percent and 8 percent of responses were negative for the other items. Elevated neutral responses (>30 percent) were provided for leadership regularly participating in safety programs and committee activities (Q34) and leadership annually setting safety goals for which all personnel are held accountable (Q40).

The below average scoring Supervisor Participation items were:

- Q43 Supervisors reducing personnel's fear of reporting safety problems (29) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (32) - 2005***
- Q12 Supervisors behaving in accord with safety procedures (49)***

Similar to 2005 results, almost 10 percent report that their supervisor's behavior often goes against safety procedures (Q12). More than 10 percent indicate that personnel are afraid to report safety problems to their supervisors (Q43) and that their supervisor seldom acts on personnel safety suggestions (Q28), with approximately 40 percent providing neutral responses.

The Personnel Participation items with below average scores were:

- Q25 Personnel following lockout/tagout procedures (20) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (21) - 2005***
- Q1 Personnel identifying and eliminating hazards (41) - 2005***
- Q18 Belief that personnel understand safety regulations (42) - 2005***
- Q50 Personnel taking part in the development of safety requirements (43) - 2005***
- Q4 Personnel being involved in safety practices (48) - 2005***

Among these items, the highest levels of negative responses were 17 percent of respondents indicating that personnel rarely take part in the development of safety requirements for their jobs (Q50), and almost 14 percent reporting that personnel don't often get involved in developing or revising safety practices (Q4). Both of these items also had more than 30 percent neutral responses. More than half of the respondents provided a neutral "neither agree nor disagree" response regarding personnel following lockout/tagout procedures (Q25).

The below average scoring Safety Support Activities items were:

- Q30 Effectiveness of command safety officer in improving safety conditions (23) - 2005***
- Q8 Frequency of safety meeting occurrence (40) - 2005***
- Q26 Presence of safety training in new personnel orientation (41) - 2005***
- Q41 Availability of safety officer to provide assistance (44) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (46) - 2005***
- Q22 Effectiveness of recognition programs in promoting safe behavior (49)***

More than 20 percent of respondents feel that safety meetings are held less often than they should be (Q8) and that the awards and recognition programs used in the unit are not good at promoting safe behavior (Q22). Three of the five items in this group generated elevated neutral

responses, which may indicate low item visibility for those items.
The below average scoring Safety Support Climate items were:

- Q23 Safety standard level relative to standard duty performance level (47)***
- Q27 Belief that leadership is sincere in safety efforts (47) - 2005***

Approximately one-quarter of respondents report that job performance standards are higher for professional duties than for safety (Q23), with more than 50 percent providing neutral responses.

The Organizational Climate item with a below average score was:

- Q42 Unit personnel assignment stability (21)***

Almost 20 percent of participants feel that the assignment of personnel to their unit is not stable (Q42), with an additional 40 percent indicating a neutral “neither agree nor disagree” response.

It is interesting to note that Active Duty personnel generated elevated neutral responses (>30 percent) for fully 34 of the 50 standard items in the 2007 Safety Barometer, similar to 35 such elements in 2005. Although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that the majority of items or their related programs are not sufficiently visible from the personnel perspective.

3.5.4 Comparisons by survey year

Table 2 shows a comparison of percentile scores for individual items across 2005 and 2007, as well as the percentile change between survey years for DoD Active Duty. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) since 2005. Those items 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 the 50 standard items, improvement in percentile scores since 2005 was achieved for 36 items, whereas 8 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.

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	13	41	+28
OC	2 Frequency of personnel/leadership interactions	46	71	+25
SSC	17 Belief that leadership does more than law requires	38	53	+15
PP	4 Personnel being involved in safety practices	33	48	+15
SSC	10 Belief that leadership shows it cares about personnel safety	45	57	+12
SP	5 Supervisors maintaining a high safety performance standard	44	56	+12
LP	31 Leadership setting a positive safety example	74	85	+11
SSA	6 Frequency of detailed and regularly scheduled inspections	36	46	+10
PP	20 Personnel using standardized precautions for hazardous materials	62	71	+9
PP	46 Personnel using necessary personal protective equipment	46	55	+9
SSC	35 Perception that the safety officer has high status	42	51	+9
LP	49 Leadership setting annual safety goals	36	44	+8
SSC	48 Belief that leadership insists supervisors think safety	56	63	+7
SSA	26 Presence of safety training in new personnel orientation	34	41	+7
PP	11 Personnel believing that their actions can protect other personnel	14	21	+7
SP	32 Supervisors integrating safety into the performance of duties	67	73	+6
SSA	41 Availability of safety officer to provide assistance	38	44	+6
PP	50 Personnel taking part in the development of safety requirements	37	43	+6
LP	34 Leadership participating in safety activities on a regular basis	31	37	+6
OC	9 Condition of unit teamwork	81	86	+5
SSA	15 Thoroughness of near miss accident/incident investigation	64	69	+5
SP	19 Supervisors enforcing safe job procedures	62	67	+5
SP	24 Supervisors understanding personnel's job safety problems	47	52	+5
SP	43 Supervisors reducing personnel's fear of reporting safety problems	24	29	+5
SSC	27 Belief that leadership is sincere in safety efforts	43	47	+4
LP	14 Leadership publishing a policy on the value of personnel safety	39	43	+4
SSA	30 Effectiveness of command safety officer in improving safety conditions	20	23	+3
SSC	45 Perception that good environmental conditions are kept	77	79	+2
SSC	36 Belief that hazards not fixed right away will still be addressed	69	71	+2
LP	40 Leadership including safety in job promotion reviews	69	71	+2
PP	37 Personnel take part when accident or incident investigations occur	65	67	+2
SSA	13 Presence of personnel well-trained in emergency response	56	58	+2
PP	18 Belief that personnel understand safety regulations	40	42	+2
SP	38 Supervisors providing helpful safety training	63	64	+1
SSA	29 Occurrence of emergency response procedures testing	59	60	+1
PP	25 Personnel following lockout/tagout procedures	19	20	+1
SP	44 Supervisors investigating safety incidents	72	72	0
LP	21 Leadership providing adequate safety staff	69	69	0
SSA	8 Frequency of safety meeting occurrence	41	40	-1
SSC	3 Priority of safety issues relative to performing duties	69	67	-2
SSA	33 Quality of preventative maintenance system operation	68	65	-3
SSC	23 Safety standard level relative to standard duty performance level	50	47	-3
SP	28 Supervisors acting on personnel safety suggestions	36	32	-4
SP	12 Supervisors behaving in accord with safety procedures	54	49	-5
SSA	22 Effectiveness of recognition programs in promoting safe behavior	54	49	-5
LP	7 Leadership stressing the importance of safety in communications	30	22	-8
OC	47 Significance of job stress as a problem for personnel	N/A	98	N/A
SSC	39 Perception that medical facilities are sufficient	N/A	63	N/A
OC	16 Condition of personnel morale	N/A	51	N/A
OC	42 Unit personnel assignment stability	N/A	21	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**.

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

- Q1 Personnel identifying and eliminating hazards*
- Q2 Frequency of personnel/leadership interactions*
- Q17 Belief that leadership does more than law requires*
- Q4 Personnel being involved in safety practices*
- Q10 Belief that leadership shows it cares about personnel safety*
- Q5 Supervisors maintaining a high safety performance standard*
- Q31 Leadership setting a positive safety example*
- Q6 Frequency of detailed and regularly scheduled inspections*

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

Among the eight items showing decreases from 2005 to 2007, none show notable declines of more than -10 percentile points. The item showing the largest decreases since 2005 generated a decline of -8 percentile points:

- Q7 Leadership stressing the importance of safety in communications*

Looking across survey years, two items consistently appeared among the better-performing items: condition of unit teamwork (Q9) and perception that good environmental conditions are kept (Q45). Eighteen items generated below average percentile scores of less than 50 for both survey years.

3.6 Percentile Scores of Program Categories

Active Duty average response scores for the six standard Safety Barometer program categories were also compared with establishments 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. For 2007, all program categories had percentile scores at or above the database average of 50, compared to only two above average categories in 2005. In 2007, Organizational Climate program category received the highest percentile score, with a moderately high score of 72. 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 continues to be for Personnel Participation, which increased from a moderately low score of 36 in 2005 to a moderate score of 50 in 2007.

Table 3
Average Response Scores and Percentile Scores by Program Category – 2007

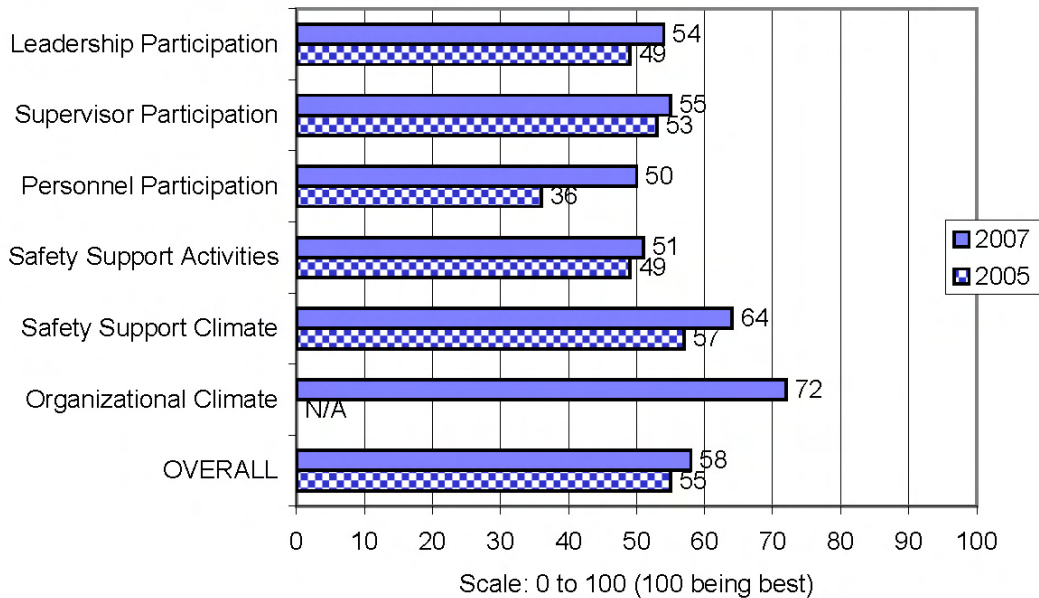
Program Category	NSC Database ¹	ALL RESPONDENTS	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Leadership Participation	0.50	0.52	54
Supervisor Participation	0.63	0.66	55
Personnel Participation	0.66	0.67	50
Safety Support Activities	0.41	0.43	51
Safety Support Climate	0.39	0.49	64
Organizational Climate	0.14	0.34	72
OVERALL	0.48	0.53	58

¹ National Safety Council (NSC) Database consists of the 232 locations that have participated in an NSC safety perception 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>
O4-O6	96,007	7.4%
O1-O3	116,184	8.9%
W1-W5	20,132	1.5%
E5-E9	567,958	43.5%
E1-E4	496,154	38.0%
Not Indicated	7,972	0.6%

The weighted⁴ response distributions for each survey item by grade are presented in Appendix F. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 3 compares the safety perceptions of the five Active Duty grades according to program category.

Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel report the most positive safety program perceptions overall in all program categories, while lower-ranking personnel generate the least positive responses. Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across all grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap. Figure 3 shows a clear pattern of increasingly positive safety perceptions with higher grades for all program categories.

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

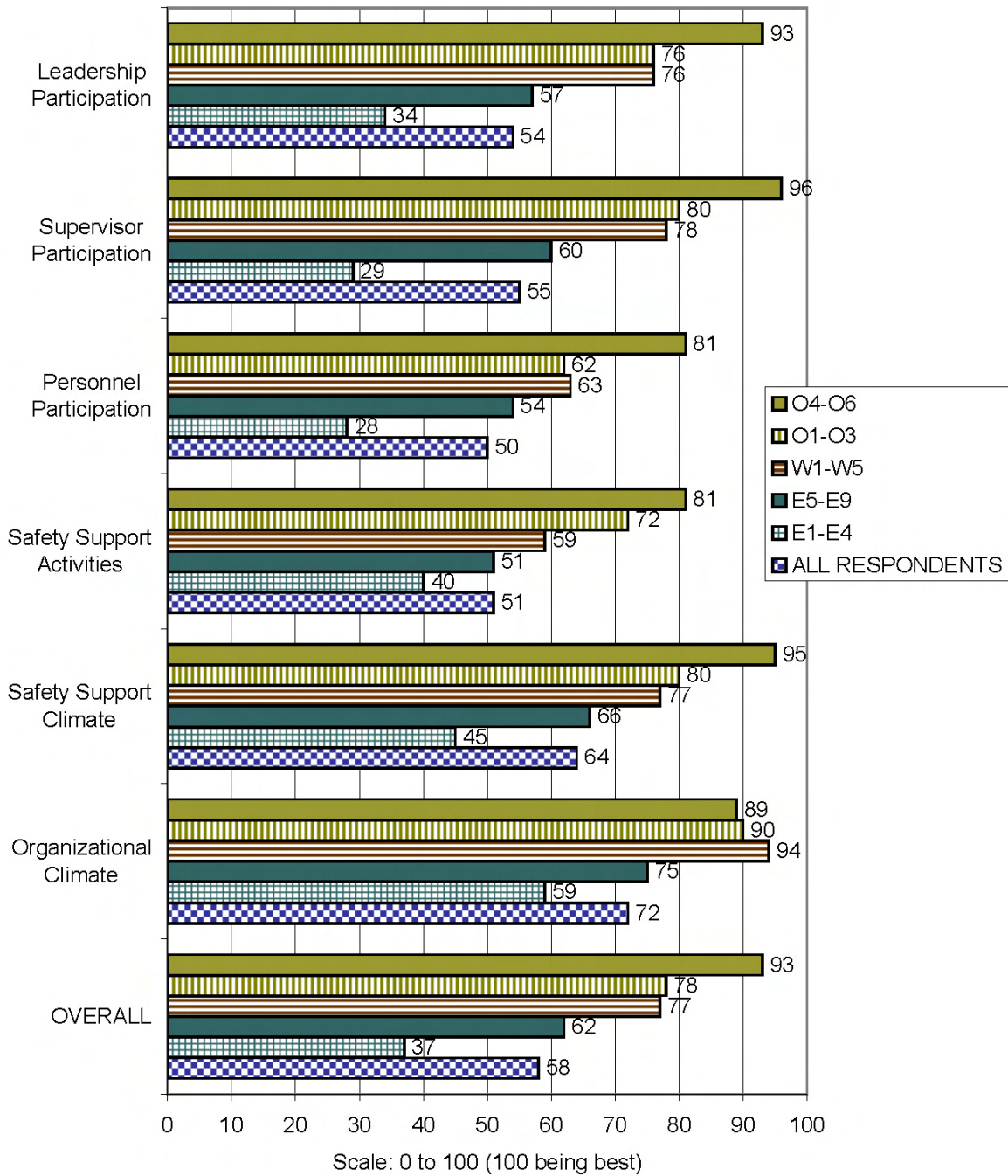


Figure 4
Overall Percentile Scores by Grade

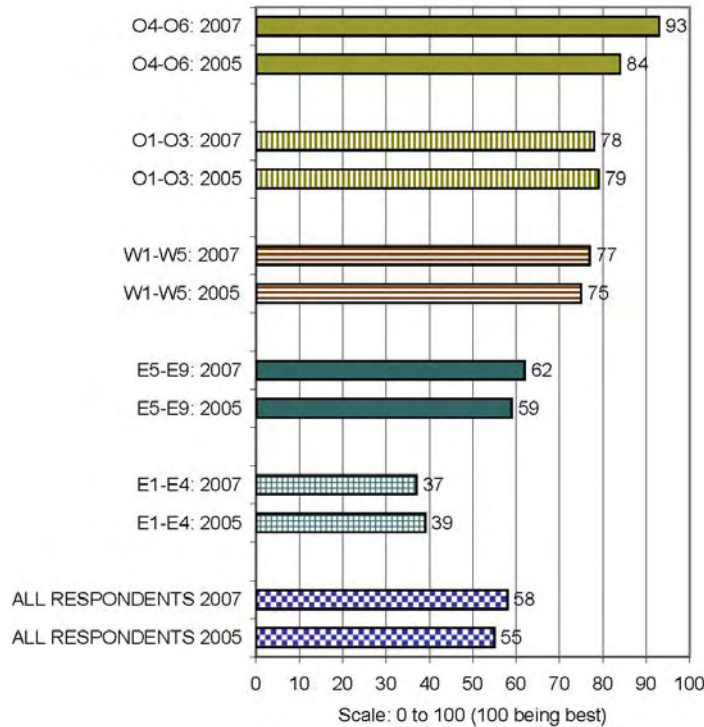


Figure 4 compares the 2007 and 2005 overall percentile scores for each grade. Showing remarkable consistency, most grades generated results somewhat higher, but very similar to, their 2005 results. While most current results are within 3 percentile points of 2005 scores, O4-O6 grade Active Duty personnel improved nine percentile points from a high score of 84 in 2005 to a very high 93 in 2007.

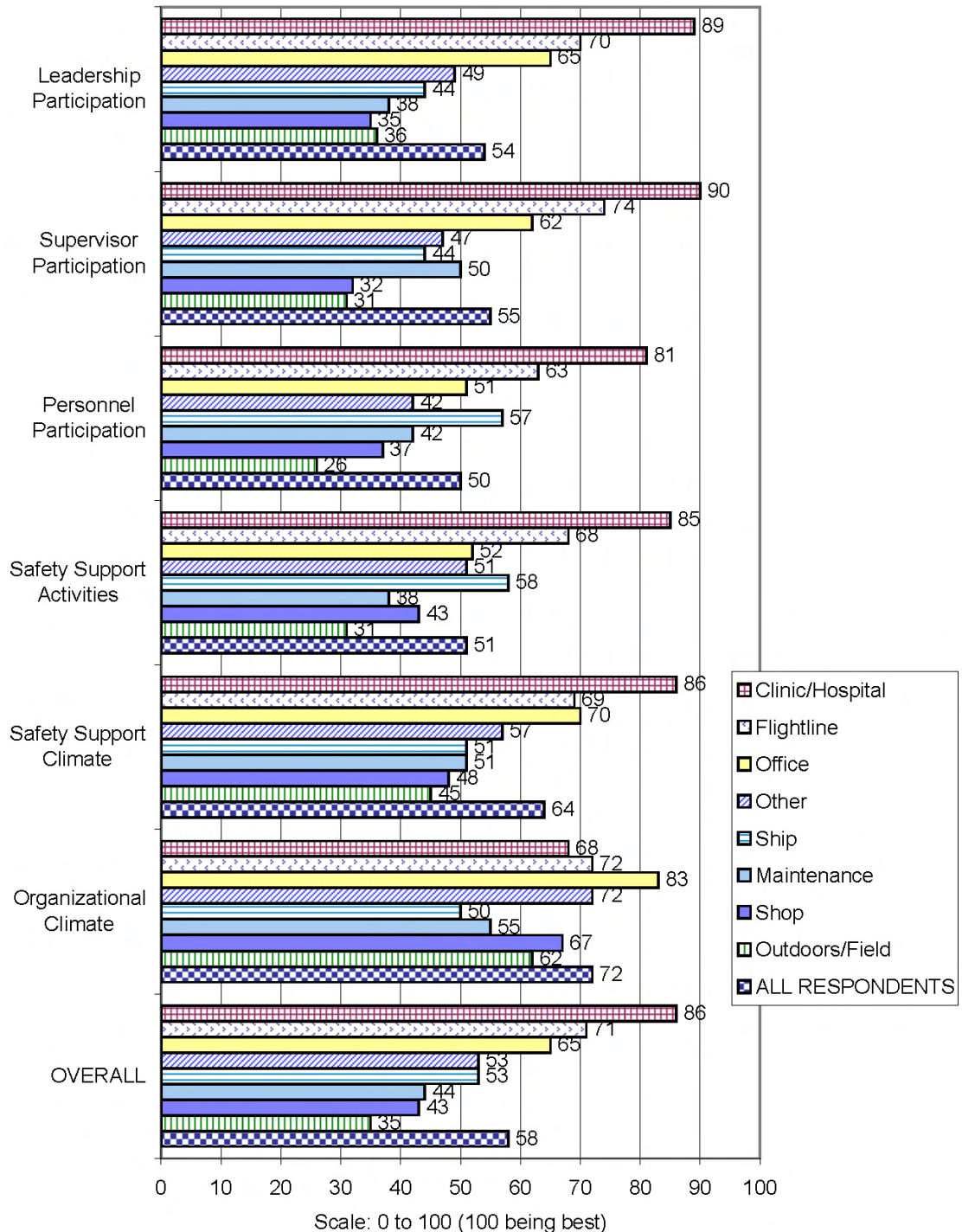
3.7.2 Comparison by work location

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

<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>	<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
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 establishments in the NSC database to generate percentile scores for the standard program categories. Figure 5 compares the safety perceptions of eight Active Duty work locations according to program category.

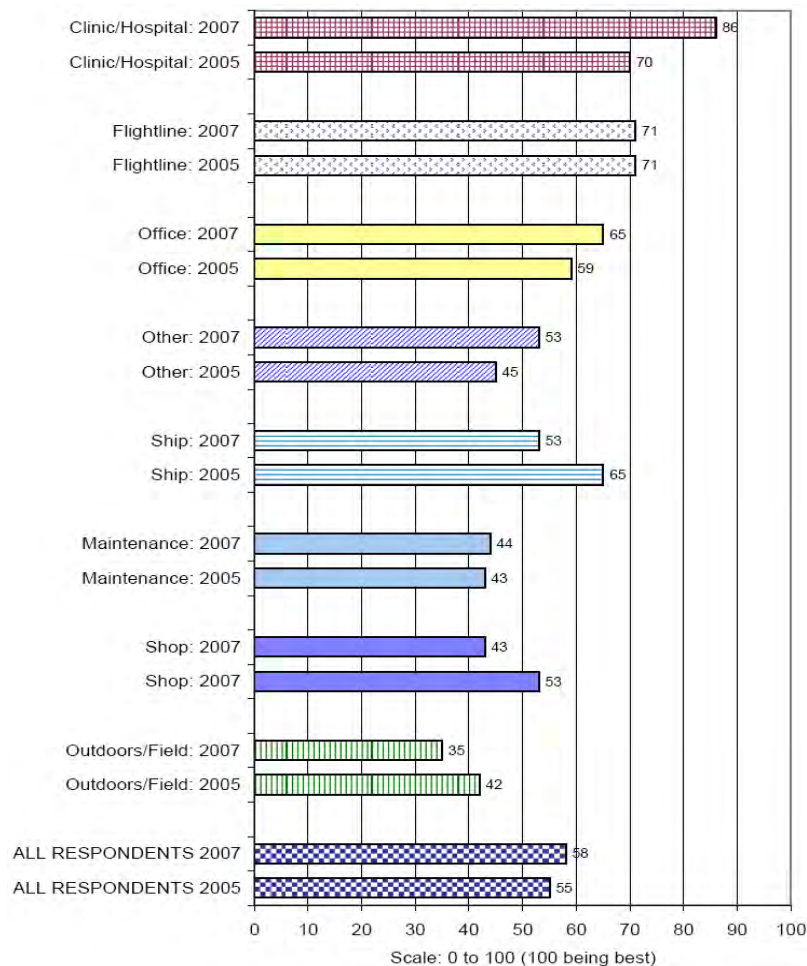
Figure 5
Program Category Percentile Scores by Work Location – 2007



Among DoD Active Duty personnel, Clinic/Hospital, Flightline, and Office staff report the most positive safety program perceptions with consistently above average perceptions. Other and Ship staff tended to generate moderate perceptions. Maintenance, Shop, and Outdoors/Field personnel generally 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.

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, Ship, Shop, and Outdoors/Field Personnel saw decreases in their percentile scores. Clinic/Hospital demonstrated the greatest improvement, increasing 16 percentile points from a moderately high score of 70 in 2005 to a high score of 86 in 2007. The greatest decrease was generated by Shop personnel, with a decrease of 10 percentile points from an above average 53 in 2005 to a below average 43 in 2007.

Figure 6
Overall Percentile Scores by Work Location



3.7.3 Comparison by branch of Service

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

<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 branch of Service are presented in Appendix F. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the 50 standard survey items. Each branch of Service will be addressed in greater detail in their respective branch-specific results discussions.

3.7.3.1 Standardized Items

All 50 safety item percentile scores for each branch of Service are presented in Table 4. For each Active Duty branch of Service, 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 branch-specific results sections of this report, approximately ten of the highest scoring items are identified to determine strengths and weaknesses for each branch of Service. Table 4 can be used to determine which branch of Service has a particular strength or weakness regarding each of the survey items.

Two items are distinguished as better performing by all branches of Service. These are significance of job stress as a problem for personnel (Q47) and condition of unit teamwork (Q9). Two items, leadership setting a positive safety example (Q31) and perception that good environmental conditions are kept (Q45), are identified by three of the Service branches as better performing items. Seven items (Q32, Q44, Q2, Q36, Q40, Q21, and Q19) are identified by two branches as better-performing among Active Duty personnel. These compare to only four items that scored above the 75th percentile by at least two branches of Service in 2005.

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.

Table 4
Program Item Percentile Scores by Branch of Service – 2007

Statement Number and Component	Percentile Score ¹				
	ALL RESPONDENTS	Army	Navy	Marine Corps	Air Force
47 Significance of job stress as a problem for personnel	98	98	98	99	99
9 Condition of unit teamwork	86	80	89	90	88
31 Leadership setting a positive safety example	85	75	88	80	89
45 Perception that good environmental conditions are kept	79	76	83	75	81
32 Supervisors integrating safety into the performance of duties	73	63	85	66	86
44 Supervisors investigating safety incidents	72	64	79	65	76
20 Personnel using standardized precautions for hazardous materials	71	59	82	68	73
2 Frequency of personnel/leadership interactions	71	68	76	84	69
36 Belief that hazards not fixed right away will still be addressed	71	56	78	72	84
40 Leadership including safety in job promotion reviews	71	50	81	52	81
21 Leadership providing adequate safety staff	69	51	76	71	78
15 Thoroughness of near miss accident/incident investigation	69	57	82	69	70
19 Supervisors enforcing safe job procedures	67	54	78	62	78
3 Priority of safety issues relative to performing duties	67	61	69	64	78
37 Personnel take part when accident or incident investigations occur	67	62	70	64	70
33 Quality of preventative maintenance system operation	65	55	69	74	76
38 Supervisors providing helpful safety training	64	48	73	57	77
48 Belief that leadership insists supervisors think safety	63	57	70	53	68
39 Perception that medical facilities are sufficient	63	61	72	59	56
29 Occurrence of emergency response procedures testing	60	49	71	56	68
13 Presence of personnel well-trained in emergency response	58	49	80	53	68
10 Belief that leadership shows it cares about personnel safety	57	45	67	57	63
5 Supervisors maintaining a high safety performance standard	56	37	73	54	66
46 Personnel using necessary personal protective equipment	55	42	55	57	72
17 Belief that leadership does more than law requires	53	44	61	53	59
24 Supervisors understanding personnel's job safety problems	52	43	52	45	68
35 Perception that the safety officer has high status	51	41	69	50	46
16 Condition of personnel morale	51	44	58	59	51
12 Supervisors behaving in accord with safety procedures	49	34	51	46	65
22 Effectiveness of recognition programs in promoting safe behavior	49	33	54	49	58
4 Personnel being involved in safety practices	48	41	58	46	44
27 Belief that leadership is sincere in safety efforts	47	37	62	38	60
23 Safety standard level relative to standard duty performance level	47	37	51	45	55
6 Frequency of detailed and regularly scheduled inspections	46	23	55	47	54
41 Availability of safety officer to provide assistance	44	34	62	39	54
49 Leadership setting annual safety goals	44	37	52	39	47
14 Leadership publishing a policy on the value of personnel safety	43	33	53	39	51
50 Personnel taking part in the development of safety requirements	43	30	57	44	52
18 Belief that personnel understand safety regulations	42	33	59	35	53
1 Personnel identifying and eliminating hazards	41	35	52	34	41
26 Presence of safety training in new personnel orientation	41	22	52	33	55
8 Frequency of safety meeting occurrence	40	35	37	48	48
34 Leadership participating in safety activities on a regular basis	37	28	52	31	44
28 Supervisors acting on personnel safety suggestions	32	20	38	30	48
43 Supervisors reducing personnel's fear of reporting safety problems	29	20	41	22	45
30 Effectiveness of command safety officer in improving safety conditions	23	21	30	24	21
7 Leadership stressing the importance of safety in communications	22	20	16	19	37
11 Personnel believing that their actions can protect other personnel	21	20	24	14	22
42 Unit personnel assignment stability	21	20	22	24	19
25 Personnel following lockout/tagout procedures	20	12	41	15	23

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 branch of service, better performing components with percentile scores above 75 are shaded green. Below average components (<50) are shaded red.

In contrast, eight below average items are identified as priority items by all Services, with four additional items rated below average by three branches. This compares to 12 such items in 2005. Currently, 12 items are identified by half the Service branches as below average. Although there appears to be some commonality in the areas needing improvement, the personnel in each Active Duty branch of Service demonstrate a unique perspective on the DoD safety program. Further analysis of each branch of Service is provided in Sections 3.8 - 3.11 of this report.

3.7.3.2 Program Categories by Branch of Service

The percentile scores for program categories by branch of Service are presented in Figure 7 and highlight the differences and similarities among the branches of Service. Overall Active Duty respondent scores, previously presented in Figure 2, are also included for comparison. As illustrated in Figure 7, Navy and Air Force generally generated the highest, above average program category and overall percentile scores (71 and 70 overall, respectively), while the Marine Corps generated mostly moderate percentiles (55 overall). The Army consistently generated the least positive, below average safety perceptions among Active Duty personnel, resulting in a moderate, below average overall percentile score of 43.

Figure 7
Program Category Percentile Scores by Branch of Service – 2007

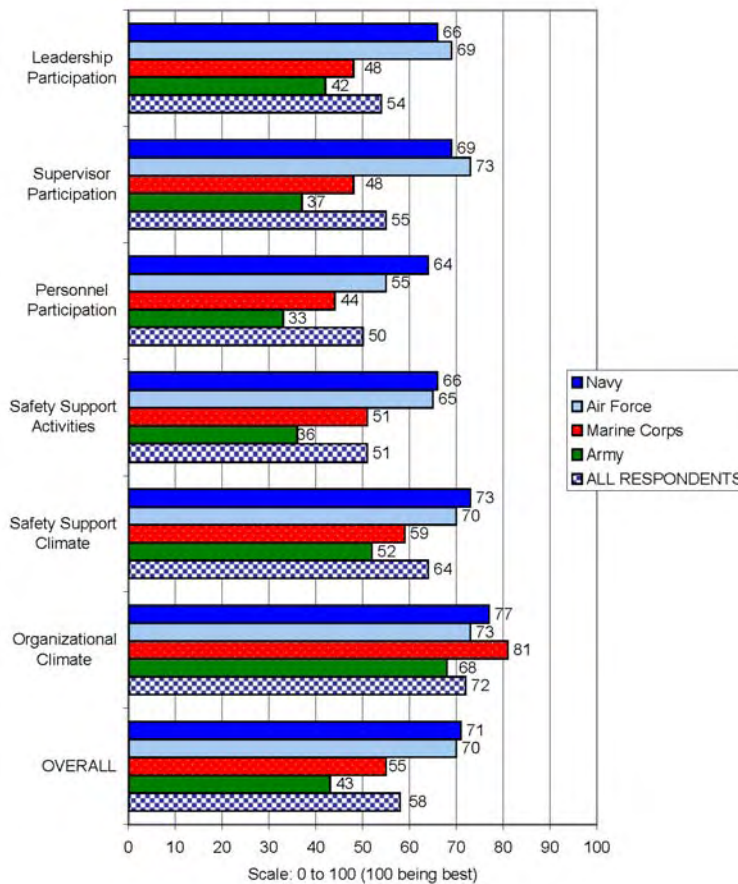


Figure 8 compares the 2007 and 2005 overall percentile scores for each branch of Service. Both the Navy and Army improved their Safety Barometer performance, while Air Force remained consistent across years, and Marine Corps saw a slight decrease in their survey results. Among DoD Active Duty personnel, Army demonstrated the greatest improvement, increasing 8 percentile points from a moderately low score of 35 in 2005 to a moderate score of 43 in 2007.

Figure 8
Overall Percentile Score by Branch of Service

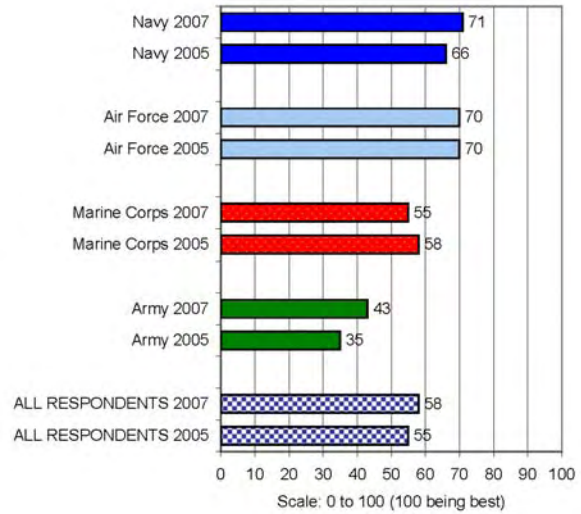
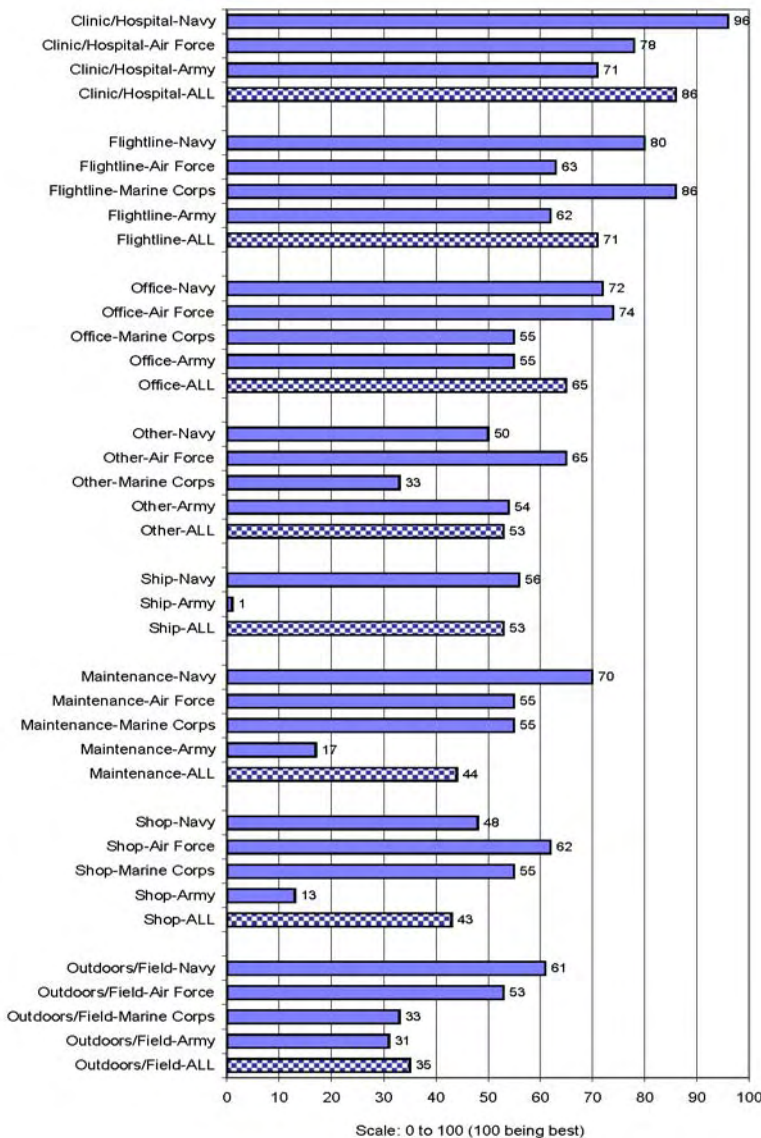


Figure 9
Overall Work Location Percentile Scores by Branch of Service – 2007



3.7.3.3 Work Locations

Figure 9 graphically compares the overall safety perceptions of Service branches within each Active Duty work location. Due to the small sample size, Ship-Air Force and Ship-Marine Corps are not included in the analysis. As found in the program category analysis of 2007 and 2005 results, Navy and Air Force tended to generate the highest percentile scores for each work location, while Army consistently generated the lowest, moderate to below average scores.

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*“...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	≈ 40,000
Unsafe Acts, Near Misses	≈ 400,000	≈ 400,000

DoD Injury Pyramid - 2004 Frequency

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

3.8 ARMY

Figure 10 graphically presents the Army's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the 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 10, 18 items meet or surpass the 50th percentile mark, compared to 12 above average items in 2005. One item achieved a very high score above 90, with one additional item generating a high percentile score of 80. The ten highest scoring items for the Army had percentile scores at or above 61 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (98)*
- Q9 Condition of unit teamwork (80) - 2005*
- Q45 Perception that good environmental conditions are kept (76) - 2005*
- Q31 Leadership setting a positive safety example (75) - 2005*
- Q2 Frequency of personnel/leadership interactions (68)*
- Q44 Supervisors investigating safety incidents (64)*
- Q32 Supervisors integrating safety into the performance of duties (63)*
- Q37 Personnel take part when accident or incident investigations occur (62) - 2005*
- Q39 Perception that medical facilities are sufficient (61)*
- Q3 Priority of safety issues relative to performing duties (61) - 2005*

As indicated by the red shading, the Army generated 32 items with scores below the 50th percentile (representing below average performance), similar to 34 such items in 2005. Among these items, 22 items have moderately low scores below 40, six of which have low scores of 20 or below. Items 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*
- Q7 Leadership stressing the importance of safety in communications (20) - 2005*
- Q42 Unit personnel assignment stability (20)*
- Q28 Supervisors acting on personnel safety suggestions (20) - 2005*
- Q43 Supervisors reducing personnel's fear of reporting safety problems (20) - 2005*
- Q11 Personnel believing that their actions can protect other personnel (20) - 2005*
- Q30 Effectiveness of command safety officer in improving safety conditions (21) - 2005*
- Q26 Presence of safety training in new personnel orientation (22) - 2005*
- Q6 Frequency of detailed and regularly scheduled inspections (23) - 2005*
- Q34 Leadership participating in safety activities on a regular basis (28) - 2005*

- Q50 Personnel taking part in the development of safety requirements (30) - 2005**
- Q22 Effectiveness of recognition programs in promoting safe behavior (33) - 2005**
- Q14 Leadership publishing a policy on the value of personnel safety (33) - 2005**
- Q18 Belief that personnel understand safety regulations (33) - 2005**
- Q41 Availability of safety officer to provide assistance (34) - 2005**
- Q12 Supervisors behaving in accord with safety procedures (34) - 2005**
- Q8 Frequency of safety meeting occurrence (35) - 2005**
- Q1 Personnel identifying and eliminating hazards (35) - 2005**
- Q23 Safety standard level relative to standard duty performance level (37) - 2005**
- Q49 Leadership setting annual safety goals (37) - 2005**
- Q27 Belief that leadership is sincere in safety efforts (37) - 2005**
- Q5 Supervisors maintaining a high safety performance standard (37) - 2005**
- Q35 Perception that the safety officer has high status (41) - 2005**
- Q4 Personnel being involved in safety practices (41) - 2005**
- Q46 Personnel using necessary personal protective equipment (42) - 2005**
- Q24 Supervisors understanding personnel's job safety problems (43) - 2005**
- Q16 Condition of personnel morale (44)**
- Q17 Belief that leadership does more than law requires (44) - 2005**
- Q10 Belief that leadership shows it cares about personnel safety (45) - 2005**
- Q38 Supervisors providing helpful safety training (48) - 2005**
- Q29 Occurrence of emergency response procedures testing (49) - 2005**
- Q13 Presence of personnel well-trained in emergency response (49) - 2005**

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

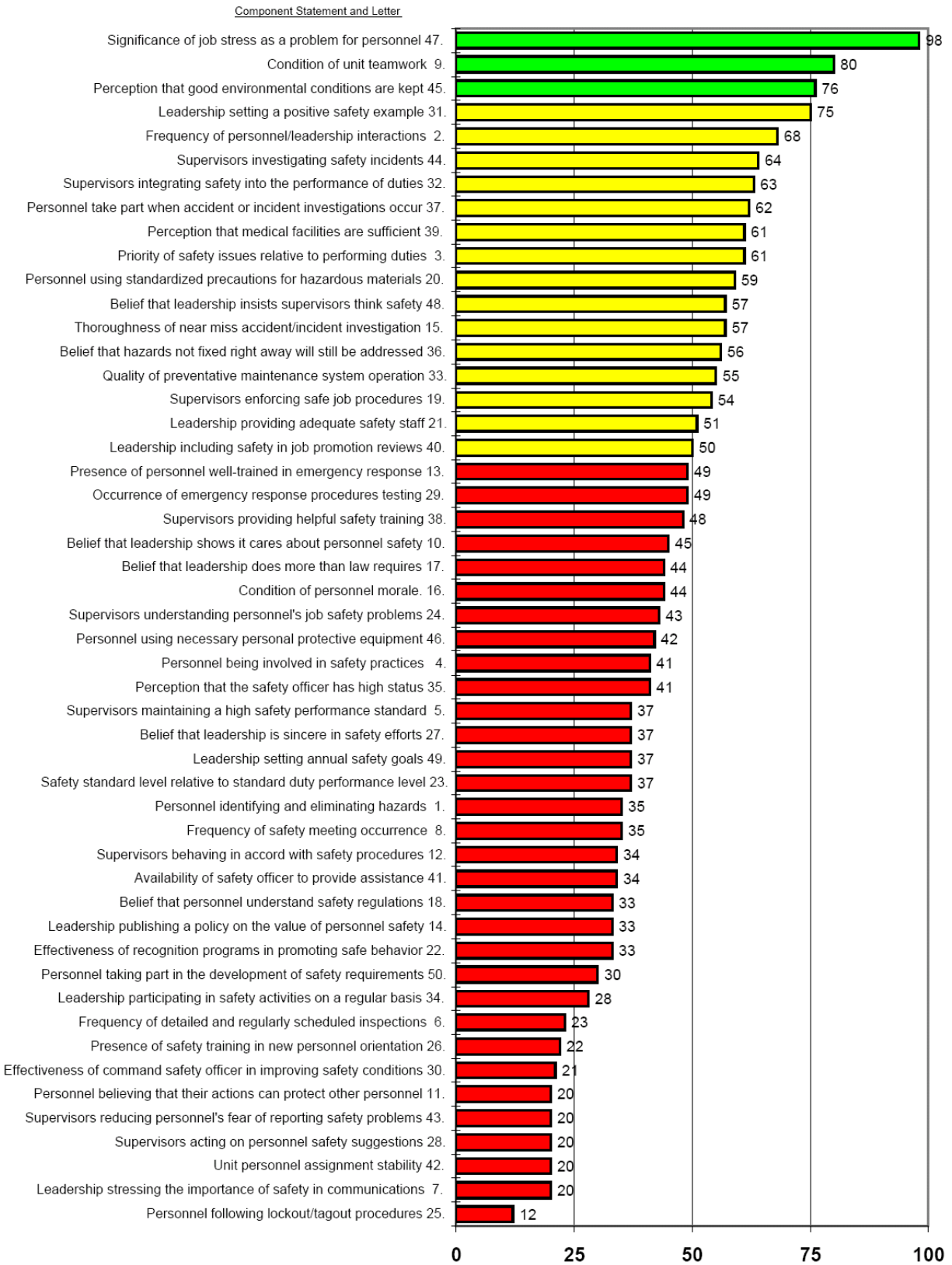


Figure 11 compares the Army results against all Active Duty respondents. All six program categories and the overall score for the Army are lower than the All Respondents results. The Army percentile scores range from a moderately low score of 33 for Personnel Participation to an above average 68 for Organizational Climate. The overall Army percentile score is a moderate 43 indicating that 57 percent of the database organizations achieved a higher overall score than did the Army. This is an increase of 8 percentile points from Army's moderately low score of 35 in 2005.

Figure 11
Program Category Percentile Scores – Army

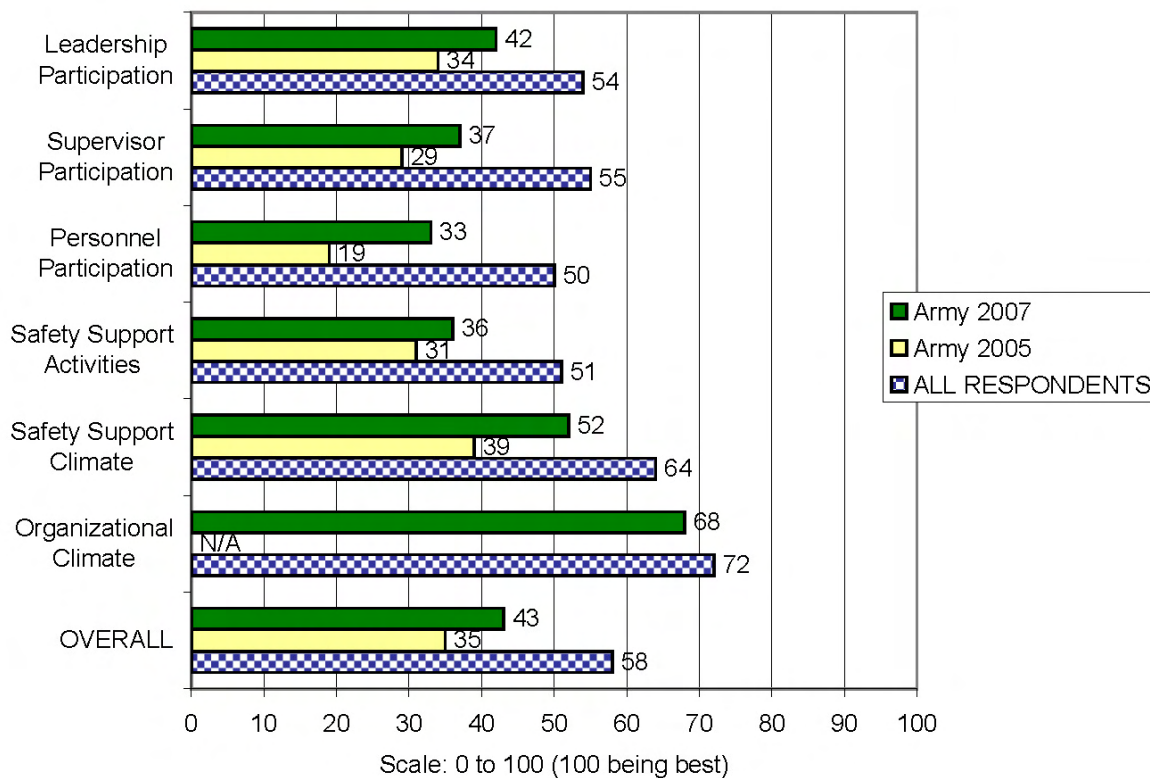


Figure 12 compares the safety perceptions of the Army Active Duty grades according to program category. These grades are E1-E4, E5-E9, W1-W5, O1-O3, and O4-O6. Consistent with many organizations that have conducted the Safety Barometer, as well as Army's 2005 results, higher-ranking personnel report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the least positive responses. O4-O6 staff perceptions are considerably more positive than other Army Active Duty, while O1-O3 and W1-W5 are relatively similar to each other. Enlisted grades (E1-E9) generated mostly below average percentile scores for program categories and overall. Relative similarity among grade

perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap. Figure 12 shows a general pattern of increasingly positive safety perceptions with higher grades.

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

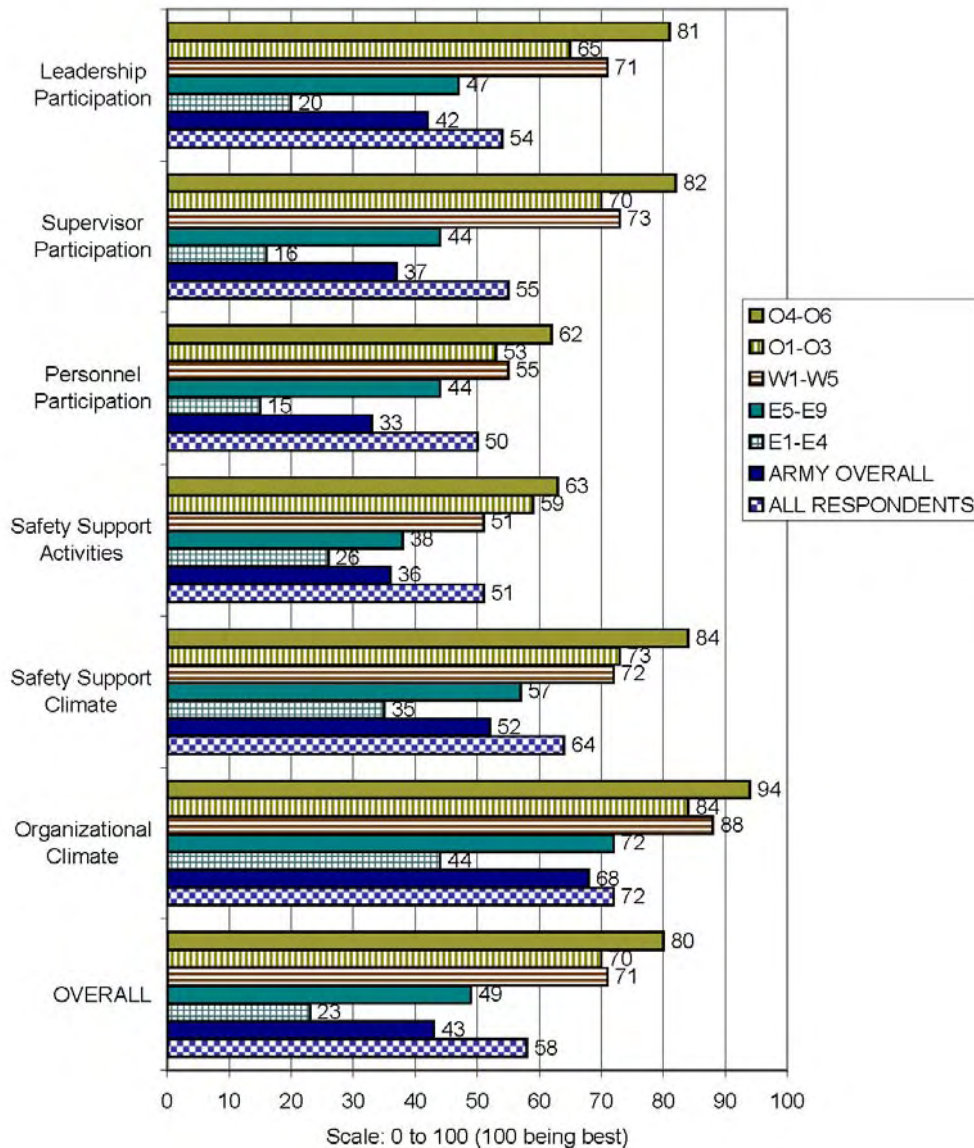
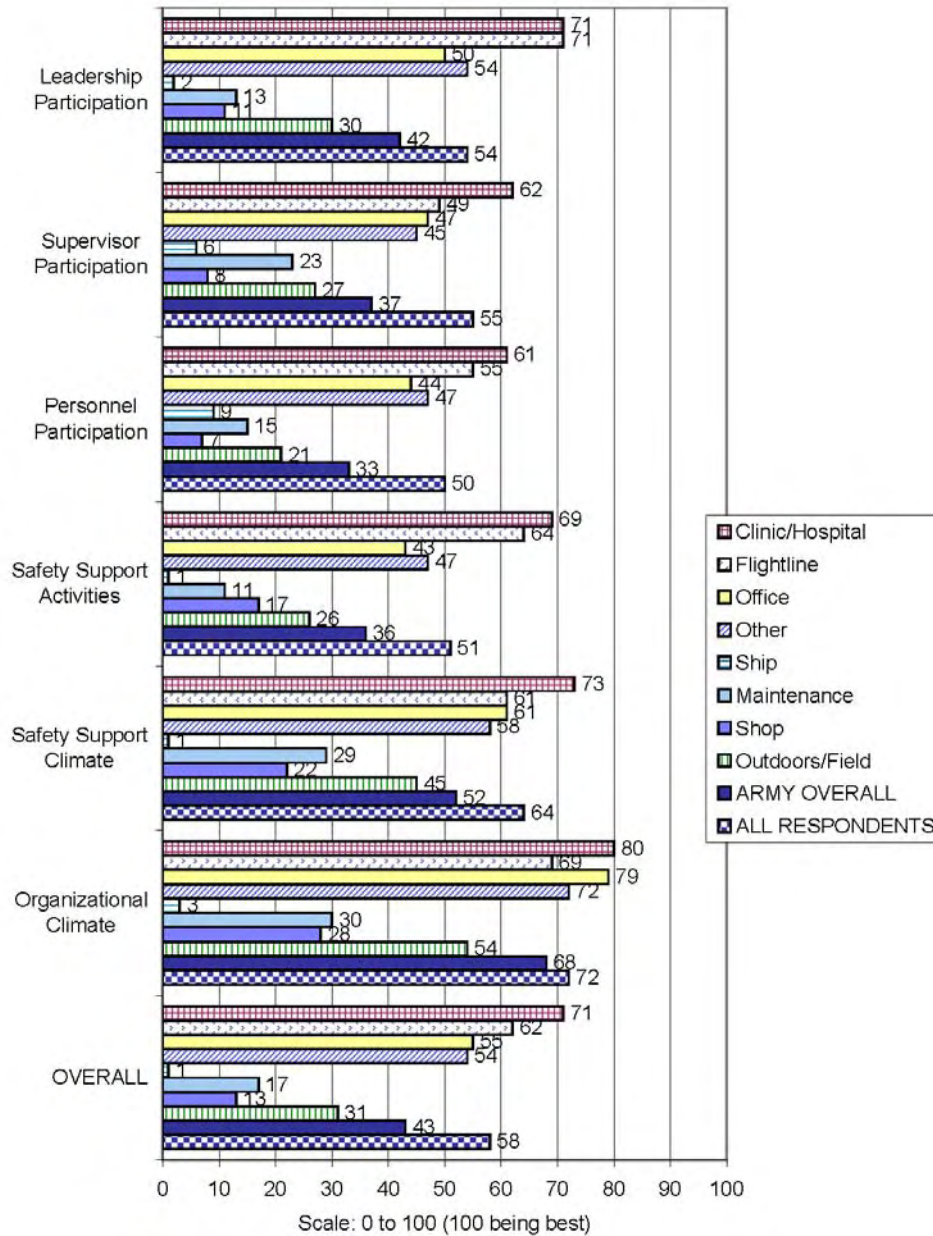



Figure 13 compares the safety perceptions of eight Active Duty Army work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other.

Figure 13
Program Category Percentile Scores by Work Location – Army – 2007



Clinic/Hospital and Flightline personnel tend to report the most positive safety program perceptions. Clinic/Hospital is the only work location that generated above average percentile scores for all program categories and overall. Office and Other staff tended to generate moderate perceptions. Ship, Maintenance, Shop, and Outdoors/Field personnel consistently generate the least positive responses with well below average perceptions. For all categories and overall, Ship personnel generated very low scores below 10. Relative similarity among work locations would indicate the Army safety program is uniformly administered across work locations. Dissimilarity may indicate disparity in the administration or perception of the safety program.

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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

3.9 NAVY

Figure 14 graphically presents the Navy's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the 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 14, 42 items meet or surpass the 50th percentile mark, compared to only 28 above average items in 2005. Nine items achieved high percentile scores at or above 80. The ten highest scoring items for the Navy had percentile scores at or above 79 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (98)*
- Q9 Condition of unit teamwork (89) - 2005*
- Q31 Leadership setting a positive safety example (88) - 2005*
- Q32 Supervisors integrating safety into the performance of duties (85) - 2005*
- Q45 Perception that good environmental conditions are kept (83)*
- Q20 Personnel using standardized precautions for hazardous materials (82) - 2005*
- Q15 Thoroughness of near miss accident/incident investigation (82)*
- Q40 Leadership including safety in job promotion reviews (81)*
- Q13 Presence of personnel well-trained in emergency response (80)*
- Q44 Supervisors investigating safety incidents (79)*

As indicated by the red shading, the Navy generated only eight items with scores below the 50th percentile (representing below average performance), compared to 18 such items in 2005. Among these items, six items have moderately low scores below 40, one of which has a low score below 20. Items 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.

- Q7 Leadership stressing the importance of safety in communications (16) - 2005*
- Q42 Unit personnel assignment stability (22)*
- Q11 Personnel believing that their actions can protect other personnel (24) - 2005*
- Q30 Effectiveness of command safety officer in improving safety conditions (30) - 2005*
- Q8 Frequency of safety meeting occurrence (37) - 2005*
- Q28 Supervisors acting on personnel safety suggestions (38) - 2005*
- Q43 Supervisors reducing personnel's fear of reporting safety problems (41) - 2005*
- Q25 Personnel following lockout/tagout procedures (41) - 2005*

Figure 14
Percentile Scores of Safety Program Items – Navy –2007

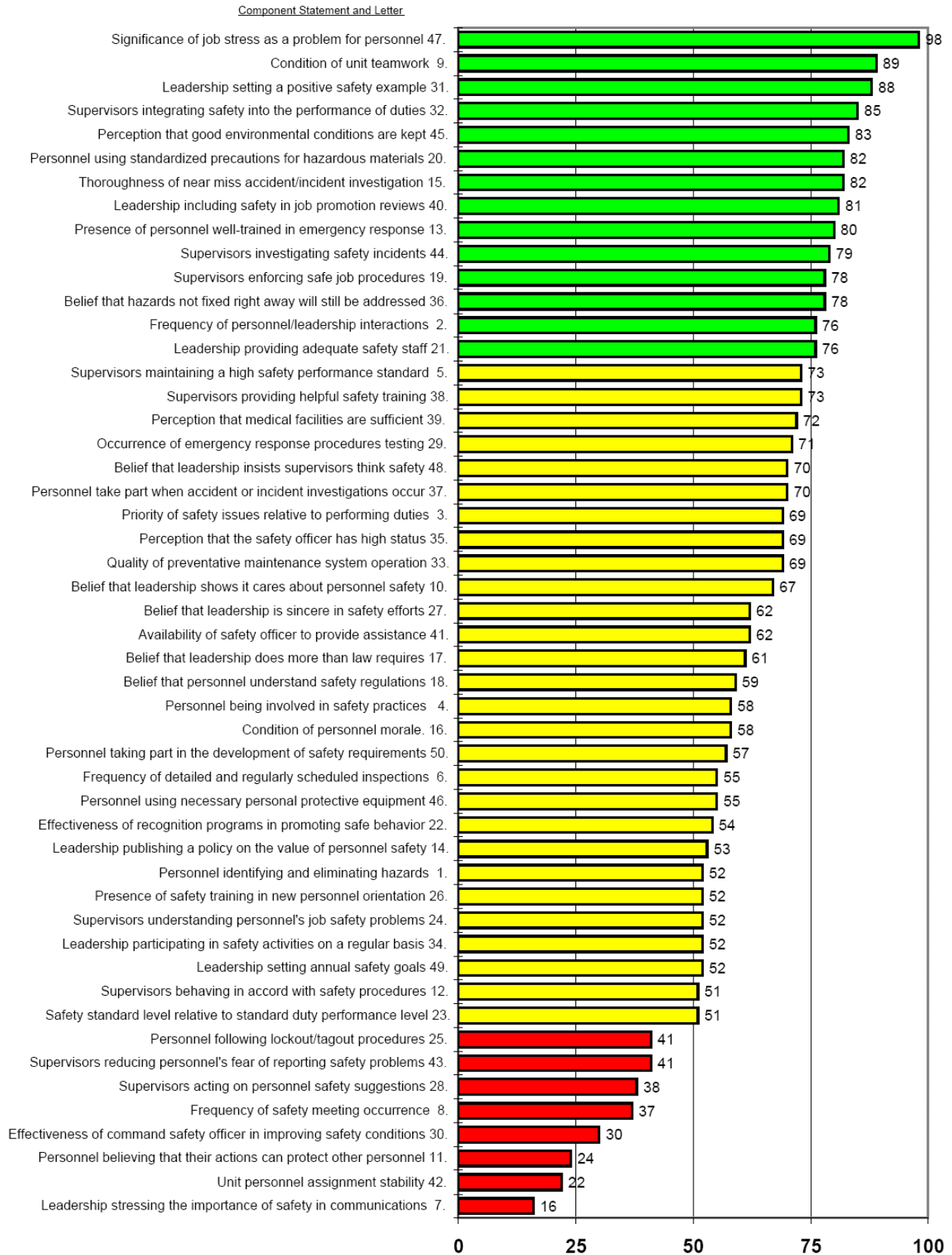


Figure 15 compares the Navy results against all Active Duty respondents. All six program categories and the overall score for the Navy are above the database average of 50 and higher than the All Respondents results. The Navy percentile scores range from an above average score of 64 for Personnel Participation to a moderately high score of 77 for Organizational Climate. The overall Navy percentile score is a moderately high 71, indicating that 29 percent of the database organizations achieved a higher overall score than did the Navy. This is an increase of 5 percentile points from Navy's above average score of 66 in 2005.

Figure 15
Program Category Percentile Scores – Navy

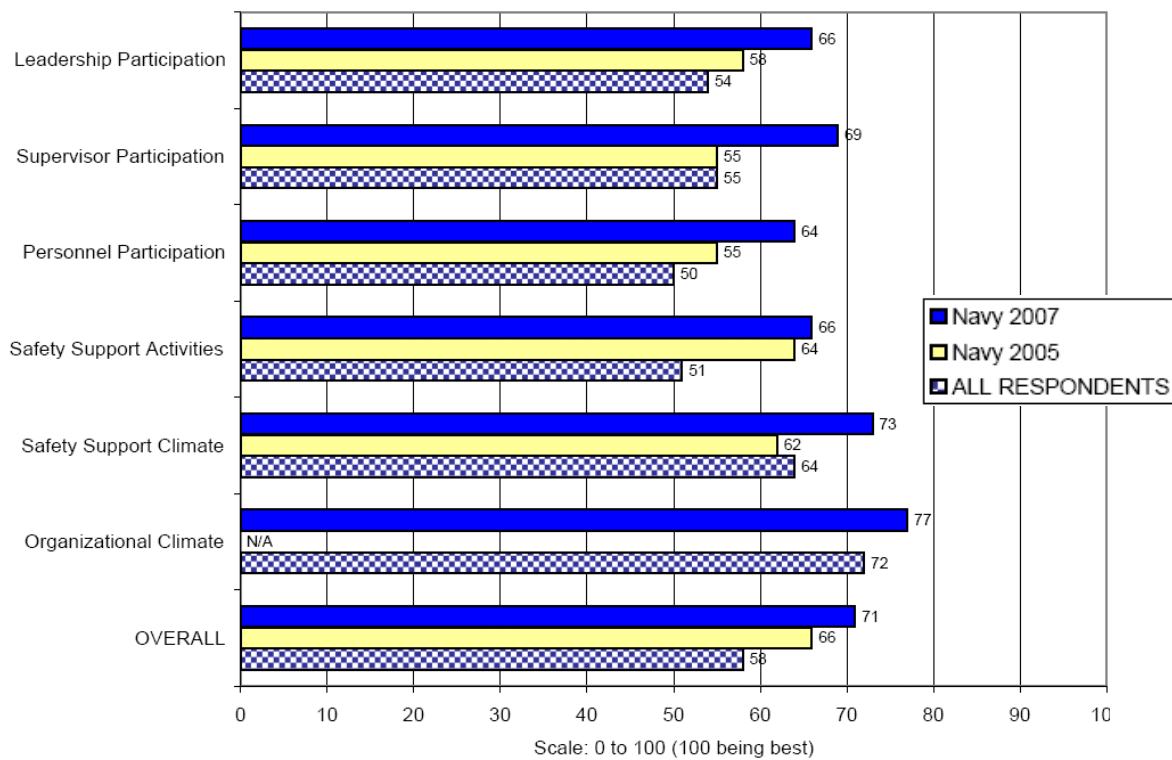


Figure 16 compares the safety perceptions of the Navy Active Duty grades according to program category. These grades are E1-E4, E5-E9, W1-W5, O1-O3, and O4-O6. Consistent with many organizations that have conducted the, Safety Barometer and Navy's 2005 results, higher-ranking personnel report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the least positive responses. W1-W5 personnel generated very high percentile scores above 90 for all program categories, achieving the highest possible score of 100 for Supervisor Participation, Safety Support Climate, Organizational Climate, and Overall. Similarly, O4-O6 achieved very high scores above 90 for

most categories, generating a score of 100 for Supervisor Participation, but an above average 69 for Organizational Climate. O1-O3 tended to generate moderately high to high scores. E5-E9 personnel tend to generate moderately high percentile scores in the 60s and 70s, and E1-E4 consistently generated the lowest scores, with moderately low to moderate results of all categories except Organizational Climate. 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.

Figure 16
Program Category Percentile Scores by Grade – Navy – 2007

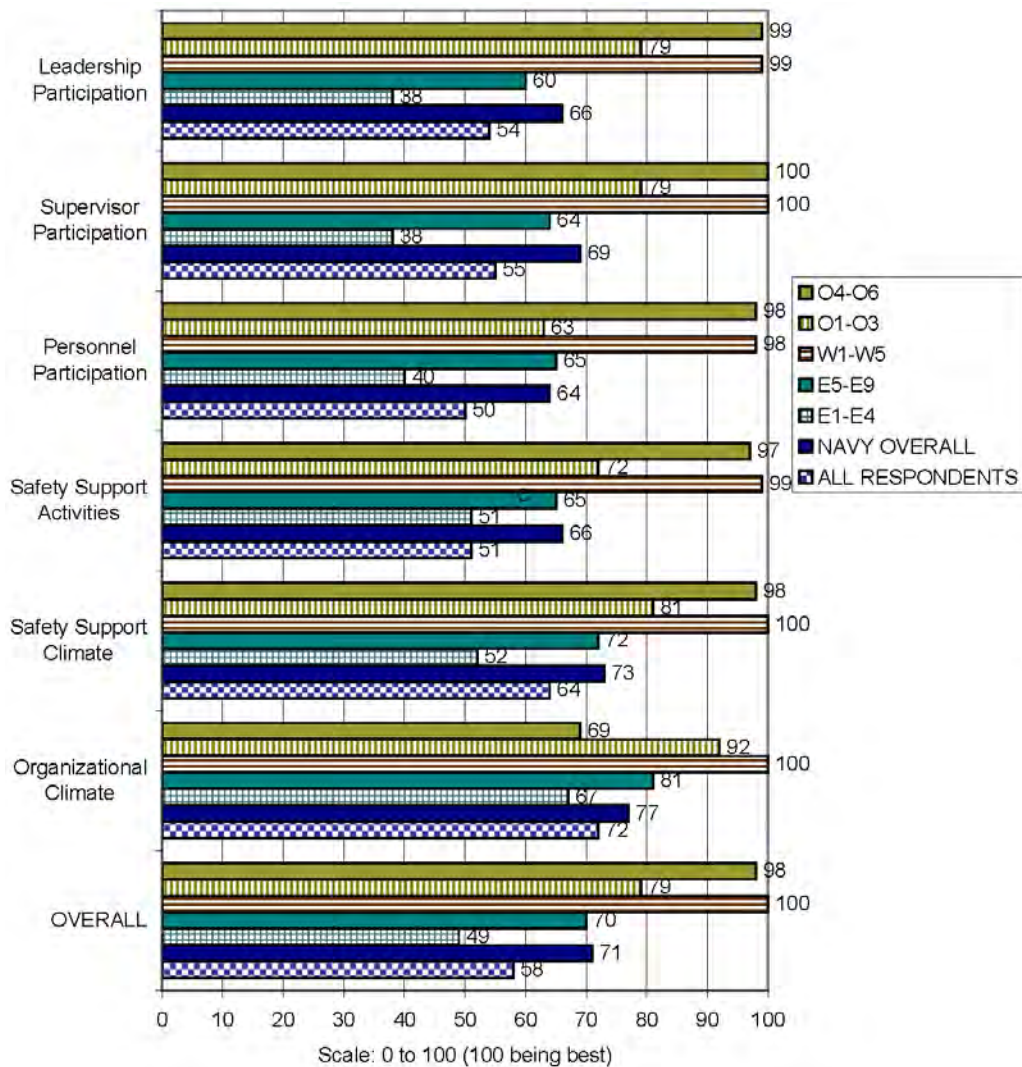
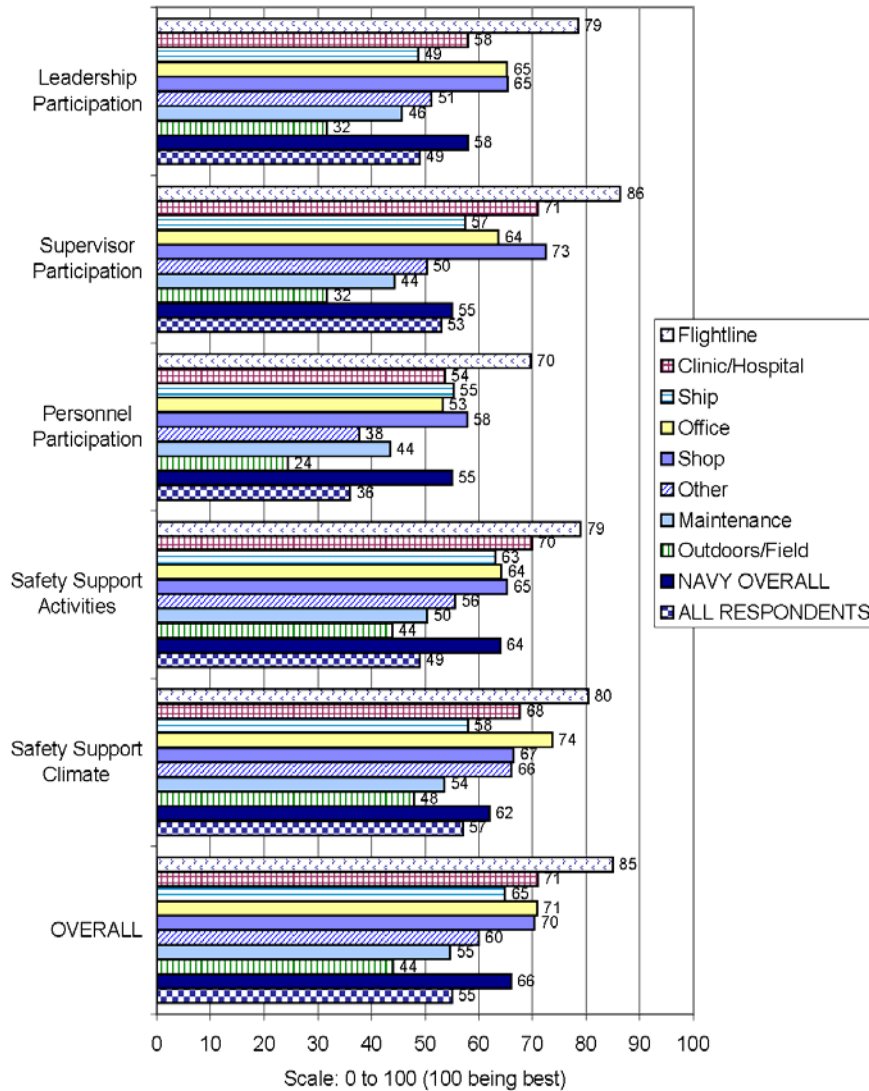


Figure 17 compares the safety perceptions of eight Active Duty Navy work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other.

Figure 17
Program Category Percentile Scores by Work Location – Navy – 2007



Clinic/Hospital personnel report the most positive safety program perceptions, with mostly very high scores in the 90s. Flightline, Office, and Maintenance staff results are relatively similar to each other. These work locations generated above average scores for their categories and overall. Other, Ship, and Outdoors/Field staff tended to exhibit moderate perceptions, while Shop staff generates the least positive responses for most program categories with below average perceptions. Relative similarity among work locations would indicate that the Navy safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

3.10 MARINE CORPS

Figure 18 graphically presents the Marine Corps' percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the 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 18, 27 items meet or surpass the 50th percentile mark, similar to 22 above average items in 2005. Four items achieved a high percentile score above 80. The ten highest scoring items for the Marine Corps have percentile scores at or above 68 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)*
- Q9 Condition of unit teamwork (90) - 2005*
- Q2 Frequency of personnel/leadership interactions (84) - 2005*
- Q31 Leadership setting a positive safety example (80) - 2005*
- Q45 Perception that good environmental conditions are kept (75) - 2005*
- Q33 Quality of preventative maintenance system operation (74) - 2005*
- Q36 Belief that hazards not fixed right away will still be addressed (72) - 2005*
- Q21 Leadership providing adequate safety staff (71) - 2005*
- Q15 Thoroughness of near miss accident/incident investigation (69) - 2005*
- Q20 Personnel using standardized precautions for hazardous materials (68)*

As indicated by the red shading, the Marine Corps generated 23 items with scores below the 50th percentile (representing below average performance), similar to 24 such items in 2005. Among these items, 15 items have moderately low scores of 40 or below, three of which have low scores below 20. Items 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 (14) - 2005*
- Q25 Personnel following lockout/tagout procedures (15) - 2005*
- Q7 Leadership stressing the importance of safety in communications (19) - 2005*
- Q43 Supervisors reducing personnel's fear of reporting safety problems (22) - 2005*
- Q42 Unit personnel assignment stability (24)*
- Q30 Effectiveness of command safety officer in improving safety conditions (24) - 2005*
- Q28 Supervisors acting on personnel safety suggestions (30) - 2005*
- Q34 Leadership participating in safety activities on a regular basis (31) - 2005*
- Q26 Presence of safety training in new personnel orientation (33) - 2005*
- Q1 Personnel identifying and eliminating hazards (34) - 2005*

- Q18 Belief that personnel understand safety regulations (35) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (38) - 2005***
- Q49 Leadership setting annual safety goals (39) - 2005***
- Q41 Availability of safety officer to provide assistance (39) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (39) - 2005***
- Q50 Personnel taking part in the development of safety requirements (44) - 2005***
- Q23 Safety standard level relative to standard duty performance level (45) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (45)***
- Q4 Personnel being involved in safety practices (46) - 2005***
- Q12 Supervisors behaving in accord with safety procedures (46)***
- Q6 Frequency of detailed and regularly scheduled inspections (47) - 2005***
- Q8 Frequency of safety meeting occurrence (48) - 2005***
- Q22 Effectiveness of recognition programs in promoting safe behavior (49)***

Figure 18
Percentile Scores of Safety Program Items - Marine Corps – 2007

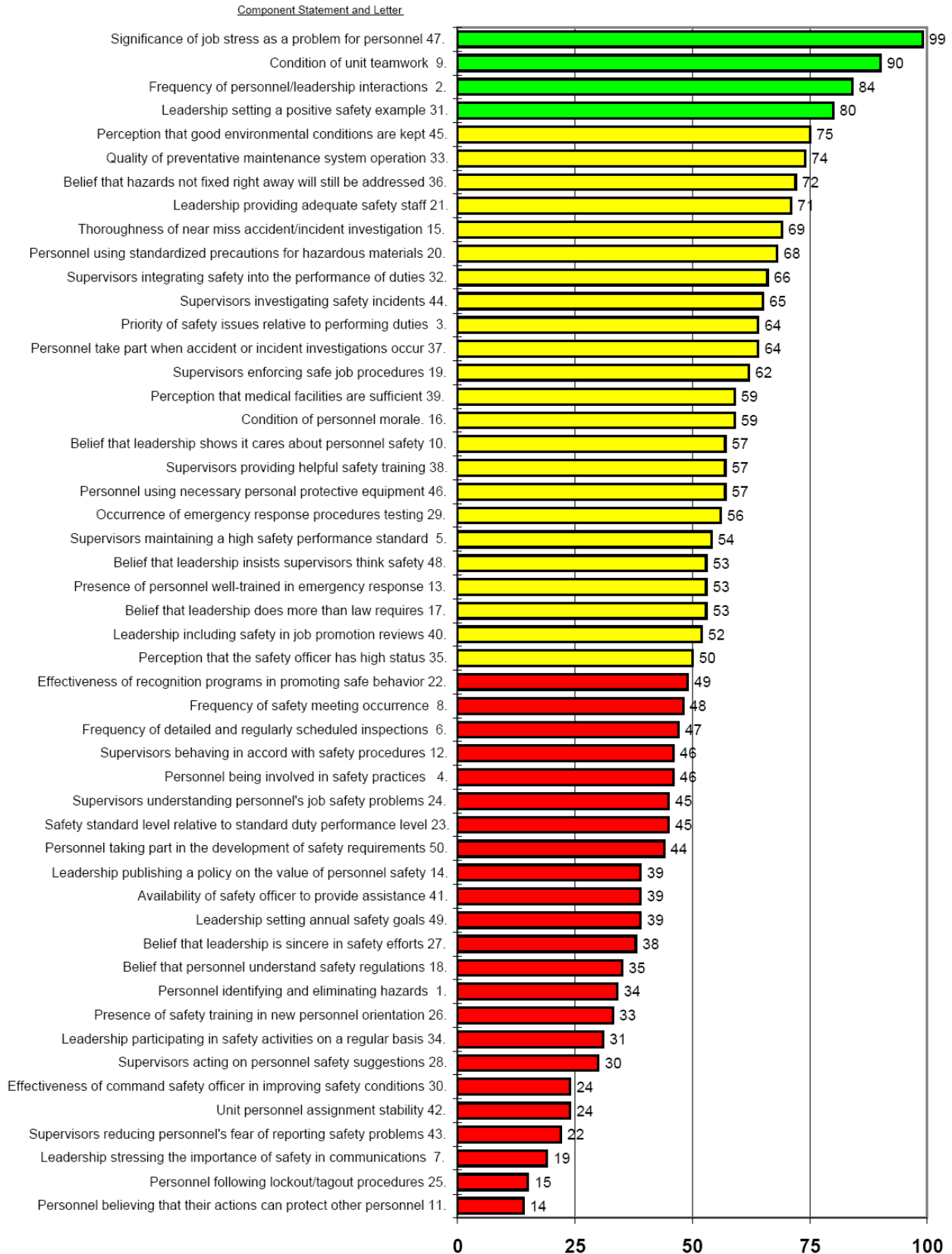


Figure 19 compares the Marine Corps results against all Active Duty respondents. For four of the six program categories and the overall score, the Marine Corps results are lower than the All Respondents results. The Marine Corps results are mostly moderate, with half the program categories generating scores above the database average of 50. The Marine Corps percentile scores range from a moderate, below average score of 44 for Personnel Participation to a high 81 for Organizational Climate. The overall Marine Corps percentile score is a moderate 55, indicating that 45 percent of the database organizations achieved a higher overall score than did the Marine Corps. This is a slight decrease from Marine Corps's above average score of 58 in 2005.

Figure 19
Program Category Percentile Scores - Marine Corps

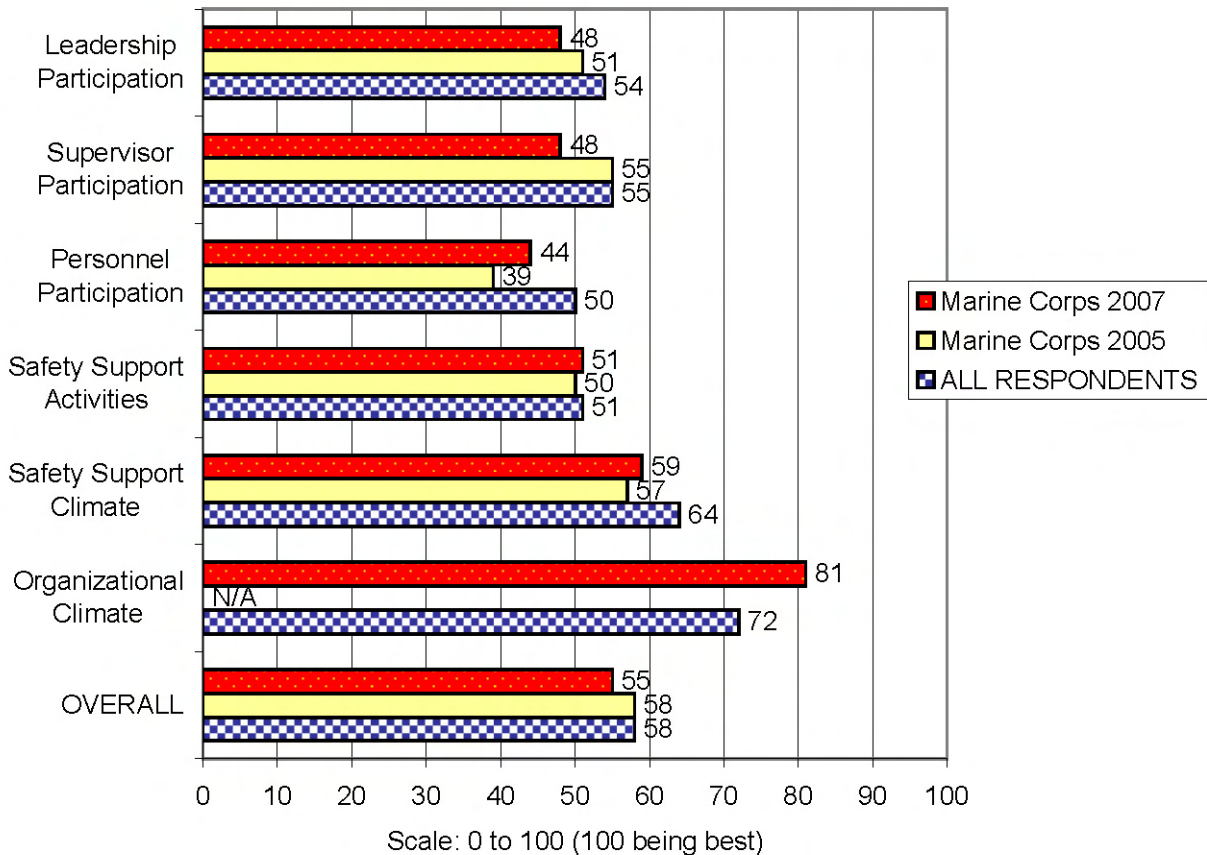


Figure 20 compares the safety perceptions of the Marine Corps Active Duty grades according to program category. These grades are E1-E4, E5-E9, W1-W5, O1-O3, and O4-O6. Consistent with many organizations that have conducted the Safety Barometer, and Marine Corp's 2005 results, higher-ranking personnel report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the least positive responses.

O4-O6, O1-O3, and W1-W5 staff are relatively similar to each other and generated many high to very high scores in the 80s and 90s. Both O4-O6 and W1-W5 achieved the highest possible score of 100 for Organizational Climate. E5-E9 personnel tend to generate moderate to moderately high percentile scores in the 50s and 60s, and E1-E4 consistently generated the lowest scores, with below average results for all categories except Organizational Climate. 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.

Figure 20
Program Category Percentile Scores by Grade - Marine Corps – 2007

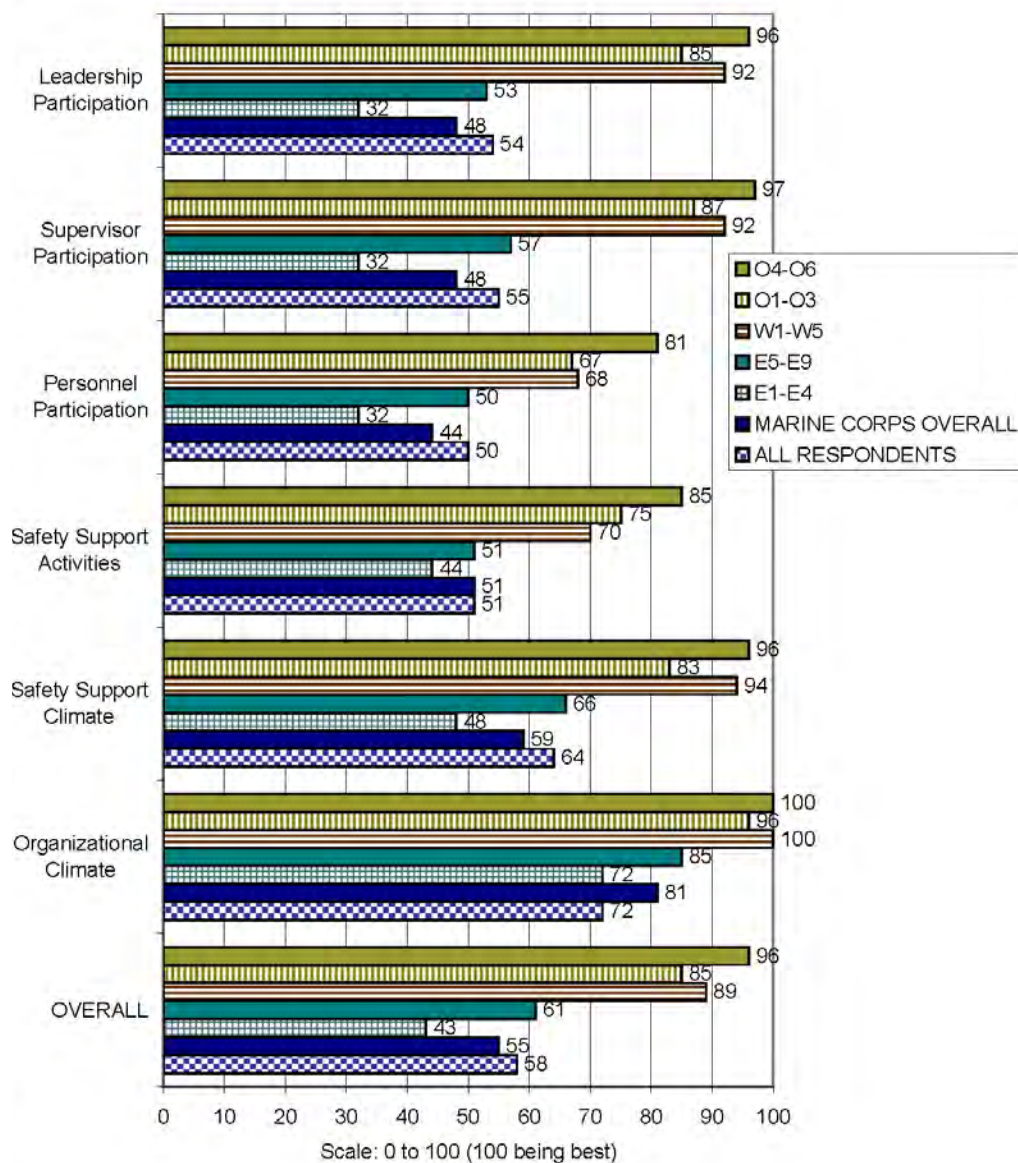
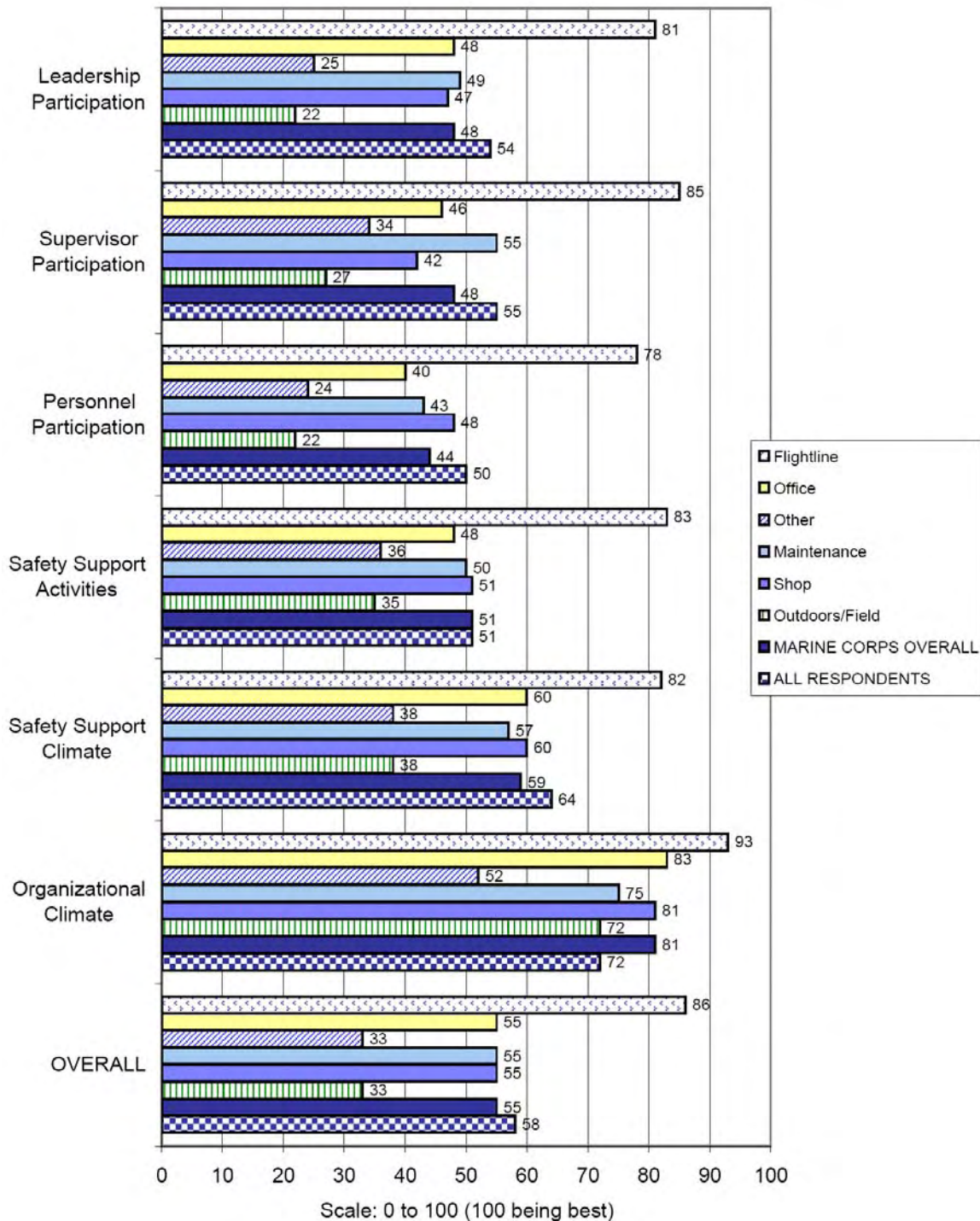


Figure 21 compares the safety perceptions of six Active Duty Marine Corps work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, and Other. To avoid making inaccurate generalizations based on an inadequate or absent sample, results were not computed for the Clinic/Hospital and Ship categories.

Figure 21
Program Category Percentile Scores by Work Location - Marine Corps – 2007



Flightline personnel report the most positive safety program perceptions, with moderately high to very high scores in the 70s through 90s. None of the remaining work locations generated above average scores for all categories and overall. Other and Outdoors/Field staff results are relatively similar to each other and consistently generate the least positive responses with moderately low, below average perceptions for all categories except Organizational Climate. Relative similarity among work locations would indicate that the Marine Corps safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

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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

3.11 Air Force

Figure 22 graphically presents the Air Force's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the 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 22, 37 items meet or surpass the 50th percentile mark, similar to 31 above average items in 2005. Seven items achieved a high percentile score at or above 80. The ten highest scoring items for the Air Force had percentile scores at or above 78 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q31 Leadership setting a positive safety example (89) - 2005***
- Q9 Condition of unit teamwork (88) - 2005***
- Q32 Supervisors integrating safety into the performance of duties (86) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (84) - 2005***
- Q45 Perception that good environmental conditions are kept (81) - 2005***
- Q40 Leadership including safety in job promotion reviews (81) - 2005***
- Q19 Supervisors enforcing safe job procedures (78) - 2005***
- Q21 Leadership providing adequate safety staff (78)***
- Q3 Priority of safety issues relative to performing duties (78) - 2005***

As indicated by the red shading, the Air Force generated 13 items with scores below the 50th percentile (representing below average performance), similar to 15 such items in 2005. Among these items, five items have moderately low scores of 40 or below, one of which has a low score below 20. Items 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.

- Q42 Unit personnel assignment stability (19)***
- Q30 Effectiveness of command safety officer in improving safety conditions (21) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (22) - 2005***
- Q25 Personnel following lockout/tagout procedures (23) - 2005***
- Q7 Leadership stressing the importance of safety in communications (37) - 2005***
- Q1 Personnel identifying and eliminating hazards (41) - 2005***
- Q4 Personnel being involved in safety practices (44) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (44) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (45) - 2005***
- Q35 Perception that the safety officer has high status (46) - 2005***

- Q49 Leadership setting annual safety goals (47) - 2005***
- Q8 Frequency of safety meeting occurrence (48) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (48)***

Figure 22
Percentile Scores of Safety Program Items - Air Force – 2007

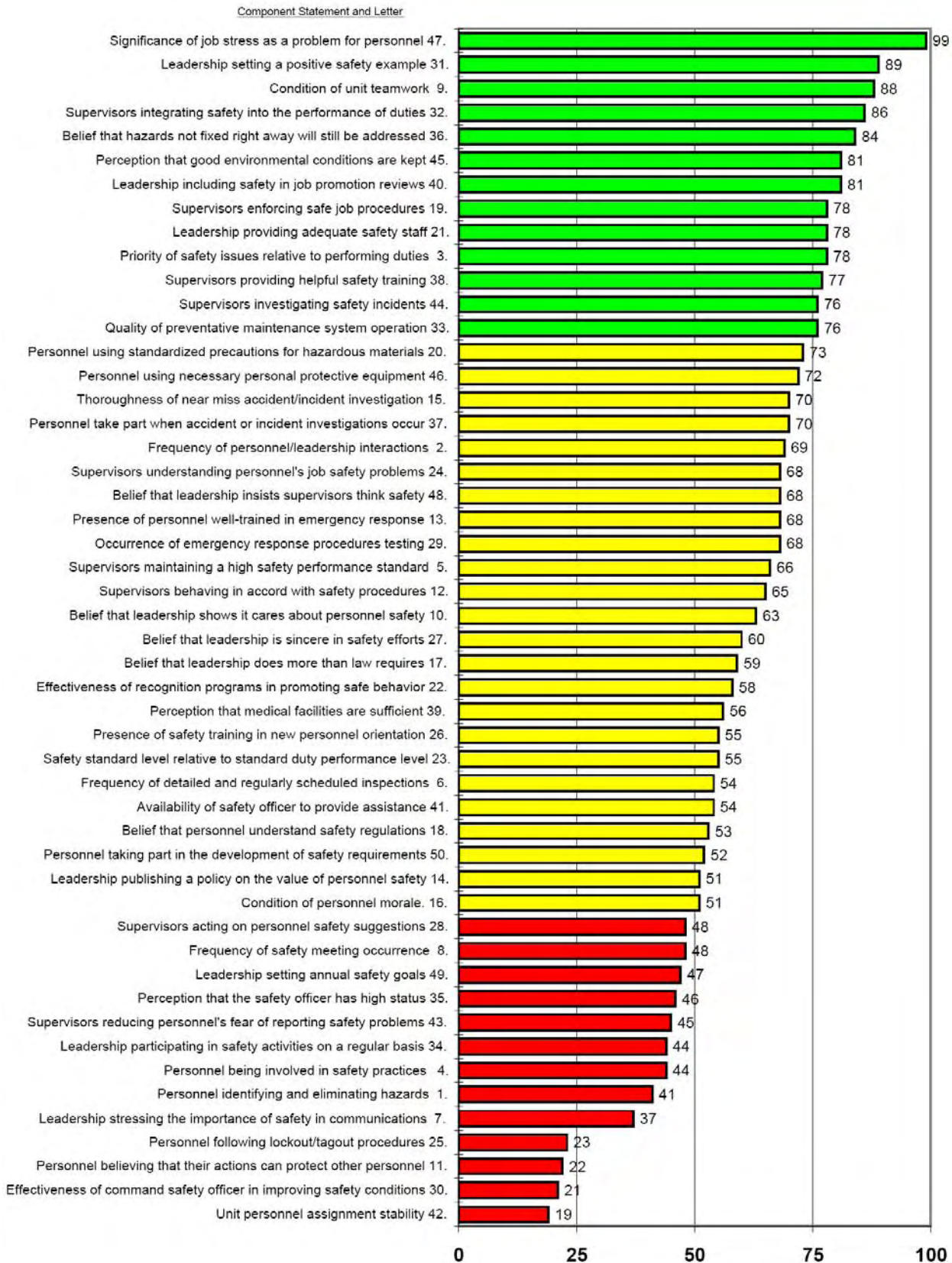


Figure 23 compares the Air Force results against all Active Duty respondents. For all six program categories and the overall score, the Air Force results are higher than the All Respondents results and above the database average of 50. The Air Force percentile scores range from a moderate score of 55 for Personnel Participation to a moderately high 73 for Supervisor Participation and Organizational Climate. Identical to its 2005 results, the overall Air Force percentile score is a moderately high 70, indicating that 30 percent of the database organizations achieved a higher overall score than did the Air Force.

Figure 23
Program Category Percentile Scores - Air Force

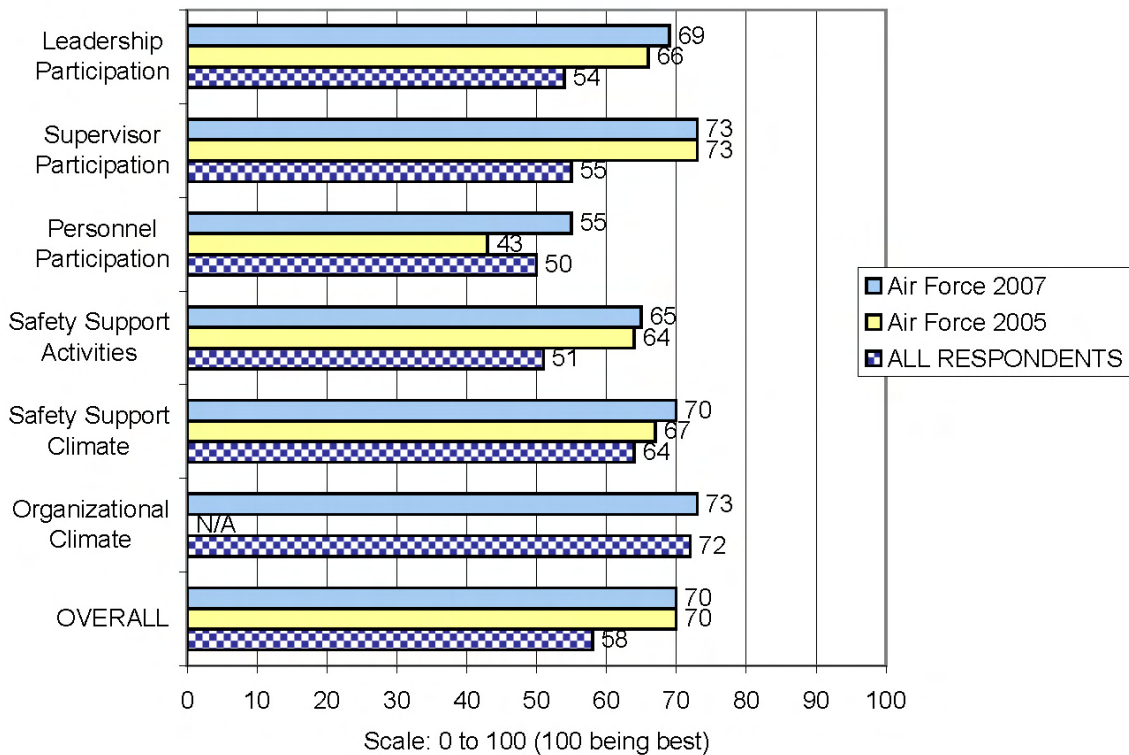


Figure 24 compares the safety perceptions of the Air Force Active Duty grades according to program category. These grades are E1-E4, E5-E9, O1-O3, and O4-O6. Consistent with many organizations that have conducted the Safety Barometer, and Air Force's 2005 results, higher-ranking personnel report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the least positive responses. O4-O6 and O1-O3 are very similar to each other and generated mostly high to very high percentile scores in the 80s and 90s. E5-E9 personnel tend to generate moderately high percentile scores in the 60s and 70s, and E1-E4 consistently generated the lowest, moderate scores. 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.

Figure 24
Program Category Percentile Scores by Grade - Air Force – 2007

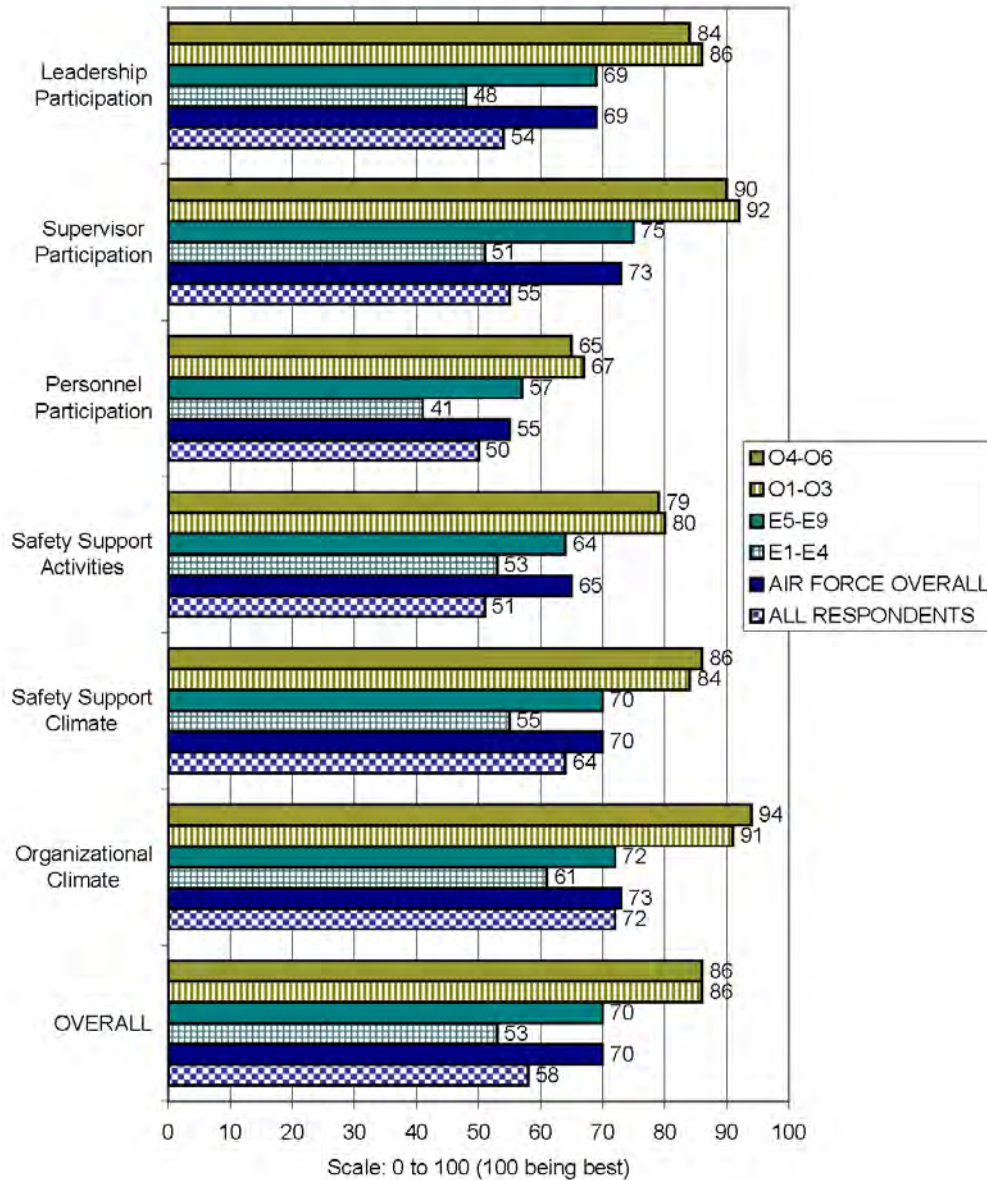
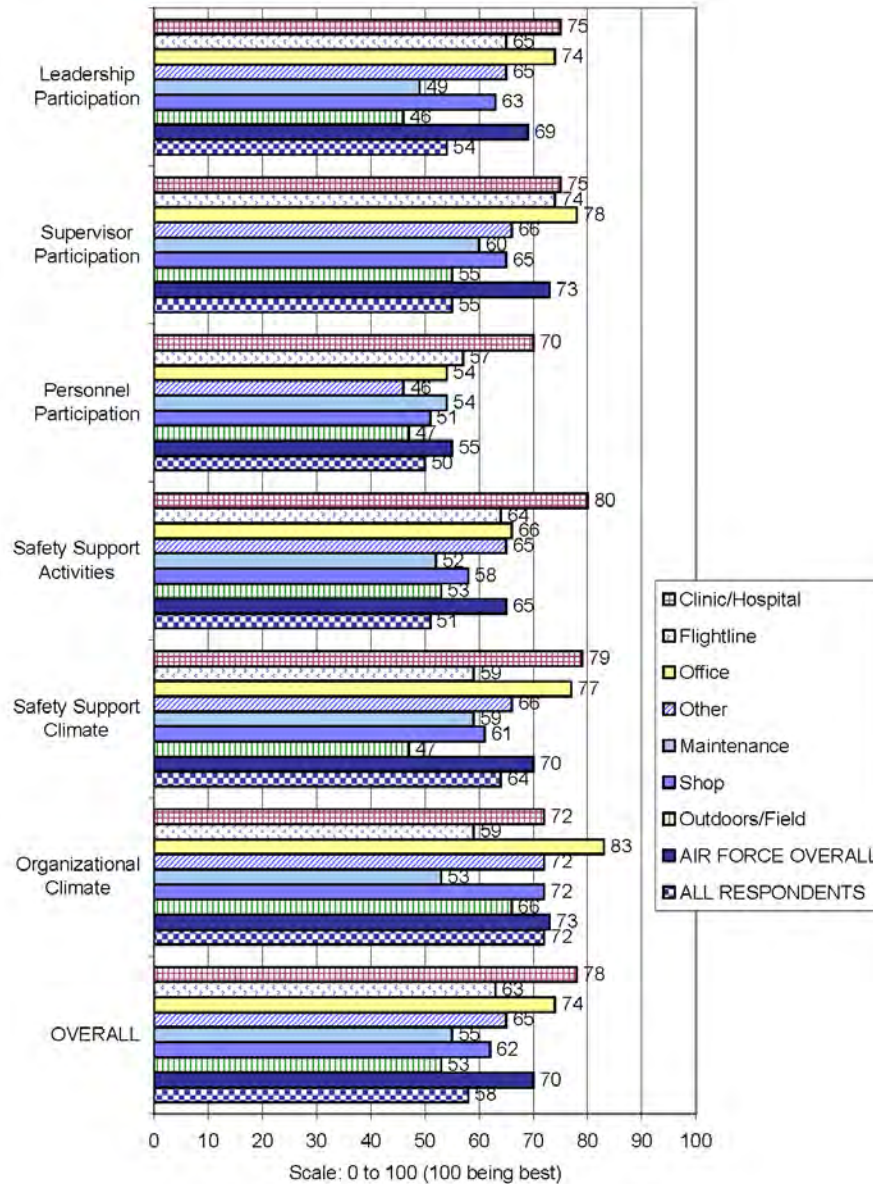


Figure 25 compares the safety perceptions of seven Active Duty work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other. To avoid making inaccurate generalizations based on an inadequate or absent sample, specific results were not computed for the Ship category.

Figure 25
Program Category Percentile Scores by Work Location - Air Force – 2007



With the exception of Maintenance and Outdoors/Field, the remaining work locations generated above average scores for all categories and overall. Clinic/Hospital and Office personnel tended to report the most positive safety program perceptions, with generally above average to moderately high scores in the 60s and 70s. Flightline and Other staff results are relatively similar to each other, and exhibit mostly moderate to moderately high perceptions in the 50s and 60s. Maintenance and Outdoors/Field personnel consistently generated the lowest perceptions, with moderate percentile scores in the 40s and 50s. Relative similarity among 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.

4 Conclusions

4.1 Overview

This report provides results of a survey of Active Duty personnel conducted in 2007, with comparisons to 2005 results. These results can be used to assess perceptions of Active Duty 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, branch of Service, 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 study 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 Active Duty personnel received generally moderate ratings on the Safety Barometer survey, with almost half the 50 standard items scoring below average. Compared with responses from the 232 locations in the NSC database, Active Duty percentile scores for safety program categories ranged from a moderate 50 for Personnel Participation to a moderately high 72 for Organizational Climate. All of the six standard program categories have percentile scores at or above the average of 50, compared to only two above average categories in 2005. The overall Safety Barometer percentile score was a moderate 58 out of 100, meaning that 42 percent of the database organizations achieved a higher overall score than did Active Duty personnel. This is a slight improvement from the moderate score of 55 for DoD Active Duty in 2005.

Closer examination shows that Active Duty personnel scored at or above the 50th percentile for 28 of 50 standard items, a slight increase from 21 above average items in 2005. Three items generated high scores above 80. It is generally recommended that safety program items with percentiles less than 50 receive attention. These lowest scoring items may be used to establish improvement priorities. The 22 Safety Barometer items that generated below average percentile scores (<50) for Active Duty personnel are presented below from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (20) - 2005***
- Q42 Unit personnel assignment stability (21)***
- Q11 Personnel believing that their actions can protect other personnel (21) - 2005***
- Q7 Leadership stressing the importance of safety in communications (22) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (23) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (29) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (32) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (37) - 2005***
- Q8 Frequency of safety meeting occurrence (40) - 2005***
- Q26 Presence of safety training in new personnel orientation (41) - 2005***
- Q1 Personnel identifying and eliminating hazards (41) - 2005***
- Q18 Belief that personnel understand safety regulations (42) - 2005***
- Q50 Personnel taking part in the development of safety requirements (43) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (43) - 2005***
- Q49 Leadership setting annual safety goals (44) - 2005***
- Q41 Availability of safety officer to provide assistance (44) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (46) - 2005***
- Q23 Safety standard level relative to standard duty performance level (47)***
- Q27 Belief that leadership is sincere in safety efforts (47) - 2005***
- Q4 Personnel being involved in safety practices (48) - 2005***

Q22 Effectiveness of recognition programs in promoting safe behavior (49)

Q12 Supervisors behaving in accord with safety procedures (49)

For all six program categories and overall, higher-ranking grades continue to generate the most positive perceptions among Active Duty personnel, with clear pattern of increasingly positive safety perceptions with higher grades. For 2007, the O4-O6 category had a very high overall percentile score of 93 out of 100, improved from its high score of 84 in 2005. Similar to their moderately low score of 39 in 2005, those in the E1-E4 category have an overall percentile score of only 37 in 2007.

Dissimilarities in perceptions among work locations were found, with those in Clinic/Hospital and Flightline continuing to have the most positive perceptions (overall scores of 86 and 71, respectively). Those in Shop and Outdoor/Field have the least positive perceptions, with overall scores of 43 and 35, respectively, which reflect percentile score decreases since 2005.

Branch of Service analyses show that the Navy and Air Force again generated the most positive safety program perceptions, with moderately high overall percentile scores of 71 and 70, respectively. Marine Corps results continue to be moderate, with an overall score of 55. The Army respondents had the least positive perceptions, but improved the most since 2005, increasing 8 percentile points from a moderately low overall score of 35 in 2005 to a moderate 43 in 2007.

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

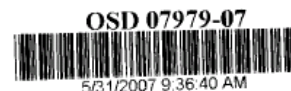
MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO 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 DoD Active Duty 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 04/06/2007. DMDC mailed notification letters to 65,965 DoD Active Duty 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 4/23/07 and 5/29/07.

DMDC employed single-stage, non-proportional stratified random sampling procedures, drawing the population of 65,965 individuals from their Active Duty Data File. Respondents were disqualified if they left DoD 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 20,175 eligible respondents. The weighted response rate was 30.6 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

April 2007 Status of Forces Survey of Active Duty Members

SAFETY (MODULE C)

125. 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"/>

DMDC

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April 2007 Status of Forces Survey of Active Duty Members

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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"/>
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"/>

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	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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"/>
aq. Personnel are afraid to report safety problems to their supervisors.	<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"/>

DMDC

April 2007 Status of Forces Survey of Active Duty Members

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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"/>

126. 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 cross reference between the NSC numbers used in the Results Report and the question lettering in two Safety Barometer surveys.

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 – Methodologies 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) is distilled from a variety of sources, such as the compilation of importance ratings of safety program practices by top safety professionals, reviews of research comparing safety program items of organizations with high versus low injury rates, analyses of the best National Safety Council member safety programs, and examinations of numerous safety program survey and audit questionnaires. The utility of the format was verified through testing at more than 100 public and private organizations 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 organizations (both public and private) 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 XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

O6	Count Col Pct	Row			
		E1-E4	E5-E9	W1-W5	O1-O3 O4-
5	Total	1	2	3	4
Q1		-----+-----+-----+-----+-----+-----			
34478 291364	1	91253 138080	5479	22074	
Strongly agree		21.4 26.6	28.5	20.4	
37.2 25.0		-----+-----+-----+-----+-----+-----			
44425 608633	2	216160 271801	11292	64954	
Agree		50.8 52.5	58.7	60.1	
47.9 52.3		-----+-----+-----+-----+-----+-----			
10679 209296	3	94444 84003	2193	17977	
No opinion		22.2 16.2	11.4	16.6	
11.5 18.0		-----+-----+-----+-----+-----+-----			
2675 45348	4	19614 19831	277	2952	
Disagree		4.6 3.8	1.4	2.7	
2.9 3.9		-----+-----+-----+-----+-----+-----			
418 9265	5	4396 4410		41	
Strongly disagree		1.0 .9		.0	
.5 .8		-----+-----+-----+-----+-----+-----			
Column		425866	518126	19241	107998
92676 1163907	Total	36.6	44.5	1.7	9.3
8.0 100.0		-----+-----+-----+-----+-----+-----			

Number of Missing Observations: 140500

Q2 Frequent contact between personnel and 1 by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

O6	Count Col Pct	Row			
		E1-E4	E5-E9	W1-W5	O1-O3 O4-
5	Total	1	2	3	4
Q2		-----+-----+-----+-----+-----+-----			
18217 220089	1	69623 107075	4054	21120	
Strongly agree		16.2 20.7	22.3	19.6	
19.6 18.9		-----+-----+-----+-----+-----+-----			
61690 592956	2	191763 265853	11071	62579	
Agree		44.7 51.4	61.0	58.1	
66.4 50.9		-----+-----+-----+-----+-----+-----			
7837 213856	3	106113 80019	2022	17864	
No opinion		24.7 15.5	11.1	16.6	
8.4 18.4		-----+-----+-----+-----+-----+-----			
4113 99069	4	41185 47604	922	5244	
Disagree		9.6 9.2	5.1	4.9	
4.4 8.5		-----+-----+-----+-----+-----+-----			
999 39225	5	20168 17079	72	907	
Strongly disagree		4.7 3.3	.4	.8	
1.1 3.4		-----+-----+-----+-----+-----+-----			

		Column	428853	517630	18141	107714
92857	1165195	Total	36.8	44.4	1.6	9.2
8.0	100.0		-----+-----+-----+-----+-----+-----			

Number of Missing Observations: 139211

Q3 Safety takes a back seat to production by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

O6	Count Col Pct	Row			
		E1-E4	E5-E9	W1-W5	O1-O3 O4-
5	Total	1	2	3	4
Q3		-----+-----+-----+-----+-----+-----			
1771 54941	1	27937 22461	522	2250	
Strongly agree		6.6 4.4	2.7	2.1	
1.9 4.7		-----+-----+-----+-----+-----+-----			
4763 140646	2	55495 69545	1514	9329	
Agree		13.0 13.5	7.9	8.7	
5.2 12.1		-----+-----+-----+-----+-----+-----			
12413 280515	3	132056 110674	3691	21681	
No opinion		31.0 21.5	19.3	20.1	
13.5 24.2		-----+-----+-----+-----+-----+-----			
53393 483594	4	149334 215665	9846	55357	
Disagree		35.1 41.9	51.6	51.4	
58.0 41.7		-----+-----+-----+-----+-----+-----			
19682 199817	5	60808 96779	3522	19027	
Strongly disagree		14.3 18.8	18.4	17.7	
21.4 17.2		-----+-----+-----+-----+-----+-----			
Column		425629	515124	19094	107644
92022 1159514	Total	36.7	44.4	1.6	9.3
7.9 100.0		-----+-----+-----+-----+-----+-----			

Number of Missing Observations: 144893

Q4 Personnel revise safety & health practice by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

O6	Count Col Pct	Row			
		E1-E4	E5-E9	W1-W5	O1-O3 O4-
5	Total	1	2	3	4
Q4		-----+-----+-----+-----+-----+-----			
7408 120946	1	40720 61369	1728	9721	
Strongly agree		9.6 12.0	9.0	9.1	
8.0 10.5		-----+-----+-----+-----+-----+-----			
53855 485121	2	140858 227088	9237	54084	
Agree		33.4 44.4	48.3	50.7	
58.2 42.1		-----+-----+-----+-----+-----+-----			
24149 390527	3	171477 156246	6469	32186	
No opinion		40.6 30.6	33.8	30.2	
26.1 33.9		-----+-----+-----+-----+-----+-----			

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		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
6425	125682	4		54358	53372	1387	10140	
Disagree				12.9	10.4	7.3	9.5	
6.9	10.9							
693	29314	5		14917	12939	297	468	
Strongly disagree				3.5	2.5	1.6	.4	
.7	2.5							
Column		422330	511013	19118	106599			
92531	1151590	Total	36.7	44.4	1.7	9.3		
8.0	100.0							

Number of Missing Observations: 152816

Q5 Supervisor maintain high safety standard by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
35003	262504	1		75868	124036	3672	23925	
Strongly agree				17.8	24.1	19.1	22.4	
37.9	22.7							
39954	531492	2		178028	242059	10926	60523	
Agree				41.8	47.1	56.7	56.7	
43.2	45.9							
15631	290668	3		130520	120381	4067	20069	
No opinion				30.7	23.4	21.1	18.8	
16.9	25.1							
943	48235	4		25425	19692	517	1657	
Disagree				6.0	3.8	2.7	1.6	
1.0	4.2							
899	25252	5		15929	7736	81	607	
Strongly disagree				3.7	1.5	.4	.6	
1.0	2.2							
Column		425771	513904	19264	106781			
92431	1158150	Total	36.8	44.4	1.7	9.2		
8.0	100.0							

Number of Missing Observations: 146256

Q6 Inspections made at regular intervals by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
23840	146441	1		45110	65118	1182	11191	
Strongly agree				10.8	12.7	6.2	10.5	
25.9	12.8							
33403	460680	2		162592	204220	7513	52952	
Agree				38.8	40.0	39.1	49.7	
36.3	40.1							

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
28790	416882	3		157724	187481	6328	36558	
No opinion				37.6	36.7	33.0	34.3	
31.3	36.3							
4382	93310	4		39110	40860	3768	5190	
Disagree				9.3	8.0	19.6	4.9	
4.8	8.1							
1530	30955	5		14971	13481	415	559	
Strongly disagree				3.6	2.6	2.2	.5	
1.7	2.7							
Column		419506	511160	19205	106449			
91946	1148267	Total	36.5	44.5	1.7	9.3		
8.0	100.0							

Number of Missing Observations: 156140

Q7 Leadership safety views seldom comminict by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
1990	67763	1		22933	37543	842	4454	
Strongly agree				5.5	7.4	4.4	4.2	
2.2	5.9							
11785	247378	2		97273	121847	2982	13491	
Agree				23.3	23.9	15.5	12.6	
12.8	21.6							
13518	334995	3		155022	137300	3070	26085	
No opinion				37.1	26.9	16.0	24.4	
14.7	29.2							
52077	378249	4		104782	161160	9321	50910	
Disagree				25.1	31.6	48.5	47.7	
56.7	33.0							
12505	117224	5		38228	51682	2990	11819	
Strongly disagree				9.1	10.1	15.6	11.1	
13.6	10.2							
Column		418239	509533	19205	106758			
91874	1145609	Total	36.5	44.5	1.7	9.3		
8.0	100.0							

Number of Missing Observations: 158798

Q8 Safety meetings held less often than nec by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
895	45988	1		15890	27181	545	1477	
Strongly agree				3.8	5.3	2.9	1.4	
1.0	4.0							

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		Count	Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
9148	188640	2	75766	86791	3576	13358			
Agree			18.0	17.0	18.7	12.6			
10.0	16.4								
41625	441696	3	159296	200940	6587	33249			
No opinion			37.9	39.4	34.5	31.3			
45.4	38.5								
29998	351010	4	123286	145717	5833	46176			
Disagree			29.3	28.5	30.5	43.5			
32.7	30.6								
9969	121125	5	46614	49992	2560	11990			
Strongly disagree			11.1	9.8	13.4	11.3			
10.9	10.5								
Column Total			420854	510621	19100	106250			
91636	1148459		36.6	44.5	1.7	9.3			
8.0	100.0								

Number of Missing Observations: 155947

Q9 Good teamwork exists within unit by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count	Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
18027	182870	1	56008	85963	3998	18873			
Strongly agree			13.4	16.8	20.8	17.8			
19.5	16.0								
46824	526356	2	163059	243824	11132	61517			
Agree			39.0	47.8	58.0	58.0			
50.7	45.9								
23090	280230	3	125557	110173	3378	18031			
No opinion			30.0	21.6	17.6	17.0			
25.0	24.4								
3585	100192	4	38585	51082	615	6326			
Disagree			9.2	10.0	3.2	6.0			
3.9	8.7								
854	56672	5	35007	19472	81	1258			
Strongly disagree			8.4	3.8	.4	1.2			
.9	4.9								
Column Total			418216	510513	19205	106005			
92379	1146319		36.5	44.5	1.7	9.2			
8.1	100.0								

Number of Missing Observations: 158087

Q10 Leadership shows that it cares about saf by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count	Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4			

		Count	Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
36312	230242	1	59661	106951	4325	22993			
Strongly agree			14.3	20.9	22.5	21.7			
39.6	20.1								
41211	555587	2	187808	255800	11302	59466			
Agree			45.0	50.0	58.9	56.1			
44.9	48.5								
11598	259943	3	117779	106684	2782	21099			
No opinion			28.2	20.9	14.5	19.9			
12.6	22.7								
2393	61922	4	30856	26483	555	1634			
Disagree			7.4	5.2	2.9	1.5			
2.6	5.4								
236	38034	5	21478	15250	240	830			
Strongly disagree			5.1	3.0	1.2	.8			
.3	3.3								
Column Total			417582	511168	19205	106022			
91750	1145728		36.4	44.6	1.7	9.3			
8.0	100.0								

Number of Missing Observations: 158678

Q11 My actions can protect other personnel by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count	Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
42083	352188	1	111193	163189	6628	29094			
Strongly agree			26.6	31.9	34.5	27.4			
45.7	30.7								
44085	627400	2	221479	284587	11219	66030			
Agree			52.9	55.7	58.4	62.2			
47.9	54.7								
5332	152564	3	78041	57558	1148	10486			
No opinion			18.6	11.3	6.0	9.9			
5.8	13.3								
506	7716	4	3287	3336	210	376			
Disagree			.8	.7	1.1	.4			
.5	.7								
	7048	5	4529	2282		237			
Strongly disagree			1.1	.4		.2			
	.6								
Column Total			418529	510952	19205	106223			
92007	1146916		36.5	44.6	1.7	9.3			
8.0	100.0								

Number of Missing Observations: 157491

Q12 My supervisors behavior is unsafe by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

Count

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Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	
757	24812	10968	12279	50	759	
.8	2.2	2.6	2.4	.3	.7	
2572	84717	39241	37907	695	4303	
2.8	7.4	9.4	7.4	3.6	4.1	
7627	256276	121497	109686	1882	15583	
8.3	22.3	29.1	21.4	9.8	14.7	
53467	531152	173791	234644	12261	56989	
58.1	46.3	41.6	45.7	64.1	53.7	
27592	251289	72515	118377	4247	28558	
30.0	21.9	17.3	23.1	22.2	26.9	
92015	1148247	418012	512894	19134	106193	
8.0	100.0	36.4	44.7	1.7	9.2	

Number of Missing Observations: 156159

Q13 Des. personnel trained in emergency prac by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	
24378	160572	47079	75407	2207	11501	
26.5	14.0	11.3	14.7	11.5	10.9	
40157	513920	174657	233482	8522	57103	
43.7	44.8	41.8	45.5	44.5	53.9	
21296	355993	143391	154659	6630	30016	
23.1	31.0	34.3	30.2	34.6	28.3	
5784	92375	38168	40127	1395	6901	
6.3	8.0	9.1	7.8	7.3	6.5	
382	24750	14547	9070	389	362	
.4	2.2	3.5	1.8	2.0	.3	
91998	1147610	417843	512745	19142	105882	
8.0	100.0	36.4	44.7	1.7	9.2	

Number of Missing Observations: 156797

Q14 Leadership published a written safety po by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	
32348	203203	48020	98462	3534	20839	
35.2	17.7	11.5	19.3	18.5	19.7	
37041	533030	177245	250573	11467	56703	
40.4	46.5	42.4	49.1	60.0	53.7	
17216	340156	163174	132430	3536	23799	
18.8	29.7	39.0	25.9	18.5	22.6	
4930	53862	21886	22721	453	3873	
5.4	4.7	5.2	4.5	2.4	3.7	
243	14985	8100	6198	129	314	
.3	1.3	1.9	1.2	.7	.3	
91778	1145236	418426	510384	19119	105528	
8.0	100.0	36.5	44.6	1.7	9.2	

Number of Missing Observations: 159171

Q15 Near miss accidents are investigated by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	
27583	167294	50970	67404	3018	18319	
30.1	14.6	12.2	13.2	15.8	17.3	
34148	442671	141389	209969	7580	49586	
37.3	38.6	33.9	41.0	39.7	46.8	
26734	448201	183887	196624	7505	33451	
29.2	39.1	44.1	38.4	39.4	31.6	
2255	59468	28675	24214	810	3514	
2.5	5.2	6.9	4.7	4.2	3.3	
854	28578	12465	14089	159	1011	
.9	2.5	3.0	2.8	.8	1.0	
91574	1146212	417385	512300	19072	105881	

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8.0 100.0 Total 36.4 44.7 1.7 9.2

Number of Missing Observations: 158194

Q16 Personnel morale is poor by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
Q16							
4295	171478	1	76096	83453	1136	6498	
	Strongly agree		18.4	16.3	6.0	6.1	
4.7	15.0						
26503	273438	2	109274	112957	3871	20833	
	Agree		26.4	22.1	20.5	19.7	
28.8	23.9						
12050	314444	3	132692	136962	5327	27413	
	No opinion		32.0	26.8	28.2	25.9	
13.1	27.5						
37507	303001	4	78277	139895	6398	40924	
	Disagree		18.9	27.4	33.8	38.7	
40.8	26.5						
11535	79458	5	18063	37479	2184	10197	
	Strongly disagree		4.4	7.3	11.5	9.6	
12.6	7.0						
91890	1141819	Column	414403	510746	18917	105863	
	Total		36.3	44.7	1.7	9.3	
8.0	100.0						

Number of Missing Observations: 162588

Q17 Leadership does only what the law require by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
Q17							
2174	50384	1	18665	26339	668	2538	
	Strongly agree		4.5	5.2	3.6	2.4	
2.4	4.4						
6736	168726	2	65157	82504	2957	11372	
	Agree		15.8	16.2	15.8	10.8	
7.4	14.8						
17616	412567	3	177981	178490	5596	32884	
	No opinion		43.1	35.1	29.9	31.3	
19.3	36.3						
33185	385319	4	128375	172009	7067	44682	
	Disagree		31.1	33.8	37.7	42.5	
36.4	33.9						
31489	119582	5	22703	49341	2436	13612	

34.5 10.5 Strongly disagree 5.5 9.7 13.0 13.0

91201 1136578 Column 412881 508684 18724 105088

8.0 100.0 Total 36.3 44.8 1.6 9.2

Number of Missing Observations: 167828

Q18 Understand safety & health regulations by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
Q18							
33969	263369	1	70735	134286	4710	19669	
	Strongly agree		17.1	26.5	24.9	18.7	
37.2	23.2						
47664	671420	2	241695	296219	13130	72711	
	Agree		58.4	58.4	69.3	69.1	
52.2	59.1						
9214	182061	3	89384	70748	646	12069	
	No opinion		21.6	13.9	3.4	11.5	
10.1	16.0						
380	15463	4	10103	3975	310	695	
	Disagree		2.4	.8	1.6	.7	
.4	1.4						
90	4690	5	1976	2334	148	143	
	Strongly disagree		.5	.5	.8	.1	
.1	.4						
91317	1137003	Column	413892	507563	18944	105287	
	Total		36.4	44.6	1.7	9.3	
8.0	100.0						

Number of Missing Observations: 167404

Q19 Supervisors enforce safe job procedures by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
Q19							
33686	228015	1	60868	110159	4018	19284	
	Strongly agree		14.8	21.7	21.2	18.5	
37.0	20.1						
43499	607655	2	210191	275023	12582	66361	
	Agree		51.0	54.2	66.3	63.5	
47.7	53.6						
13229	258745	3	118048	106684	2244	18540	
	No opinion		28.6	21.0	11.8	17.7	
14.5	22.8						
538	29384	4	17769	10790	119	168	

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		Disagree	4.3	2.1	.6	.2
.6	2.6					
-----+						
170	10797	5	5476	5007	26	118
Strongly disagree			1.3	1.0	.1	.1
.2	1.0					
-----+						
Column		412353	507663	18988	104470	
91122	1134596	Total	36.3	44.7	1.7	9.2
8.0	100.0					

Number of Missing Observations: 169811

Q20 Precautions used for hazardous mat. by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
06	Row						
5	Total		1	2	3	4	
Q20							
-----+							
31052	231432	1	67873	111175	3189	18143	
Strongly agree			16.6	21.9	16.8	17.2	
34.1	20.4						
-----+							
36344	553314	2	192706	252185	10045	62034	
Agree			47.0	49.7	52.9	58.8	
39.9	48.8						
-----+							
22983	323665	3	136980	133532	5624	24546	
No opinion			33.4	26.3	29.6	23.3	
25.2	28.6						
-----+							
573	15912	4	7536	7082	105	616	
Disagree			1.8	1.4	.6	.6	
.6	1.4						
-----+							
204	8708	5	4561	3822	26	95	
Strongly disagree			1.1	.8	.1	.1	
.2	.8						
-----+							
Column		409656	507795	18988	105434		
91156	1133031	Total	36.2	44.8	1.7	9.3	
8.0	100.0						

Number of Missing Observations: 171376

Q21 Adequate personnel to manage safety prog by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
06	Row						
5	Total		1	2	3	4	
Q21							
-----+							
11406	146424	1	44012	72799	2889	15318	
Strongly agree			10.8	14.3	15.2	14.6	
12.5	12.9						
-----+							
56765	555044	2	181238	250928	8725	57389	
Agree			44.3	49.2	45.9	54.7	
62.2	48.9						
-----+							
19485	357042	3	158364	146730	5873	26591	

		No opinion	38.7	28.8	30.9	25.3
21.3	31.5					
-----+						
3349	57441	4	17422	30664	1045	4961
Disagree			4.3	6.0	5.5	4.7
3.7	5.1					
-----+						
Column		5	8289	8486	483	681
322	18262	Strongly disagree	2.0	1.7	2.5	.6
.4	1.6					
-----+						
Column		409325	509606	19015	104940	
91326	1134214	Total	36.1	44.9	1.7	9.3
8.1	100.0					

Number of Missing Observations: 170193

Q22 Award program does not promote safety by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
06	Row						
5	Total		1	2	3	4	
Q22							
-----+							
1629	63481	1	28239	30066	1110	2436	
Strongly agree			6.9	5.9	5.8	2.3	
1.8	5.6						
-----+							
11174	194034	2	71079	90707	2801	18272	
Agree			17.4	17.7	14.8	17.3	
12.3	17.1						
-----+							
32673	555226	3	222617	246257	8289	45390	
No opinion			54.4	48.1	43.7	43.1	
35.9	48.8						
-----+							
39110	266118	4	69162	118964	5283	33599	
Disagree			16.9	23.2	27.8	31.9	
42.9	23.4						
-----+							
6486	57823	5	18499	25715	1488	5635	
Strongly disagree			4.5	5.0	7.8	5.3	
7.1	5.1						
-----+							
Column		409598	511709	18971	105331		
91073	1136682	Total	36.0	45.0	1.7	9.3	
8.0	100.0						

Number of Missing Observations: 167725

Q23 Performance standards higher than safety by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
06	Row						
5	Total		1	2	3	4	
Q23							
-----+							
1541	58709	1	22152	30107	1015	3893	
Strongly agree			5.4	5.9	5.3	3.7	
1.7	5.2						
-----+							
15846	238824	2	86454	108921	3434	24168	

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Agree	21.1	21.1	21.4	18.1	23.0
17.3	21.1				
-----+					
49759	584685	3	228577	249386	9970
No opinion			55.8	49.0	52.4
54.5	51.6				44.7
-----+					
20480	211452	4	61782	99574	3672
Disagree			15.1	19.6	19.3
22.4	18.6				24.7
-----+					
3715	40231	5	10304	21147	924
Strongly disagree			2.5	4.2	4.9
4.1	3.5				3.9
-----+					
91340	1133900	Column	409270	509136	19015
8.1	100.0	Total	36.1	44.9	1.7
					9.3

Number of Missing Observations: 170506

Q24 Super. understand job safety problems by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	
11017	152095	1	48655	74116	2603	15704
Strongly agree			11.9	14.6	13.7	14.9
12.1	13.4					
-----+						
41161	540284	2	185430	244658	10754	58282
Agree			45.5	48.1	56.6	55.3
45.3	47.8					
-----+						
36727	396498	3	157857	167473	5245	29197
No opinion			38.7	32.9	27.6	27.7
40.4	35.1					
-----+						
1668	29960	4	10504	15705	267	1817
Disagree			2.6	3.1	1.4	1.7
1.8	2.6					
-----+						
288	12182	5	5006	6356	148	384
Strongly disagree			1.2	1.3	.8	.4
.3	1.1					
-----+						
90861	1131019	Column	407452	508307	19015	105384
8.0	100.0	Total	36.0	44.9	1.7	9.3

Number of Missing Observations: 173387

Q25 Personnel follow lock./tagout procedures by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	
9321	115285	1	36821	59733	1502	7909

Strongly agree	10.2	9.1	11.8	8.0	7.6
10.3	10.2				
-----+					
35008	328495	2	114819	141491	4450
Agree			28.4	27.9	23.6
38.5	29.2				31.3
-----+					
43981	625099	3	224166	284408	11826
No opinion			55.4	56.2	62.7
48.4	55.5				58.0
-----+					
2345	37921	4	20103	11876	826
Disagree			5.0	2.3	4.4
2.6	3.4				2.6
-----+					
258	19007	5	9044	8985	246
Strongly disagree			2.2	1.8	1.3
.3	1.7				.5
-----+					
90913	1125808	Column	404953	506492	18851
8.1	100.0	Total	36.0	45.0	1.7
					9.3

Number of Missing Observations: 178599

Q26 Safety training is part of orientation by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	
29413	227593	1	67641	105493	3701	21345
Strongly agree			16.7	20.8	19.6	20.4
32.6	20.2					
-----+						
36590	508646	2	176335	235498	8409	51815
Agree			43.4	46.4	44.5	49.5
40.5	45.1					
-----+						
18842	307765	3	129752	126679	5496	26996
No opinion			32.0	25.0	29.1	25.8
20.9	27.3					
-----+						
5233	63914	4	21953	31090	1164	4473
Disagree			5.4	6.1	6.2	4.3
5.8	5.7					
-----+						
252	19621	5	10428	8704	130	107
Strongly disagree			2.6	1.7	.7	.1
.3	1.7					
-----+						
90330	1127539	Column	406109	507464	18901	104736
8.0	100.0	Total	36.0	45.0	1.7	9.3

Number of Missing Observations: 176867

Q27 Leadership is sincere about personnel sa by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total	1	2	3	4	

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5		Total	1	2	3	4
Q27						
37358	224259	1	57126	102849	3364	23561
41.3	20.0	Strongly agree	14.3	20.4	17.6	22.5
40323	538114	2	172049	255094	11228	59420
44.5	48.1	Agree	43.0	50.6	58.9	56.8
11738	300088	3	142867	122477	3913	19093
13.0	26.8	No opinion	35.7	24.3	20.5	18.2
1006	41985	4	20289	17955	266	2469
1.1	3.8	Disagree	5.1	3.6	1.4	2.4
87	14505	5	8197	5767	303	152
.1	1.3	Strongly disagree	2.0	1.1	1.6	.1
90511	1118951	Column Total	400529	504141	19074	104695
8.1	100.0	Total	35.8	45.1	1.7	9.4

Number of Missing Observations: 185456

Q28 Supervisors seldom act on worker sugg. by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

5		Total	1	2	3	4
Q28						
445	32970	1	16738	14717	329	741
.5	2.9	Strongly agree	4.1	2.9	1.7	.7
2201	118906	2	55379	54841	1375	5111
2.4	10.6	Agree	13.7	10.8	7.2	4.9
24610	460899	3	197533	198176	5918	34662
27.4	41.0	No opinion	48.8	39.2	31.0	33.2
34031	395626	4	111819	189214	9126	51436
37.9	35.2	Disagree	27.6	37.4	47.8	49.2
28595	115903	5	23725	48665	2326	12593
31.8	10.3	Strongly disagree	5.9	9.6	12.2	12.0
89882	1124305	Column Total	405193	505613	19074	104543
8.0	100.0	Total	36.0	45.0	1.7	9.3

Number of Missing Observations: 180102

Q29 Emergency procedures rarely tested by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

5		Total	1	2	3	4
Q29						
976	40114	1	19553	17540	463	1583
1.1	3.6	Strongly agree	4.8	3.5	2.4	1.5
6694	160326	2	57852	80694	2202	12884
7.4	14.3	Agree	14.3	16.0	11.5	12.3
22071	439416	3	182014	192060	8500	34771
24.4	39.2	No opinion	45.1	38.2	44.6	33.3
32924	355448	4	113274	159281	5892	44077
36.4	31.7	Disagree	28.1	31.7	30.9	42.1
27741	125426	5	30850	53559	2017	11259
30.7	11.2	Strongly disagree	7.6	10.6	10.6	10.8
90406	1120731	Column Total	403543	503134	19074	104574
8.1	100.0	Total	36.0	44.9	1.7	9.3

Number of Missing Observations: 183676

Q30 Safety officer improves safety by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

5		Total	1	2	3	4
Q30						
8097	116118	1	41334	55172	2494	9021
9.0	10.4	Strongly agree	10.3	11.0	13.2	8.6
28756	371772	2	123193	168084	7883	43857
31.9	33.3	Agree	30.8	33.4	41.7	42.0
49981	562463	3	208857	248905	7691	47028
55.5	50.4	No opinion	52.3	49.5	40.6	45.1
2604	46448	4	17620	22058	660	3506
2.9	4.2	Disagree	4.4	4.4	3.5	3.4
595	18936	5	8516	8732	194	899
.7	1.7	Strongly disagree	2.1	1.7	1.0	.9
90034	1115737	Column Total	399520	502951	18922	104311
8.1	100.0	Total	35.8	45.1	1.7	9.3

Number of Missing Observations: 188670

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Q31 Leadership sets fine safety example by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
32000	180437	1	45153	80504	3315	19465	
35.4	16.2		11.3	16.0	17.4	18.8	
41138	510746	2	166505	236967	10667	55470	
45.5	45.7		41.5	47.1	56.0	53.7	
15618	355386	3	156198	153959	4390	25221	
17.3	31.8		39.0	30.6	23.1	24.4	
1538	47249	4	19371	22898	437	3006	
1.7	4.2		4.8	4.5	2.3	2.9	
190	23166	5	13586	8946	235	208	
.2	2.1		3.4	1.8	1.2	.2	
90484	1116984	Column Total	400814	503273	19044	103369	
8.1	100.0		35.9	45.1	1.7	9.3	

Number of Missing Observations: 187422

Q32 Supervisors fits safety into performance by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
28362	175399	1	45708	82035	2792	16501	
31.7	15.8		11.4	16.4	14.6	16.0	
38485	502038	2	165994	235846	9113	52600	
43.0	45.1		41.5	47.0	47.8	51.1	
21340	387023	3	165873	161800	6467	31544	
23.8	34.8		41.5	32.3	33.9	30.6	
1390	37997	4	16511	17336	557	2203	
1.6	3.4		4.1	3.5	2.9	2.1	
	10869	5	5962	4664	148	95	
	1.0		1.5	.9	.8	.1	

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
89577	1113326	Column Total	400049	501681	19076	102944	
8.0	100.0		35.9	45.1	1.7	9.2	

Number of Missing Observations: 191080

Q33 Preventive maintenance operates poorly by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
1521	43749	1	17699	20763	427	3339	
1.7	3.9		4.4	4.1	2.3	3.2	
22655	179403	2	64901	77647	2354	11846	
25.5	16.1		16.1	15.4	12.4	11.5	
29248	473773	3	187861	209403	8844	38417	
33.0	42.4		46.7	41.6	46.7	37.2	
26538	335551	4	107916	156366	5725	39005	
29.9	30.1		26.8	31.1	30.2	37.8	
8760	83924	5	23759	39115	1598	10691	
9.9	7.5		5.9	7.8	8.4	10.3	
88724	1116399	Column Total	402135	503294	18949	103298	
7.9	100.0		36.0	45.1	1.7	9.3	

Number of Missing Observations: 188007

Q34 Leadership participates in safety activi by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Total		1	2	3	4	
10245	110642	1	29486	56338	2378	12196	
11.4	10.0		7.4	11.2	12.6	11.8	
51757	437889	2	135213	197672	8092	45154	
57.7	39.4		33.9	39.5	42.9	43.9	
25593	476152	3	199809	203027	7428	40296	
28.5	42.8		50.1	40.5	39.4	39.1	
1805	69101	4	26371	35278	457	5191	
2.0	6.2		6.6	7.0	2.4	5.0	

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		5	E1-E4	E5-E9	W1-W5	O1-O3	O4-
284	17561		8126	8535	490	126	
Strongly disagree			2.0	1.7	2.6	.1	
.3	1.6						
Column		399005	500849	18844	102962		
89684	1111345		35.9	45.1	1.7	9.3	
8.1	100.0						

Number of Missing Observations: 193061

Q35 Safety officer has high status by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Col	Pct						
5	Total		1	2	3	4	
8378	100895		33125	49662	2525	7205	
Strongly agree			8.3	9.9	13.3	7.0	
9.4	9.1						
37856	326436		102588	147732	5429	32831	
Agree			25.6	29.4	28.7	31.8	
42.3	29.3						
33529	562330		218846	249013	9363	51579	
No opinion			54.6	49.5	49.5	50.0	
37.5	50.4						
8662	98535		37205	41353	1264	10051	
Disagree			9.3	8.2	6.7	9.7	
9.7	8.8						
970	26654		9048	14833	335	1468	
Strongly disagree			2.3	3.0	1.8	1.4	
1.1	2.4						
Column		400812	502593	18917	103134		
89395	1114850		36.0	45.1	1.7	9.3	
8.0	100.0						

Number of Missing Observations: 189557

Q36 Hazards not fixed quickly are ignored by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Col	Pct						
5	Total		1	2	3	4	
765	22958		11741	9751	50	651	
Strongly agree			2.9	1.9	.3	.6	
.9	2.1						
4089	154407		67372	70376	2142	10427	
Agree			16.8	14.1	11.4	10.1	
4.6	13.9						
42316	446274		168208	190648	7148	37954	
No opinion			41.9	38.1	38.0	36.9	
47.4	40.1						

		4	E1-E4	E5-E9	W1-W5	O1-O3	O4-
32271	393261		125091	182373	7798	45728	
Disagree			31.2	36.4	41.4	44.5	
36.1	35.3						
5	Total		28906	47427	1687	8080	
9836	95936		7.2	9.5	9.0	7.9	
Strongly disagree							
11.0	8.6						

		Column	E1-E4	E5-E9	W1-W5	O1-O3	O4-
89276	1112835		401319	500575	18825	102840	
Total			36.1	45.0	1.7	9.2	
8.0	100.0						

Number of Missing Observations: 191572

Q37 Personnel take part in accident invest. by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Col	Pct						
5	Total		1	2	3	4	
9240	99207		33712	46251	1823	8181	
Strongly agree			8.5	9.2	9.7	7.9	
10.4	8.9						
51632	452100		131604	205980	9001	53883	
Agree			33.1	41.1	48.1	52.3	
58.1	40.7						
26377	504709		210905	222334	7376	37717	
No opinion			53.0	44.3	39.4	36.6	
29.7	45.5						
1529	43950		17812	21007	456	3146	
Disagree			4.5	4.2	2.4	3.1	
1.7	4.0						
150	10224		3913	5996	46	119	
Strongly disagree			1.0	1.2	.2	.1	
.2	.9						
Column		397946	501568	18703	103046		
88928	1110190		35.8	45.2	1.7	9.3	
8.0	100.0						

Number of Missing Observations: 194216

Q38 Training by supervisor helps job safety by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Col	Pct						
5	Total		1	2	3	4	
8447	125161		40705	64071	2351	9587	
Strongly agree			10.2	12.8	12.6	9.3	
9.5	11.3						
49254	486599		169374	209648	7342	50981	
Agree			42.4	41.7	39.3	49.6	
55.4	43.7						

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		3	164233	203866	7837	39666
29433	445035		41.1	40.6	41.9	38.6
33.1	40.0					
-----+						
		4	18832	17603	951	2386
1689	41461		4.7	3.5	5.1	2.3
1.9	3.7					
-----+						
		5	6377	7205	220	236
105	14144		1.6	1.4	1.2	.2
.1	1.3					
-----+						
Column		399522	502394	18701	102855	
88928	1112401					
Total		35.9	45.2	1.7	9.2	
8.0	100.0					

Number of Missing Observations: 192006

Q39 Medical facilities are sufficient by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count						
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-	O6
5	Total		1	2	3	4		
-----+								
14377	151011	1	48455	71666	2371	14141		
16.1	13.6		12.1	14.3	12.7	13.7		
-----+								
52197	472990	2	150892	207358	8736	53806		
58.5	42.6		37.7	41.5	46.7	52.1		
-----+								
15450	342299	3	137897	157068	5049	26837		
17.3	30.8		34.5	31.4	27.0	26.0		
-----+								
4789	89673	4	39153	36621	2180	6931		
5.4	8.1		9.8	7.3	11.7	6.7		
-----+								
2404	55061	5	23507	27204	362	1584		
2.7	5.0		5.9	5.4	1.9	1.5		
-----+								
Column		399903	499918	18698	103300			
89216	1111034							
Total		36.0	45.0	1.7	9.3			
8.0	100.0							

Number of Missing Observations: 193372

Q40 Leadership ignores safety during promoti by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count						
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-	O6
5	Total		1	2	3	4		
-----+								
408	41063	1	20602	17617	339	2098		
.5	3.7		5.1	3.6	1.8	2.1		
-----+								

		2	51145	44456	1073	7217
1705	105595		12.8	9.0	5.7	7.1
1.9	9.6					
-----+						
		3	216556	240792	8940	43226
26756	536270		54.1	48.6	47.8	42.3
30.1	48.5					
-----+						
		4	84931	141257	5796	38942
45261	316187		21.2	28.5	31.0	38.1
50.9	28.6					
-----+						
		5	26963	51260	2550	10826
14726	106324		6.7	10.3	13.6	10.6
16.6	9.6					
-----+						
Column		400196	495382	18698	102307	
88856	1105440					
Total		36.2	44.8	1.7	9.3	
8.0	100.0					

Number of Missing Observations: 198967

Q41 Safety officer is readily available by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count						
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-	O6
5	Total		1	2	3	4		
-----+								
12751	128786	1	32405	67097	3689	12845		
14.3	11.7		8.2	13.4	19.7	12.5		
-----+								
50016	420701	2	125773	190095	8252	46564		
56.0	38.1		32.0	38.0	44.2	45.4		
-----+								
23018	459538	3	191283	201564	5736	37938		
25.8	41.6		48.6	40.3	30.7	37.0		
-----+								
3056	72655	4	32497	31852	679	4571		
3.4	6.6		8.3	6.4	3.6	4.5		
-----+								
477	22949	5	11465	10122	327	558		
.5	2.1		2.9	2.0	1.8	.5		
-----+								
Column		393424	500730	18683	102476			
89317	1104629							
Total		35.6	45.3	1.7	9.3			
8.1	100.0							

Number of Missing Observations: 199777

Q42 This unit has a stable workforce by XPAYGRP2 Imputed
Paygrade Group 2 - 5 levels

		Count						
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-	O6
5	Total		1	2	3	4		
-----+								

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		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5000	74939	1		26797	34618	1924	6600	
	Strongly agree			6.8	6.9	10.3	6.5	
	5.6	6.8						
-----+								
30412	377274	2		127835	173041	7083	38903	
	Agree			32.2	34.6	38.1	38.1	
	34.2	34.1						
-----+								
35416	442986	3		178766	188987	5838	33979	
	No opinion			45.1	37.8	31.4	33.3	
	39.8	40.0						
-----+								
13525	148854	4		44999	69546	2857	17928	
	Disagree			11.3	13.9	15.4	17.6	
	15.2	13.5						
-----+								
4585	62509	5		18403	33899	901	4721	
	Strongly disagree			4.6	6.8	4.8	4.6	
	5.2	5.6						
-----+								
Column				396800	500090	18604	102130	
88938	1106562			35.9	45.2	1.7	9.2	
	Total							
	8.0	100.0						

Number of Missing Observations: 197844

Q43 Personnel afraid to report problems by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Row			1	2	3	4	
Q43	Total							
-----+								
814	24915	1		12116	10778	80	1127	
	Strongly agree			3.1	2.2	.4	1.1	
	.9	2.3						
-----+								
1538	86461	2		35057	43388	1043	5436	
	Agree			8.9	8.7	5.6	5.3	
	1.7	7.8						
-----+								
16731	432417	3		191368	186433	6303	31582	
	No opinion			48.4	37.5	34.0	30.7	
	18.9	39.2						
-----+								
54313	437744	4		126145	197545	8467	51273	
	Disagree			31.9	39.7	45.7	49.9	
	61.2	39.7						
-----+								
15281	121607	5		30911	59422	2636	13357	
	Strongly disagree			7.8	11.9	14.2	13.0	
	17.2	11.0						
-----+								
Column				395597	497566	18529	102776	
88676	1103144			35.9	45.1	1.7	9.3	
	Total							
	8.0	100.0						

Number of Missing Observations: 201262

Q44 Supervisors always investigate accidents by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
O6	Row			1	2	3	4	

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Row			1	2	3	4	
Q44	Total							
-----+								
9883	115845	1		34260	57106	3030	11565	
	Strongly agree			8.6	11.5	16.4	11.3	
	11.1	10.5						
-----+								
51390	425817	2		129381	192363	8065	44618	
	Agree			32.4	38.6	43.6	43.5	
	57.6	38.5						
-----+								
26162	510035	3		210394	222053	6642	44784	
	No opinion			52.8	44.6	35.9	43.7	
	29.3	46.1						
-----+								
1435	43154	4		20813	19159	672	1076	
	Disagree			5.2	3.8	3.6	1.0	
	1.6	3.9						
-----+								
Column				398800	497841	18477	102530	
89193	1106841			36.0	45.0	1.7	9.3	
	Total							
	8.1	100.0						

Number of Missing Observations: 197565

Q45 Environmental cond. kept at good levels by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

		Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
5	Row			1	2	3	4	
Q45	Total							
-----+								
10055	115617	1		41028	53016	1916	9603	
	Strongly agree			10.4	10.6	10.3	9.3	
	11.3	10.5						
-----+								
41015	483685	2		153589	224939	10163	53979	
	Agree			38.9	45.1	54.4	52.5	
	46.1	43.8						
-----+								
29714	390598	3		155998	169452	4988	30446	
	No opinion			39.5	34.0	26.7	29.6	
	33.4	35.4						
-----+								
5962	78734	4		30139	34484	1099	7049	
	Disagree			7.6	6.9	5.9	6.9	
	6.7	7.1						
-----+								
Column				395107	498478	18683	102753	
89054	1104075			35.8	45.1	1.7	9.3	
	Total							
	8.1	100.0						

Number of Missing Observations: 200331

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Q46 Personnel dont use necessary PPE by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count					
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Row			1	2	3	4	
5	Total						
Q46							
475	31165	1	14107	14858	328	1397	
	Strongly agree		3.6	3.0	1.8	1.4	
	.5						
	2.8						
4669	151567	2	65717	69214	2436	9531	
	Agree		16.5	13.8	13.0	9.2	
	5.2						
	13.6						
39853	433929	3	166154	186361	7173	34388	
	No opinion		41.8	37.1	38.4	33.3	
	44.5						
	39.1						
33374	392288	4	123248	182578	6877	46211	
	Disagree		31.0	36.4	36.8	44.7	
	37.3						
	35.3						
11128	101491	5	27916	48831	1858	11759	
	Strongly disagree		7.0	9.7	9.9	11.4	
	12.4						
	9.1						
89499	1110440	Column	397141	501843	18672	103285	
	Total		35.8	45.2	1.7	9.3	
	8.1						
	100.0						

Number of Missing Observations: 193966

Q47 Job stress is significant problem for me by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count					
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Row			1	2	3	4	
5	Total						
Q47							
1648	43755	1	24590	14431	437	2649	
	Strongly agree		6.2	2.9	2.3	2.6	
	1.8						
	3.9						
20283	140720	2	47873	61950	1265	9350	
	Agree		12.0	12.3	6.8	9.1	
	22.6						
	12.6						
21896	471157	3	195541	205553	7901	40266	
	No opinion		49.0	41.0	42.3	39.1	
	24.4						
	42.3						
35549	357759	4	106881	167365	7202	40762	
	Disagree		26.8	33.3	38.5	39.6	
	39.7						
	32.2						
10273	99349	5	24573	52611	1879	10013	
	Strongly disagree		6.2	10.5	10.1	9.7	
	11.5						
	8.9						
89649	1112741	Column	399458	501910	18684	103040	
	Total		35.9	45.1	1.7	9.3	
	8.1						
	100.0						

Number of Missing Observations: 191666

Q48 Leadership insists supervisor think safe by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count					
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Row			1	2	3	4	
5	Total						
Q48							
28683	192436	1	51847	90572	3633	17701	
	Strongly agree		13.0	18.0	19.3	17.3	
	32.1						
	17.3						
40011	501762	2	161291	235652	10038	54770	
	Agree		40.4	46.8	53.3	53.4	
	44.8						
	45.1						
19890	381699	3	165230	163549	4713	28318	
	No opinion		41.4	32.4	25.0	27.6	
	22.3						
	34.3						
499	29536	4	16901	10133	323	1679	
	Disagree		4.2	2.0	1.7	1.6	
	.6						
	2.7						
248	8306	5	3795	4112	119	31	
	Strongly disagree		1.0	.8	.6	.0	
	.3						
	.7						
89331	1113739	Column	399064	504018	18826	102498	
	Total		35.8	45.3	1.7	9.2	
	8.0						
	100.0						

Number of Missing Observations: 190668

Q49 Leadership sets goals-hold all accountab by XPAYGRP2 Imputed Paygrade Group 2 - 5 levels

		Count					
		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-
Row			1	2	3	4	
5	Total						
Q49							
9376	133814	1	42651	67335	2530	11922	
	Strongly agree		10.8	13.4	13.4	11.6	
	10.5						
	12.1						
41137	394511	2	130090	177022	7354	38908	
	Agree		32.8	35.3	39.1	37.7	
	46.1						
	35.6						
32575	492776	3	192122	216090	7354	44635	
	No opinion		48.5	43.1	39.1	43.3	
	36.5						
	44.4						
6135	68897	4	23305	30861	1098	7499	
	Disagree		5.9	6.2	5.8	7.3	
	6.9						
	6.2						
72	18928	5	7987	10179	490	200	
	Strongly disagree		2.0	2.0	2.6	.2	
	.1						
	1.7						

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-----+
                +-----+-----+-----+-----+-----+
                |         |         |         |         |         |
      Column    396155  501487  18826   103164
89294 1108927
                |         |         |         |         |
      Total     35.7   45.2   1.7     9.3
      8.1   100.0
  
```

Number of Missing Observations: 195479

Q50 Personnel rarely dev. safety requirement by XPAYGRP2
Imputed Paygrade Group 2 - 5 levels

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      Count |
      Col Pct |E1-E4  E5-E9  W1-W5  O1-O3  O4-
O6
      Row |
      5 | Total | 1 | 2 | 3 | 4 |
Q50
-----+-----+-----+-----+-----+
      1 | 19387| 17799| 445| 1432|
466| 39529
Strongly agree | 4.9| 3.5| 2.4| 1.4|
.5| 3.6
-----+-----+-----+-----+-----+
      2 | 54566| 74078| 1982| 10618|
6894| 148139
Agree | 13.8| 14.7| 10.6| 10.3|
7.7| 13.4
-----+-----+-----+-----+-----+
      3 | 207349| 231716| 7978| 48070|
30831| 525943
No opinion | 52.6| 46.1| 42.7| 46.8|
34.5| 47.5
-----+-----+-----+-----+-----+
      4 | 95965| 144325| 6028| 36516|
44903| 327738
Disagree | 24.3| 28.7| 32.2| 35.6|
50.2| 29.6
-----+-----+-----+-----+-----+
      5 | 16924| 34687| 2273| 6009|
6277| 66170
Strongly disagree | 4.3| 6.9| 12.2| 5.9|
7.0| 6.0
-----+-----+-----+-----+-----+
      Column    394190  502606  18706  102646
89371 1107518
      Total     35.6   45.4   1.7     9.3
      8.1   100.0
  
```

Number of Missing Observations: 196889

Appendix G – Response Distributions by Work Location

Q1 Personnel identify hazards by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	SAFELOC					
		Office	Shop	Maintena	Outdoors	Flightli	Ship
ospital		Row					
		1	2	3	4	5	6
7	8	Total					
1	117445	26148	27071	23377	26760	8434	
29946	24302	283483	23.6	22.2	25.6	23.2	26.3
Strongly agree	39.8	26.4	25.0				
2	272022	61691	53334	48482	56057	22462	
35894	43518	593461	54.6	52.3	50.5	48.2	55.1
Agree	47.7	47.2	52.4				
3	90749	24791	20066	19599	16010	6179	
7275	19244	203913	18.2	21.0	19.0	19.5	15.7
No opinion	9.7	20.9	18.0				
4	16689	4757	2936	7597	2910	3053	
1861	3076	42878	3.3	4.0	2.8	7.5	2.9
Disagree	2.5	3.3	3.8				
5	1417	534	2307	1574		500	
319	2085	8736	.3	.5	2.2	1.6	
Strongly disagree	.4	2.3	.8				1.2
Column	498322	117921	105714	100629	101737	40629	
75295	92224	1132471	44.0	10.4	9.3	8.9	9.0
Total	6.6	8.1	100.0				3.6

Number of Missing Observations: 171935

Q2 Frequent contact between personnel and 1 by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	SAFELOC					
		Office	Shop	Maintena	Outdoors	Flightli	Ship
ospital		Row					
		1	2	3	4	5	6
7	8	Total					
1	105676	22402	19091	18475	17050	4792	
12944	14525	214956	21.2	19.0	18.1	18.0	16.7
Strongly agree	17.3	15.8	19.0				
2	271011	57325	46813	41311	52567	21495	
44723	43269	578514	54.4	48.6	44.3	40.2	51.5
Agree	59.9	47.0	51.0				
3	81812	22676	22200	26955	19216	3756	
10629	22130	209374	16.4	19.2	21.0	26.2	18.8
No opinion	14.2	24.0	18.5				9.3
4	29647	11171	11017	10467	9867	9107	
4973	6826	93075	6.0	9.5	10.4	10.2	9.7
Disagree	6.7	7.4	8.2				22.5
5	10114	4347	6594	5641	3306	1293	
1391	5295	37982	2.0	3.7	6.2	5.5	3.2
Strongly disagree	1.9	5.8	3.3				3.2

Column	498260	117921	105714	102850	102005	40444
74660	92046	1133901	43.9	10.4	9.3	9.1
Total	6.6	8.1	100.0			9.0
						3.6

Number of Missing Observations: 170505

Q3 Safety takes a back seat to production by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	SAFELOC					
		Office	Shop	Maintena	Outdoors	Flightli	Ship
ospital		Row					
		1	2	3	4	5	6
7	8	Total					
1	18408	3766	6270	6560	5773	2528	
2397	7194	52895	3.7	3.2	6.0	6.5	5.7
Strongly agree	3.2	7.9	4.7				6.4
2	48321	21903	15293	12184	11199	6226	
8224	11649	134998	9.7	18.6	14.6	12.0	11.0
Agree	11.0	12.7	12.0				15.7
3	117830	30190	27531	27973	22786	8733	
12511	25882	273437	23.7	25.6	26.2	27.6	22.4
No opinion	16.8	28.3	24.2				22.1
4	219048	45265	34348	36868	46636	16952	
40849	32143	472109	44.1	38.4	32.7	36.4	45.9
Disagree	54.7	35.2	41.8				42.8
5	93454	16746	21549	17839	15180	5160	
10701	14501	195131	18.8	14.2	20.5	17.6	14.9
Strongly disagree	14.3	15.9	17.3				13.0
Column	497061	117870	104991	101424	101574	39599	
74682	91369	1128570	44.0	10.4	9.3	9.0	9.0
Total	6.6	8.1	100.0				3.5

Number of Missing Observations: 175837

Q4 Personnel revise safety & health practic by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	SAFELOC					
		Office	Shop	Maintena	Outdoors	Flightli	Ship
ospital		Row					
		1	2	3	4	5	6
7	8	Total					
1	48275	9545	14792	11304	11783	4549	
7288	9606	117142	9.8	8.1	14.1	11.1	11.7
Strongly agree	9.9	10.6	10.4				11.2
2	217510	46567	39884	35410	44490	16082	
41825	32264	474032	44.2	39.7	38.0	34.9	44.2
Agree	56.8	35.5	42.3				39.6
3	172938	41428	34616	34849	30231	12189	
17991	37698	381939	35.2	35.3	32.9	34.4	30.1
No opinion	24.4	41.5	34.1				30.0

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		Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship
5609 Disagree 7.6	4 7648 8.4	44090 120502 9.0 10.7	16183	12205	15351	12957	6458	
878 Strongly disagree 1.2	5 3586 27368 1.8 3.9	8846 3533 3596 4472 1108 1350	3533	3596	4472	1108	1350	
73591	Column 90802 Total 43.9 8.1	491659 117256 105093 101386 100568 40629	117256	105093	101386	100568	40629	
6.6	8.1	100.0						

Number of Missing Observations: 183423

Q5 Supervisor maintain high safety standard by SAFELOC Which of the following best describes yo

		Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship
7	8	Row 1 Total	1	2	3	4	5	6
27143 Strongly agree 36.4	1 18888 20.7	114295 258173 23.1 22.9	19398	27111	18850	23670	8818	
30072 Agree 40.3	2 39531 43.4	235620 517163 47.6 45.9	54947	46030	39395	52205	19364	
15818 No opinion 21.2	3 25826 28.3	127820 282578 25.8 25.1	30309	23972	31556	21157	6120	
918 Disagree 1.2	4 4961 5.4	12760 45880 2.6 4.1	7956	6158	5827	2301	4998	
665 Strongly disagree .9	5 1951 2.1	4628 24039 .9 2.1	5054	1905	6579	1929	1328	
74617	Column 91157 Total 43.9 8.1	495122 1127832 10.4 10.0	117665	105174	102206	101262	40629	
6.6	8.1	100.0						

Number of Missing Observations: 176574

Q6 Inspections made at regular intervals by SAFELOC Which of the following best describes yo

		Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship
7	8	Row 1 Total	1	2	3	4	5	6
24049 Strongly agree 32.3	1 11622 12.8	51948 142626 10.5 12.7	13241	16234	8154	10313	7063	
27928 Agree 37.6	2 33436 36.9	209879 451979 42.5 40.3	50031	37539	34131	46089	12947	

		Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship
19537 No opinion 26.3	3 38376 42.4	185172 408470 37.5 36.4	39020	33935	41607	35243	15581	
2127 Disagree 2.9	4 3692 4.1	38745 89561 7.9 8.0	12147	12023	13407	5988	1432	
734 Strongly disagree 1.0	5 3375 3.7	7649 29907 1.6 2.7	2139	5308	4119	3364	3219	
74375	Column 90501 Total 44.0 8.1	493394 1122543 10.4 100.0	116577	105038	101418	100997	40243	
6.6	8.1	100.0						

Number of Missing Observations: 181863

Q7 Leadership safety views seldom communicate by SAFELOC Which of the following best describes yo

		Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship
7	8	Row 1 Total	1	2	3	4	5	6
1912 Strongly agree 2.6	1 6827 7.4	29003 64874 5.9 5.8	9381	7451	3122	3929	3250	
11421 Agree 15.2	2 24862 27.1	102933 242512 20.9 21.6	30965	25353	18136	18613	10228	
17083 No opinion 22.8	3 26284 28.7	139344 326901 28.3 29.2	38507	30053	38966	27253	9409	
38236 Disagree 51.0	4 23883 26.0	173304 371580 35.1 33.2	31257	27084	28827	36150	12839	
6279 Strongly disagree 8.4	5 9858 10.7	48592 114781 9.9 10.2	7118	14240	10342	13834	4517	
74931	Column 91715 Total 44.0 8.2	493177 1120649 10.5 100.0	117228	104181	99393	99780	40243	
6.7	8.2	100.0						

Number of Missing Observations: 183758

Q8 Safety meetings held less often than nec by SAFELOC Which of the following best describes yo

		Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship
7	8	Row 1 Total	1	2	3	4	5	6
1069 Strongly agree 1.4	1 3600 4.0	17178 45215 3.5 4.0	7870	7573	4894	2658	373	

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8311	2	86109	15202	16562	21436	12578	8314
17179	185691	17.5	13.0	15.8	21.1	12.4	20.7
11.1	18.9	16.5					
36830	3	188860	44856	37566	40188	34154	16346
32931	431730	38.3	38.3	35.9	39.6	33.8	40.6
49.3	36.2	38.4					
20938	4	152567	36772	32469	23981	37742	12557
25384	342410	30.9	31.4	31.0	23.6	37.3	31.2
28.0	27.9	30.5					
7630	5	48721	12529	10599	10973	14012	2654
11794	118911	9.9	10.7	10.1	10.8	13.9	6.6
10.2	13.0	10.6					
74777	Column	493435	117228	104769	101472	101145	40243
90888	1123958	43.9	10.4	9.3	9.0	9.0	3.6
6.7	Total	100.0					

Number of Missing Observations: 180448

Q9 Good teamwork exists within unit by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
ospital	Row						
7	8	Total					
9272	1	88472	14951	11383	17997	15385	7466
16582	181509	18.0	12.8	10.9	17.7	15.4	18.6
12.4	18.1	16.2					
32957	2	240381	50183	46898	40564	47499	16083
41764	516329	48.8	42.9	44.9	40.0	47.5	40.0
44.0	45.6	46.0					
26773	3	107882	31253	23516	30088	23892	7010
21351	271766	21.9	26.7	22.5	29.7	23.9	17.4
35.7	23.3	24.2					
3695	4	37768	13860	12844	7608	9076	4908
7497	97256	7.7	11.9	12.3	7.5	9.1	12.2
4.9	8.2	8.7					
2236	5	17958	6672	9760	5161	4118	4776
4325	55006	3.6	5.7	9.3	5.1	4.1	11.9
3.0	4.7	4.9					
74932	Column	492462	116920	104401	101418	99969	40243
91520	1121866	43.9	10.4	9.3	9.0	8.9	3.6
6.7	Total	100.0					

Number of Missing Observations: 182541

Q10 Leadership shows that it cares about saf by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
ospital	Row						
7	8	Total					

26706	1	103180	17837	16139	18450	18650	7604
17964	226530	21.0	15.3	15.5	18.2	18.4	19.0
35.8	19.6	20.2					
30839	2	257146	53394	48583	39792	51960	19368
43721	544801	52.3	45.8	46.6	39.3	51.4	48.3
41.4	47.7	48.6					
13546	3	102264	30070	24112	32244	23830	6798
21911	254773	20.8	25.8	23.1	31.8	23.6	17.0
18.2	23.9	22.7					
2740	4	19349	11691	8501	7163	2760	3398
3290	58892	3.9	10.0	8.2	7.1	2.7	8.5
3.7	3.6	5.3					
693	5	9701	3543	6953	3721	3898	2893
4829	36231	2.0	3.0	6.7	3.7	3.9	7.2
.9	5.3	3.2					
74524	Column	491639	116534	104286	101369	101097	40062
91715	1121227	43.8	10.4	9.3	9.0	9.0	3.6
6.6	Total	100.0					

Number of Missing Observations: 183180

Q11 My actions can protect other personnel by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
ospital	Row						
7	8	Total					
33875	1	146421	28802	29073	33342	32773	12305
28866	345457	29.6	24.8	28.0	32.6	32.6	30.6
45.0	31.5	30.7					
35866	2	283939	66183	59182	47738	54396	21874
45647	614824	57.5	57.0	57.1	46.6	54.2	54.4
47.7	49.8	54.7					
4814	3	59757	20225	12749	19610	12921	4476
14794	149347	12.1	17.4	12.3	19.2	12.9	11.1
6.4	16.1	13.3					
349	4	2451	534	1724	884	362	1083
329	7716	.5	.5	1.7	.9	.4	2.7
.5	.4	.7					
305	5	1642	284	978	779		500
2031	6519	.3	.2	.9	.8		1.2
.4	2.2	.6					
75210	Column	494209	116027	103705	102354	100453	40238
91667	1123863	44.0	10.3	9.2	9.1	8.9	3.6
6.7	Total	100.0					

Number of Missing Observations: 180544

Q12 My supervisors behavior is unsafe by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
ospital	Row						
7	8	Total					

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Hospital		Row	/Field ne					
7	8	Total	1	2	3	4	5	6
Q12								
1220	4423	9421	3525	1344	1975	1661	383	
Strongly agree		23952	1.9	3.0	1.3	1.9	1.7	.9
1.6	4.9	2.1						
2730	6125	31316	10624	10526	10785	6461	4793	
Agree		83360	6.3	9.1	10.1	10.6	6.5	11.9
3.7	6.7	7.4						
10843	25665	96905	30426	23968	30618	19220	9352	
No opinion		246997	19.6	26.0	23.0	30.0	19.2	23.2
14.6	28.2	22.0						
47197	36748	233654	55615	43447	40587	47170	20647	
Disagree		525064	47.2	47.5	41.6	39.7	47.1	51.1
63.6	40.4	46.7						
12186	18105	123699	17013	25141	18216	25566	5207	
Strongly disagree		245133	25.0	14.5	24.1	17.8	25.5	12.9
16.4	19.9	21.8						
74176	Column 91066	494994	117204	104426	102180	100077	40382	
6.6	8.1	1124506	44.0	10.4	9.3	9.1	8.9	3.6
		100.0						

Number of Missing Observations: 179900

Q13 Des. personnel trained in emergency prac by SAFELOC Which of the following best describes yo

Hospital		Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
7	8	Total	/Field ne					
Q13								
26577	16086	59047	12242	10986	12706	16454	4964	
Strongly agree		159061	11.9	10.5	10.5	12.7	16.4	12.2
35.4	17.6	14.2						
31169	38160	226336	50477	43002	41113	50780	22214	
Agree		503251	45.8	43.2	41.1	40.9	50.6	54.7
41.5	41.7	44.8						
13308	30488	165145	38292	35312	32345	26012	7521	
No opinion		348423	33.4	32.8	33.7	32.2	25.9	18.5
17.7	33.3	31.0						
3050	4008	36902	13659	11326	10345	5420	4949	
Disagree		89658	7.5	11.7	10.8	10.3	5.4	12.2
4.1	4.4	8.0						
986	2779	6805	2226	4081	3912	1768	980	
Strongly disagree		23538	1.4	1.9	3.9	3.9	1.8	2.4
1.3	3.0	2.1						
75089	Column 91522	494234	116895	104708	100421	100435	40629	
6.7	8.1	1123932	44.0	10.4	9.3	8.9	8.9	3.6
		100.0						

Number of Missing Observations: 180475

Q14 Leadership published a written safety po by SAFELOC Which of the following best describes yo

Hospital		Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
7	8	Total	/Field ne					
Q14								
26291	16972	90703	12556	14202	16358	19462	4888	
Strongly agree		201432	18.4	10.8	13.7	15.9	19.2	12.0
35.5	18.6	18.0						
29735	35333	241596	56007	44846	42981	51174	18953	
Agree		520626	49.1	48.0	43.3	41.9	50.6	46.7
40.1	38.6	46.4						
15173	34115	134205	38928	34460	35610	27430	14125	
No opinion		334044	27.3	33.4	33.3	34.7	27.1	34.8
20.5	37.3	29.8						
2624	2667	20992	8266	7414	6070	2359	1945	
Disagree		52339	4.3	7.1	7.2	5.9	2.3	4.8
3.5	2.9	4.7						
281	2362	4594	822	2544	1608	722	717	
Strongly disagree		13651	.9	.7	2.5	1.6	.7	1.8
.4	2.6	1.2						
74104	Column 91450	492091	116579	103466	102627	101147	40629	
6.6	8.1	1122092	43.9	10.4	9.2	9.1	9.0	3.6
		100.0						

Number of Missing Observations: 182314

Q15 Near miss accidents are investigated by SAFELOC Which of the following best describes yo

Hospital		Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
7	8	Total	/Field ne					
Q15								
26123	12256	65248	10194	13454	11211	20306	6306	
Strongly agree		165097	13.2	8.7	12.9	11.0	20.4	15.7
35.1	13.4	14.7						
27723	35190	199289	44127	34559	34811	42913	16482	
Agree		435094	40.4	37.7	33.0	34.0	43.0	40.9
37.2	38.5	38.7						
17087	38836	200591	50073	42698	44141	31476	12564	
No opinion		437465	40.7	42.7	40.8	43.2	31.6	31.2
22.9	42.5	38.9						
2710	2913	19712	10303	10021	5361	4014	3196	
Disagree		58230	4.0	8.8	9.6	5.2	4.0	7.9
3.6	3.2	5.2						
888	2284	8501	2507	3928	6746	1023	1736	
Strongly disagree		27614	1.7	2.1	3.8	6.6	1.0	4.3
1.2	2.5	2.5						
74532	Column 91479	493341	117204	104659	102269	99732	40284	
6.6	8.1	1123500	43.9	10.4	9.3	9.1	8.9	3.6
		100.0						

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Number of Missing Observations: 180906

Q16 Personnel morale is poor by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
Row Total		1	2	3	4	5	6
7	8	Total					
9678	13562	58350	22274	21047	18305	15880	8342
Strongly agree		11.9	19.0	20.1	18.2	15.8	20.9
12.9	14.8	14.9					
30552	23237	96770	26315	32158	27301	20125	11744
Agree		19.7	22.5	30.8	27.2	20.0	29.5
40.7	25.3	23.9					
10988	26943	141779	33892	28901	26846	29732	8093
No opinion		28.9	28.9	27.7	26.7	29.5	20.3
14.6	29.4	27.4					
19660	21668	153292	24966	17195	23079	30089	9102
Disagree		31.2	21.3	16.5	23.0	29.9	22.8
26.2	23.6	26.7					
4194	6296	40537	9699	5158	4987	4967	2564
Strongly disagree		8.3	8.3	4.9	5.0	4.9	6.4
5.6	6.9	7.0					
75072	Column 91706	490729	117145	104458	100519	100793	39844
	Total	43.8	10.5	9.3	9.0	9.0	3.6
6.7	8.2	100.0					

Number of Missing Observations: 184141

Q17 Leadership does only what the law requir by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
Row Total		1	2	3	4	5	6
7	8	Total					
2452	5491	21281	4622	4848	5378	3685	1173
Strongly agree		4.4	4.0	4.6	5.4	3.7	2.9
3.3	6.0	4.4					
8380	15450	67030	17468	20156	14348	13977	9369
Agree		13.8	14.9	19.3	14.3	13.9	23.3
11.2	16.9	14.9					
21658	38407	172191	49703	40439	39835	29132	13093
No opinion		35.4	42.5	38.8	39.7	29.1	32.6
29.0	42.0	36.3					
21511	23184	173417	38080	30122	33931	44387	13138
Disagree		35.6	32.6	28.9	33.8	44.3	32.7
28.8	25.3	33.9					
20728	8983	53054	7114	8708	6851	9055	3389
Strongly disagree		10.9	6.1	8.4	6.8	9.0	8.4
27.7	9.8	10.6					

Column	486972	116987	104273	100342	100236	40163
74729	91516	1115218				
Total	43.7	10.5	9.3	9.0	9.0	3.6
6.7	8.2	100.0				

Number of Missing Observations: 189188

Q18 Understand safety & health regulations by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
Row Total		1	2	3	4	5	6
7	8	Total					
28456	19935	101590	21062	28359	22678	27663	8408
Strongly agree		20.8	18.1	27.2	22.6	27.7	21.1
38.0	21.7	23.1					
39491	55139	300414	70081	55800	52639	59425	25459
Agree		61.6	60.1	53.5	52.4	59.5	63.8
52.7	60.1	59.0					
6484	14163	78726	23009	18007	22632	11943	4452
No opinion		16.1	19.7	17.3	22.5	12.0	11.2
8.6	15.4	16.1					
460	733	5950	2170	2036	2213	763	1091
Disagree		1.2	1.9	2.0	2.2	.8	2.7
.6	.8	1.4					
76	1736	847	337	160	358	148	500
Strongly disagree		.2	.3	.2	.4	.1	1.3
.1	1.9	.4					
74966	Column 91706	487528	116660	104363	100520	99942	39911
	Total	43.7	10.5	9.4	9.0	9.0	3.6
6.7	8.2	100.0					

Number of Missing Observations: 188811

Q19 Supervisors enforce safe job procedures by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count Col Pct	Office Shop Maintena Outdoors Flightli Ship					
		1	2	3	4	5	6
Row Total		1	2	3	4	5	6
7	8	Total					
26224	17848	95245	15919	21715	18160	22307	7180
Strongly agree		19.5	13.6	20.8	18.2	22.4	18.0
35.4	19.6	20.2					
35944	48407	269880	64096	52543	48384	56077	20674
Agree		55.4	54.8	50.4	48.4	56.2	51.9
48.5	53.3	53.5					
11097	19478	111293	31303	25030	28394	19459	8257
No opinion		22.8	26.7	24.0	28.4	19.5	20.7
15.0	21.4	22.8					
734	3309	7858	4759	3465	3296	1606	3206
Disagree		1.6	4.1	3.3	3.3	1.6	8.1
1.0	3.6	2.5					

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76	1837	5	3250	983	1453	1675	266	500
Strongly disagree		10039						
.1	2.0	.9	.7	.8	1.4	1.7	.3	1.3
74075	Column 90880	487525	117060	104206	99909	99715	39819	
6.7	8.2	100.0	43.8	10.5	9.4	9.0	9.0	3.6

Number of Missing Observations: 191218

Q20 Precautions used for hazardous mat. by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Hospital		
								Row 1	2	3
7	8	Total								
1	89940	20729	22576	17172	23663	8302				
29560	17704	229646								
Strongly agree		18.5	17.8	21.6	17.3	23.5	20.7			
39.7	19.7	20.6								
2	234034	57810	51209	43467	55540	20838				
35233	42125	540257								
Agree		48.1	49.7	49.0	43.7	55.2	51.9			
47.4	46.8	48.6								
3	157226	33711	26857	34451	19962	9318				
9049	27803	318378								
No opinion		32.3	29.0	25.7	34.6	19.8	23.2			
12.2	30.9	28.6								
4	2637	3017	3124	3488	1071	1204				
458	913	15912								
Disagree		.5	2.6	3.0	3.5	1.1	3.0			
.6	1.0	1.4								
5	2884	1092	692	858	462	500				
76	1464	8029								
Strongly disagree		.6	.9	.7	.9	.5	1.2			
.1	1.6	.7								
74376	Column 90010	486722	116358	104458	99438	100699	40163			
6.7	8.1	100.0	43.8	10.5	9.4	8.9	9.1	3.6		

Number of Missing Observations: 192184

Q21 Adequate personnel to manage safety prog by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Hospital		
								Row 1	2	3
7	8	Total								
1	64957	11620	12990	11480	18144	5589				
7303	13416	145499								
Strongly agree		13.2	10.0	12.4	11.7	18.4	13.9			
9.8	14.7	13.0								
2	242913	55074	52995	37831	46747	19878				
47250	42001	544689								
Agree		49.5	47.4	50.5	38.5	47.3	49.5			
63.2	46.0	48.8								
3	153894	42109	30581	42077	27893	7876				
18146	29908	352484								
No opinion		31.3	36.2	29.2	42.8	28.2	19.6			
24.3	32.8	31.6								

1803	3798	4	22677	6469	5370	4180	4629	6351
Disagree		55278						
2.4	4.2	5.0	4.6	5.6	5.1	4.3	4.7	15.8
281	2125	5	6699	921	2945	2718	1464	500
Strongly disagree		17654						
.4	2.3	1.6	1.4	.8	2.8	2.8	1.5	1.2

74785	Column 91247	491141	116192	104882	98286	98878	40195	
6.7	8.2	100.0	44.0	10.4	9.4	8.8	8.9	3.6

Number of Missing Observations: 188802

Q22 Award program does not promote safety by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Hospital		
								Row 1	2	3
7	8	Total								
1	19772	8561	7250	7882	6828	3726				
3208	6167	63393								
Strongly agree		4.0	7.4	6.9	8.0	6.8	9.2			
4.3	6.8	5.7								
2	80957	23848	20005	12284	16675	6748				
11477	17307	189301								
Agree		16.4	20.5	19.1	12.4	16.6	16.7			
15.4	19.1	16.9								
3	245878	57993	49969	62167	41526	18743				
25064	45410	546750								
No opinion		49.9	49.8	47.6	62.8	41.3	46.3			
33.6	50.1	48.8								
4	119077	22390	21674	12912	29514	9565				
31108	16378	262620								
Disagree		24.2	19.2	20.7	13.0	29.4	23.6			
41.7	18.1	23.5								
5	26962	3558	5985	3822	5986	1739				
3809	5354	57215								
Strongly disagree		5.5	3.1	5.7	3.9	6.0	4.3			
5.1	5.9	5.1								
74666	Column 90616	492646	116350	104882	99068	100530	40522			
6.7	8.1	100.0	44.0	10.4	9.4	8.9	9.0	3.6		

Number of Missing Observations: 185126

Q23 Performance standards higher than safety by SAFELOC Which of the following best describes yo

Clinic/H Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Hospital		
								Row 1	2	3
7	8	Total								
1	23285	8689	5479	5788	5385	2121				
2178	5633	58559								
Strongly agree		4.7	7.5	5.2	5.9	5.4	5.2			
2.9	6.2	5.2								
2	102565	27298	25707	19290	21542	6388				
12086	18652	233527								
Agree		20.8	23.6	24.6	19.7	21.6	15.7			
16.1	20.5	20.9								

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41983	3	253647	57723	52084	58370	46144	19750
No opinion	46909	576608	49.8	49.9	59.5	46.3	48.6
56.0	51.4	51.6					
15699	4	95227	19825	17077	11086	22686	10141
Disagree	16776	208516	17.1	16.4	11.3	22.8	25.0
20.9	18.4	18.7					
3029	5	17310	2273	4035	3548	3954	2229
Strongly disagree	3203	39581	2.0	3.9	3.6	4.0	5.5
4.0	3.5	3.5					
74974	Column	492034	115808	104381	98081	99710	40629
6.7	91174	1116791	10.4	9.3	8.8	8.9	3.6
	Total	44.1					
	8.2	100.0					

Number of Missing Observations: 187615

Q24 Super. understand job safety problems by SAFELOC Which of the following best describes yo

Clinic/Hospital	Other	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
				1	2	3	4	5	6
7	8	Total							
8564	1	60953	10172	14764	15810	20787	6123		
Strongly agree	13262	150434	12.4	8.8	14.2	16.0	20.9	15.1	
11.4	14.6	13.5							
30568	2	233234	56700	50829	39224	53338	22520		
Agree	44717	531130	47.6	49.3	49.0	39.8	53.5	55.5	
40.8	49.3	47.7							
34285	3	182638	43178	35471	37097	23679	9333		
No opinion	26875	392556	37.2	37.5	34.2	37.6	23.8	23.0	
45.7	29.6	35.2							
1407	4	10210	4026	1863	4129	1506	1152		
Disagree	3923	28217	12.1	3.5	1.8	4.2	1.5	2.8	
1.9	4.3	2.5							
151	5	3314	1016	860	2382	306	1415		
Strongly disagree	1897	11341	.7	.9	.8	2.4	.3	3.5	
.2	2.1	1.0							
74974	Column	490350	115092	103786	98643	99615	40544		
6.7	90673	1113677	10.3	9.3	8.9	8.9	3.6		
	Total	44.0							
	8.1	100.0							

Number of Missing Observations: 190730

Q25 Personnel follow lock./tagout procedures by SAFELOC Which of the following best describes yo

Clinic/Hospital	Other	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
				1	2	3	4	5	6
7	8	Total							
5747	1	44134	12457	12562	6459	9073	15720		
Strongly agree	9003	115154	9.0	10.8	12.2	6.7	9.2	38.7	
7.7	10.0	10.4							

32537	2	127001	40622	30117	23405	32047	15502
Agree	21200	322432	25.9	35.3	29.2	24.1	32.5
43.8	23.5	29.1					
33972	3	301401	51303	52432	60903	54319	6818
No opinion	55877	617025	61.5	44.5	50.9	62.8	55.0
45.7	62.0	55.6					
1220	4	11786	8158	4487	3357	2456	2088
Disagree	2445	35997	2.4	7.1	4.4	3.5	2.5
1.6	2.7	3.2					
799	5	5563	2693	3394	2842	837	500
Strongly disagree	1670	18299	1.1	2.3	3.3	2.9	.8
1.1	1.9	1.7					
74276	Column	489884	115233	102991	96965	98733	40629
6.7	90195	1108906	10.4	9.3	8.7	8.9	3.7
	Total	44.2					
	8.1	100.0					

Number of Missing Observations: 195500

Q26 Safety training is part of orientation by SAFELOC Which of the following best describes yo

Clinic/Hospital	Other	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
				1	2	3	4	5	6
7	8	Total							
31237	1	82987	18072	22853	15076	28300	9070		
Strongly agree	17331	224926	17.0	15.6	22.5	15.0	28.3	22.3	
41.7	19.0	20.2							
29027	2	227248	54753	41401	37393	49908	22606		
Agree	39107	501443	46.6	47.2	40.7	37.2	49.9	55.6	
38.7	43.0	45.1							
12577	3	142725	35072	27546	32112	19203	6876		
No opinion	29126	305239	29.2	30.3	27.1	31.9	19.2	16.9	
16.8	32.0	27.4							
1891	4	29533	7148	5557	11729	1873	1193		
Disagree	3409	62333	6.1	6.2	5.5	11.7	1.9	2.9	
2.5	3.7	5.6							
242	5	5563	888	4318	4333	829	884		
Strongly disagree	2035	19092	1.1	.8	4.2	4.3	.8	2.2	
.3	2.2	1.7							
74974	Column	488057	115934	101675	100643	100114	40629		
6.7	91008	1113033	10.4	9.1	9.0	9.0	3.7		
	Total	43.8							
	8.2	100.0							

Number of Missing Observations: 191373

Q27 Leadership is sincere about personnel sa by SAFELOC Which of the following best describes yo

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

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Q27		Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
Clinic/H Other		nce /Field ne							
ospital		Row							
7	8	Total	1	2	3	4	5	6	
28049	16745	1	92574	17240	17706	16827	23693	9741	
Strongly agree		222576	19.0	15.3	17.3	16.9	23.9	24.0	
37.5	18.8	20.1							
31079	40814	2	251130	49251	47328	46486	46423	17471	
Agree		529981	51.4	43.8	46.2	46.7	46.7	43.1	
41.6	45.7	47.9							
13058	27188	3	127134	38098	30381	30404	23819	8115	
No opinion		298197	26.0	33.9	29.7	30.5	24.0	20.0	
17.5	30.4	26.9							
2276	2611	4	13458	6722	5451	3467	3581	4268	
Disagree		41835	2.8	6.0	5.3	3.5	3.6	10.5	
3.0	2.9	3.8							
242	1948	5	4082	1042	1504	2346	1822	910	
Strongly disagree		13897	.8	.9	1.5	2.4	1.8	2.2	
.3	2.2	1.3							
74704	Column	488377	112354	102370	99530	99338	40506		
	89306	1106486	44.1	10.2	9.3	9.0	9.0	3.7	
6.8	8.1	100.0							

Number of Missing Observations: 197921

Q28 Supervisors seldom act on worker sugg. by SAFELOC Which of the following best describes yo

Q28		Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
Clinic/H Other		nce /Field ne							
ospital		Row							
7	8	Total	1	2	3	4	5	6	
871	5649	1	10329	3414	4683	1975	2757	3294	
Strongly agree		32970	2.1	3.0	4.6	2.0	2.8	8.2	
1.2	6.2	3.0							
6376	8920	2	45895	17789	14852	11167	7877	4614	
Agree		117489	9.4	15.4	14.5	11.1	7.9	11.4	
8.6	9.8	10.6							
24139	41747	3	196485	50677	41747	46294	38733	15682	
No opinion		455504	40.3	43.8	40.8	46.0	38.7	38.8	
32.6	45.8	41.0							
20893	25560	4	183819	38358	33629	33397	41914	13701	
Disagree		391271	37.7	33.2	32.8	33.2	41.9	33.9	
28.2	28.0	35.2							
21820	9256	5	51066	5417	7532	7732	8727	3111	
Strongly disagree		114663	10.5	4.7	7.4	7.7	8.7	7.7	
29.4	10.2	10.3							
74099	Column	487594	115655	102443	100565	100008	40402		
	91132	1111898	43.9	10.4	9.2	9.0	9.0	3.6	
6.7	8.2	100.0							

Number of Missing Observations: 192509

Q29 Emergency procedures rarely tested by SAFELOC Which of the following best describes yo

Count

Q29		Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
Clinic/H Other		nce /Field ne							
ospital		Row							
7	8	Total	1	2	3	4	5	6	
1239	3620	1	17562	3259	6435	4375	3479		
Strongly agree		39968	3.6	2.8	6.3	4.4	3.5		
1.7	4.0	3.6							
6265	11043	2	66811	24002	21614	14395	10739	3691	
Agree		158561	13.7	20.8	21.1	14.5	10.8	9.3	
8.4	12.2	14.3							
16082	38209	3	197724	46518	41276	44169	38970	12215	
No opinion		435164	40.5	40.2	40.3	44.6	39.1	30.6	
21.6	42.1	39.2							
25232	28949	4	157451	32265	24805	28723	35358	18776	
Disagree		351559	32.3	27.9	24.2	29.0	35.5	47.1	
33.9	31.9	31.7							
25616	9001	5	48332	9541	8366	7338	11062	5179	
Strongly disagree		124435	9.9	8.3	8.2	7.4	11.1	13.0	
34.4	9.9	11.2							
74434	Column	487880	115585	102496	99000	99608	39862		
	90822	1109687	44.0	10.4	9.2	8.9	9.0	3.6	
6.7	8.2	100.0							

Number of Missing Observations: 194720

Q30 Safety officer improves safety by SAFELOC Which of the following best describes yo

Q30		Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
Clinic/H Other		nce /Field ne							
ospital		Row							
7	8	Total	1	2	3	4	5	6	
8624	10557	1	49680	9151	11151	10607	11184	5090	
Strongly agree		116043	10.2	7.9	11.0	10.5	11.3	12.6	
11.6	12.0	10.5							
22270	28273	2	167526	40768	31537	26428	36605	12758	
Agree		366166	34.5	35.2	31.1	26.3	36.8	31.6	
30.0	32.0	33.1							
40573	44393	3	243798	58810	52028	54796	46707	17074	
No opinion		558179	50.2	50.8	51.4	54.5	47.0	42.3	
54.6	50.3	50.5							
1884	2556	4	17687	6401	4687	4137	4134	4960	
Disagree		46448	3.6	5.5	4.6	4.1	4.2	12.3	
2.5	2.9	4.2							
905	2481	5	6610	599	1867	4597	769	500	
Strongly disagree		18328	1.4	.5	1.8	4.6	.8	1.2	
1.2	2.8	1.7							
74257	Column	485302	115729	101269	100565	99400	40382		
	88260	1105164	43.9	10.5	9.2	9.1	9.0	3.7	
6.7	8.0	100.0							

Number of Missing Observations: 199242

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Q31 Leadership sets fine safety example by SAFELOC Which of the following best describes yo

Total 44.0 10.4 9.3 9.0 9.0 3.6
6.7 8.2 100.0

Number of Missing Observations: 198754

Hospital	Clinic/H	Other	Count		Office	Shop	Maintena	Outdoors	Flightli	Ship	
			Col	Pct							
ospital			Row		1	2	3	4	5	6	
7	8	Total									
Q31			-----								
24866	15491	180188	79803	10114	12361	14889	15848	6817			
Strongly agree			16.4	8.8	12.0	15.1	16.0	16.8			
33.5	16.9	16.2	-----								
29881			237864		54893	45300	37308	46298	17338		
Agree			48.8	47.7	44.1	37.8	46.8	42.7			
40.2	41.3	45.7	-----								
17468			149741		37902	36373	38253	30607	9534		
No opinion			30.7	33.0	35.4	38.8	31.0	23.5			
23.5	36.2	31.8	-----								
1469			13716		10025	4867	5581	4441	4180		
Disagree			2.8	8.7	4.7	5.7	4.5	10.3			
2.0	2.5	4.2	-----								
635			6329		2059	3837	2552	1645	2759		
Strongly disagree			1.3	1.8	3.7	2.6	1.7	6.8			
.9	3.1	2.0	-----								
74318			487454		114993	102738	98584	98840	40629		
Total			44.0	10.4	9.3	8.9	8.9	3.7			
6.7	8.3	100.0	-----								

Number of Missing Observations: 195345

Q32 Supervisors fits safety into performance by SAFELOC Which of the following best describes yo

Q33 Preventive maintenance operates poorly by SAFELOC Which of the following best describes yo

Hospital	Clinic/H	Other	Count		Office	Shop	Maintena	Outdoors	Flightli	Ship	
			Col	Pct							
ospital			Row		1	2	3	4	5	6	
7	8	Total									
Q33			-----								
1622	5920	43749	17620	3566	7283	4042	3020	675			
Strongly agree			3.6	3.1	7.1	4.1	3.1	1.7			
2.2	6.5	3.9	-----								
22500			60495		21644	22128	22333	9691	8367		
Agree			12.4	18.8	21.6	22.6	9.9	20.6			
30.2	12.8	16.1	-----								
23288			228385		46924	37790	44459	38049	10781		
No opinion			46.8	40.8	36.9	44.9	38.7	26.5			
31.2	45.3	42.5	-----								
21816			143590		34775	27795	22266	40813	16259		
Disagree			29.4	30.2	27.1	22.5	41.6	40.0			
29.2	27.5	30.0	-----								
5368			37698		8077	7453	5849	6626	4546		
Strongly disagree			7.7	7.0	7.3	5.9	6.7	11.2			
7.2	7.9	7.5	-----								
74594			487788		114986	102450	98950	98199	40629		
Total			44.0	10.4	9.2	8.9	8.9	3.7			
6.7	8.2	100.0	-----								

Number of Missing Observations: 195681

Hospital	Clinic/H	Other	Count		Office	Shop	Maintena	Outdoors	Flightli	Ship	
			Col	Pct							
ospital			Row		1	2	3	4	5	6	
7	8	Total									
Q32			-----								
23567	15406	175399	72455	10604	14133	15594	17011	6629			
Strongly agree			14.9	9.2	13.8	15.8	17.1	16.6			
32.0	17.0	15.9	-----								
28321			223099		55830	46883	37285	49320	17740		
Agree			45.9	48.5	45.8	37.7	49.7	44.6			
38.5	42.9	45.0	-----								
20582			174840		43536	36034	36809	29584	10651		
No opinion			36.0	37.8	35.2	37.2	29.8	26.8			
28.0	36.8	34.8	-----								
1086			12727		4762	4735	6892	2456	3380		
Disagree			2.6	4.1	4.6	7.0	2.5	8.5			
1.5	1.4	3.4	-----								
Strongly disagree			2965		461	510	2408	920	1415		
			.6	.4	.5	2.4	.9	3.6			
1.8		.9	-----								
73555			486087		115193	102295	98989	99290	39816		
Total			44.0	10.4	9.3	8.9	8.9	3.7			
6.7	8.3	100.0	-----								

Q34 Leadership participates in safety activi by SAFELOC Which of the following best describes yo

Hospital	Clinic/H	Other	Count		Office	Shop	Maintena	Outdoors	Flightli	Ship	
			Col	Pct							
ospital			Row		1	2	3	4	5	6	
7	8	Total									
Q34			-----								
6002	10283	110642	51936	8404	8174	9921	10368	5554			
Strongly agree			10.7	7.3	8.0	10.1	10.5	14.1			
8.2	11.4	10.0	-----								
41730			184810		48360	36894	30387	42683	17433		
Agree			38.0	41.9	36.2	30.8	43.4	44.2			
56.7	36.6	39.4	-----								
21595			218201		51611	44936	45604	38168	10242		
No opinion			44.9	44.8	44.1	46.2	38.8	26.0			
29.3	47.1	42.8	-----								
3818			26900		6106	9045	9252	4990	5177		
Disagree			5.5	5.3	8.9	9.4	5.1	13.1			
5.2	2.9	6.2	-----								
467			4458		821	2782	3463	2179	1051		
Total			44.0	10.4	9.2	8.9	8.9	3.7			
6.7	8.2	100.0	-----								

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Strongly disagree	.6	2.0	.9	.7	2.7	3.5	2.2	2.7
Column Total	486304	1103671	115303	101832	98627	98388	39456	
73612	90149	1103671	44.1	10.4	9.2	8.9	8.9	3.6
6.7	8.2	100.0						

Number of Missing Observations: 200736

Q35 Safety officer has high status by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count	Col Pct	Office	Shop	Maintenance	Outdoors	Flight/Field	Ship	
									Row Total
Q35	7	8	Total						
Strongly agree	6818	9315	99808	43346	8671	8717	8090	10317	4535
9.2	10.2	9.0	8.9	7.6	8.6	8.2	10.4	11.3	
Agree	34241	23209	324438	142791	37231	27766	20073	27123	12004
46.4	25.5	29.3	29.2	32.6	27.3	20.3	27.5	29.8	
No opinion	26400	52526	558733	255331	53301	52033	51401	51752	15989
35.7	57.7	50.5	52.3	46.6	51.2	52.0	52.4	39.7	
Disagree	5227	4444	98073	37579	14190	8339	13319	7973	7002
7.1	4.9	8.9	7.7	12.4	8.2	13.5	8.1	17.4	
Strongly disagree	1162	1537	26124	9442	964	4704	6028	1591	697
1.6	1.7	2.4	1.9	.8	4.6	6.1	1.6	1.7	
Column Total	73848	91031	1107176	488489	114357	101558	98911	98757	40226
6.7	8.2	100.0	44.1	10.3	9.2	8.9	8.9	3.6	

Number of Missing Observations: 197231

Q36 Hazards not fixed quickly are ignored by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count	Col Pct	Office	Shop	Maintenance	Outdoors	Flight/Field	Ship	
									Row Total
Q36	7	8	Total						
Strongly agree	1483	3294	22958	8766	1494	3125	2393	1645	757
2.0	3.7	2.1	1.8	1.3	3.1	2.4	1.7	1.9	
Agree	7796	11477	154261	59218	19525	16651	18225	10550	10818
10.5	12.8	14.0	12.2	17.1	16.3	18.3	10.7	26.6	
No opinion	35596	39809	443008	195406	45699	40282	40053	32445	13718
48.1	44.4	40.1	40.2	40.0	39.4	40.2	33.0	33.8	
Disagree	22767	26325	389945	181316	40041	31987	32212	44295	11001

Disagree	30.8	29.3	37.3	35.0	31.3	32.3	45.1	27.1	
Column Total	6367	8816	95407	41927	7599	10114	6874	9376	4335
8.6	9.8	8.6	8.6	6.6	9.9	6.9	9.5	10.7	

Strongly disagree	8.6	9.8	8.6	8.6	6.6	9.9	6.9	9.5	10.7
Column Total	74011	89722	1105579	486633	114358	102159	99757	98311	40629
6.7	8.1	100.0	44.0	10.3	9.2	9.0	8.9	3.7	

Number of Missing Observations: 198828

Q37 Personnel take part in accident invest. by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count	Col Pct	Office	Shop	Maintenance	Outdoors	Flight/Field	Ship	
									Row Total
Q37	7	8	Total						
Strongly agree	6062	9481	99207	44043	7651	11239	7142	8368	5220
8.3	10.5	9.0	9.1	6.7	11.0	7.2	8.5	13.0	
Agree	42832	30457	449319	198565	43408	36096	33259	48587	16115
58.5	33.9	40.7	40.9	37.8	35.3	33.4	49.5	40.2	
No opinion	21163	45937	500923	225866	59017	47855	51480	36890	12715
28.9	51.1	45.4	46.6	51.4	46.8	51.7	37.6	31.7	
Disagree	2692	2261	43950	14282	4708	6021	5188	3843	4954
3.7	2.5	4.0	2.9	4.1	5.9	5.2	3.9	12.4	
Strongly disagree	413	1788	9695	2190	130	1079	2472	544	1078
.6	2.0	.9	.5	.1	1.1	2.5	.6	2.7	
Column Total	73163	89925	1103093	484946	114913	102290	99541	98232	40082
6.6	8.2	100.0	44.0	10.4	9.3	9.0	8.9	3.6	

Number of Missing Observations: 201314

Q38 Training by supervisor helps job safety by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count	Col Pct	Office	Shop	Maintenance	Outdoors	Flight/Field	Ship	
									Row Total
Q38	7	8	Total						
Strongly agree	8359	13566	125161	51220	8830	10693	13808	12982	5703
11.3	15.1	11.3	10.5	7.7	10.5	13.8	13.1	14.0	
Agree	43280	35020	482723	205080	51201	42314	38476	49557	17796
58.5	39.0	43.7	42.2	44.6	41.5	38.6	49.9	43.8	
No opinion	20961	36807	442810	209636	48299	42795	39437	29830	15044

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No opinion	28.3	41.0	43.2	42.1	42.0	39.5	30.0	37.0
40.0								
1083	2158	416650	5438	5320	3044	6183	1585	
Disagree	1.5	2.4	3.4	4.7	5.2	3.1	6.2	3.9
1.5	2.4	3.7						
278	2209	13615	920	791	4992	756	500	
Strongly disagree	.4	2.5	.7	.8	.8	5.0	.8	1.2
.4	2.5	1.2						
73962	89761	1105771	485755	114687	101914	99757	99307	40629
Total	6.7	8.1	43.9	10.4	9.2	9.0	9.0	3.7
6.7	8.1	100.0						

Number of Missing Observations: 198636

Q39 Medical facilities are sufficient by SAFELOC Which of the following best describes yo

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	
Other								
ospital	Row	1	2	3	4	5	6	
7	8	Total						
13863	14529	151011	67296	12176	10589	14600	12559	5397
Strongly agree	18.7	16.1	13.8	10.7	10.5	14.7	12.7	13.3
18.7	16.1	13.7						
45650	32944	470365	215987	44801	37411	35878	42619	15074
Agree	61.6	36.6	44.3	39.2	37.0	36.2	43.2	37.1
61.6	36.6	42.5						
10829	33562	340353	148964	41095	37048	28261	29190	11404
No opinion	14.6	37.3	30.6	36.0	36.6	28.5	29.6	28.1
14.6	37.3	30.8						
3139	4426	89673	37666	8495	7423	14056	8340	6127
Disagree	4.2	4.9	7.7	7.4	7.3	14.2	8.5	15.1
4.2	4.9	8.1						
645	4532	54133	17661	7672	8760	6347	5890	2626
Strongly disagree	.9	5.0	3.6	6.7	8.7	6.4	6.0	6.5
.9	5.0	4.9						
74126	89993	1105535	487574	114241	101231	99142	98600	40629
Total	6.7	8.1	44.1	10.3	9.2	9.0	8.9	3.7
6.7	8.1	100.0						

Number of Missing Observations: 198872

Q40 Leadership ignores safety during promoti by SAFELOC Which of the following best describes yo

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	
Other								
ospital	Row	1	2	3	4	5	6	
7	8	Total						
1523	3728	41063	14852	3082	6389	7333	3218	939
Strongly agree	2.1	4.2	3.1	2.7	6.3	7.4	3.3	2.3
2.1	4.2	3.7						
6119	6341	105595	40938	13461	13877	10575	8825	5459
2	6341	105595						

Agree	8.4	7.1	8.5	11.8	13.6	10.7	9.0	13.6
8.4	7.1	9.6						
25057	47099	532401	232884	62124	50963	51413	45464	17397
No opinion	34.3	52.9	48.1	54.5	49.9	52.0	46.5	43.2
34.3	52.9	48.4						
34944	21802	314252	141531	29423	22697	20206	31840	11809
Disagree	47.8	24.5	29.3	25.8	22.2	20.4	32.6	29.3
47.8	24.5	28.6						
5491	10121	105795	53598	5959	8215	9354	8378	4680
Strongly disagree	7.5	11.4	11.1	5.2	8.0	9.5	8.6	11.6
7.5	11.4	9.6						
73133	89092	1099106	483801	114047	102142	98881	97724	40285
Total	6.7	8.1	44.0	10.4	9.3	9.0	8.9	3.7
6.7	8.1	100.0						

Number of Missing Observations: 205300

Q41 Safety officer is readily available by SAFELOC Which of the following best describes yo

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	
Other								
ospital	Row	1	2	3	4	5	6	
7	8	Total						
10430	11087	128786	60371	8199	10802	8583	11728	7587
Strongly agree	14.2	12.3	12.6	7.2	10.6	8.7	11.9	19.0
14.2	12.3	11.7						
40159	29780	417013	193145	41552	34550	24825	40030	12972
Agree	54.7	32.9	40.2	36.4	33.8	25.1	40.7	32.5
54.7	32.9	38.0						
20062	43300	457378	194689	54718	45750	46876	39771	12213
No opinion	27.3	47.9	40.5	47.9	44.7	47.4	40.4	30.6
27.3	47.9	41.6						
2142	3945	72655	25404	7723	7185	14424	5605	6228
Disagree	2.9	4.4	5.3	6.8	7.0	14.6	5.7	15.6
2.9	4.4	6.6						
623	2275	22420	7197	2008	4004	4158	1245	910
Strongly disagree	.8	2.5	1.5	1.8	3.9	4.2	1.3	2.3
.8	2.5	2.0						
73416	90388	1098252	480806	114200	102290	98866	98378	39910
Total	6.7	8.2	43.8	10.4	9.3	9.0	9.0	3.6
6.7	8.2	100.0						

Number of Missing Observations: 206154

Q42 This unit has a stable workforce by SAFELOC Which of the following best describes yo

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	
Other								
ospital	Row	1	2	3	4	5	6	
7	8	Total						
4958	7547	74939	36472	3326	7921	5301	6158	3257
1	7547	74939						

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		7	8	Total	1	2	3	4	5	6
Strongly agree	6.7	8.3	6.8	7.5	3.0	7.8	5.4	6.3	8.0	
21025	2	31687	374851	179101	36944	30553	28694	34634	12211	
Agree	28.5	34.9	34.1	36.9	32.9	30.3	29.1	35.2	30.1	
33949	3	37852	439900	181599	50295	44212	42372	36876	12745	
No opinion	46.0	41.7	40.0	37.5	44.9	43.8	42.9	37.4	31.4	
10197	4	7088	148558	66555	17670	13435	13147	11802	8664	
Disagree	13.8	7.8	13.5	13.7	15.8	13.3	13.3	12.0	21.3	
3686	5	6563	61980	21132	3888	4816	9143	9001	3751	
Strongly disagree	5.0	7.2	5.6	4.4	3.5	4.8	9.3	9.1	9.2	
73816	Column	90737	1100228	484859	112123	100938	98656	98470	40629	
	Total	8.2	100.0	44.1	10.2	9.2	9.0	8.9	3.7	

Number of Missing Observations: 204178

Q43 Personnel afraid to report problems by SAFELOC Which of the following best describes you

		7	8	Total	1	2	3	4	5	6
1158	1	2861	24915	9939	3276	3188	2237	1874	383	
Strongly agree	1.6	3.2	2.3	2.1	2.9	3.2	2.2	1.9	1.0	
3852	2	5679	86461	36472	10518	8941	9157	7639	4203	
Agree	5.2	6.3	7.9	7.6	9.2	8.9	9.2	7.8	11.0	
18528	3	38606	429952	182507	49484	44652	46151	35385	14639	
No opinion	25.0	42.6	39.2	37.8	43.4	44.5	46.3	36.3	38.3	
42534	4	32175	434803	196169	41402	33364	32957	42806	13395	
Disagree	57.5	35.5	39.6	40.6	36.3	33.2	33.1	43.9	35.1	
7917	5	11205	121078	57793	9409	10211	9111	9879	5554	
Strongly disagree	10.7	12.4	11.0	12.0	8.2	10.2	9.1	10.1	14.5	
73989	Column	90527	1097210	482880	114088	100357	99613	97582	38174	
	Total	8.3	100.0	44.0	10.4	9.1	9.1	8.9	3.5	

Number of Missing Observations: 207196

Q44 Supervisors always investigate accidents by SAFELOC Which of the following best describes you

		7	8	Total	1	2	3	4	5	6
7954	1	11470	115758	51464	8928	11782	7698	11002	5459	
Strongly agree	10.7	12.7	10.5	10.6	7.9	11.6	7.8	11.2	13.6	
41442	2	30098	423214	184701	40498	38726	31696	41579	14475	
Agree	55.9	33.4	38.4	38.1	35.7	38.3	32.1	42.2	36.0	
23104	3	43619	507320	231741	56742	44862	49563	41534	16156	
No opinion	31.2	48.4	46.1	47.8	50.1	44.3	50.3	42.1	40.2	
1345	4	3217	43154	13179	5368	5089	7520	3822	3615	
Disagree	1.8	3.6	3.9	2.7	4.7	5.0	7.6	3.9	9.0	
237	5	1808	11460	3555	1805	751	2151	652	500	
Strongly disagree	.3	2.0	1.0	.7	1.6	.7	2.2	.7	1.2	
74081	Column	90212	1100907	484639	113342	101211	98628	98589	40205	
	Total	8.2	100.0	44.0	10.3	9.2	9.0	9.0	3.7	

		7	8	Total	1	2	3	4	5	6
580	5	4175	34911	12644	4151	4300	3642	3909	1511	
Strongly disagree	.8	4.7	3.2	2.6	3.7	4.3	3.7	4.0	3.7	
73087	Column	89677	1098141	484742	112415	100895	99281	97415	40629	
	Total	8.2	100.0	44.1	10.2	9.2	9.0	8.9	3.7	

Number of Missing Observations: 203500

Q45 Environmental cond. kept at good levels by SAFELOC Which of the following best describes you

		7	8	Total	1	2	3	4	5	6
8054	1	11832	115617	52173	6733	12317	9139	10369	5001	
Strongly agree	11.0	13.2	10.5	10.8	6.0	12.2	9.2	10.6	12.3	
30163	2	34098	481384	234176	46886	40661	37999	42437	14964	
Agree	41.3	38.0	43.8	48.3	41.7	40.3	38.3	43.6	36.8	
29764	3	35736	387495	157158	46625	36502	38131	31696	11883	
No opinion	40.7	39.8	35.3	32.4	41.5	36.2	38.4	32.5	29.2	
4526	4	3837	78734	28591	8020	7115	10371	9005	7270	
Disagree	6.2	4.3	7.2	5.9	7.1	7.1	10.4	9.2	17.9	
580	5	4175	34911	12644	4151	4300	3642	3909	1511	
Strongly disagree	.8	4.7	3.2	2.6	3.7	4.3	3.7	4.0	3.7	
73087	Column	89677	1098141	484742	112415	100895	99281	97415	40629	
	Total	8.2	100.0	44.1	10.2	9.2	9.0	8.9	3.7	

Number of Missing Observations: 206265

Q46 Personnel dont use necessary PPE by SAFELOC Which of the following best describes you

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Clinic/Hospital	Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
			nce	/Field	ne			
Q46		Row	1	2	3	4	5	6
7	8	Total						
1104	2928	31165	11.92	2772	6281	3090	2326	1472
Strongly agree		2.3	2.5	6.1	3.1	2.4	3.7	
1.5	3.2	2.8						
7291	10193	151567	56908	22155	18170	18747	10697	7406
Agree		11.6	19.8	17.7	18.9	10.9	18.5	
9.9	11.2	13.7						
31210	40871	431247	202344	42440	36411	37112	30495	10364
No opinion		41.4	37.9	35.6	37.5	30.9	25.8	
42.2	45.1	39.0						
27248	26051	390472	173976	37048	32771	31264	45668	16445
Disagree		35.6	33.0	32.0	31.6	46.3	41.0	
36.9	28.8	35.3						
7038	10563	100962	44354	7710	8758	8751	9382	4407
Strongly disagree		9.1	6.9	8.6	8.8	9.5	11.0	
9.5	11.7	9.1						
73891	90605	1105413	488774	112125	102392	98964	98568	40094
Total		44.2	10.1	9.3	9.0	8.9	3.6	
6.7	8.2	100.0						

Number of Missing Observations: 198994

Q47 Job stress is significant problem for me by SAFELOC Which of the following best describes yo

Clinic/Hospital	Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
			nce	/Field	ne			
Q47		Row	1	2	3	4	5	6
7	8	Total						
1606	4553	43755	16112	5058	5691	4045	3241	3450
Strongly agree		3.3	4.4	5.6	4.1	3.3	8.5	
2.2	5.1	4.0						
23078	11594	140720	47623	12425	16855	15557	8720	4868
Agree		9.8	10.8	16.5	15.6	8.9	12.0	
31.4	12.9	12.7						
20110	40072	467136	212269	52844	41998	40336	41225	18282
No opinion		43.5	46.0	41.0	40.4	41.9	45.2	
27.4	44.5	42.2						
22343	25579	356332	164182	35968	29110	30820	37662	10667
Disagree		33.7	31.3	28.4	30.9	38.3	26.4	
30.4	28.4	32.2						
6266	8221	98820	47253	8517	8796	9000	7594	3173
Strongly disagree		9.7	7.4	8.6	9.0	7.7	7.8	
8.5	9.1	8.9						
73402	90019	1106764	487439	114812	102450	99757	98443	40441
Total		44.0	10.4	9.3	9.0	8.9	3.7	
6.6	8.1	100.0						

Number of Missing Observations: 197643

Q48 Leadership insists supervisor think safe by SAFELOC Which of the following best describes yo

Clinic/Hospital	Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
			nce	/Field	ne			
Q48		Row	1	2	3	4	5	6
7	8	Total						
26134	15205	192436	79134	14398	16143	15533	19684	6205
Strongly agree		16.2	12.5	15.9	15.6	19.8	15.3	
35.3	16.8	17.4						
30541	38395	499316	224153	51211	46565	40452	48209	19791
Agree		46.0	44.6	45.9	40.6	48.5	48.7	
41.2	42.4	45.1						
16337	33681	378697	172772	42899	35824	36730	28715	11740
No opinion		35.4	37.4	35.3	36.8	28.9	28.9	
22.1	37.2	34.2						
1039	2117	29536	9613	5600	2071	4512	2191	2393
Disagree		2.0	4.9	2.0	4.5	2.2	5.9	
1.4	2.3	2.7						
31	1132	7777	1712	639	793	2451	518	500
Strongly disagree		1.3	.4	.6	.8	2.5	.5	1.2
.0		.7						
74081	90530	1107762	487384	114748	101395	99678	99317	40629
Total		44.0	10.4	9.2	9.0	9.0	3.7	
6.7	8.2	100.0						

Number of Missing Observations: 196645

Q49 Leadership sets goals-hold all accountab by SAFELOC Which of the following best describes yo

Clinic/Hospital	Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship
			nce	/Field	ne			
Q49		Row	1	2	3	4	5	6
7	8	Total						
9678	12173	133814	59998	9239	14482	9843	13261	5141
Strongly agree		12.3	8.3	14.1	9.9	13.4	12.7	
13.2	13.5	12.1						
38969	30396	392926	166732	37528	34125	30475	40553	14146
Agree		34.2	33.7	33.3	30.7	41.1	34.8	
53.0	33.7	35.6						
22414	42415	488914	227249	54274	42871	47519	38266	13907
No opinion		46.7	48.7	41.8	47.9	38.8	34.2	
30.5	47.0	44.3						
2295	3614	68897	29615	9024	6644	5851	5485	6369
Disagree		6.1	8.1	6.5	5.9	5.6	15.7	
3.1	4.0	6.2						
134	1552	18399	3242	1436	4328	5501	1139	1066
Strongly disagree		.7	1.3	4.2	5.5	1.2	2.6	
.2	1.7	1.7						

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73490	Column	486837	111501	102450	99188	98704	40629
	90151	1102950					
	Total	44.1	10.1	9.3	9.0	8.9	3.7
	6.7	8.2	100.0				

Number of Missing Observations: 201456

Q50 Personnel rarely dev. safety requirement by SAFELOC Which of the following best describes yo

Clinic/Hospital	Count Col Pct	Shop Maintenance /Field ne					
		Office	Shop	Maintena	Outdoors	Flightli	Ship
ospital	Row	1	2	3	4	5	6
7	8	Total					
Q50							
	1	14781	3185	7713	6122	2326	757
1400	3245	39529					
Strongly agree		3.0	2.9	7.5	6.3	2.3	1.9
1.9	3.6	3.6					
	2	57215	16730	16164	17932	13581	7005
7792	11719	148139					

Agree	11.7	15.1	15.8	18.4	13.7	17.2
10.5	13.0	13.4				

3	247181	54623	44327	43781	44730	15329
25311	47509	522791				
No opinion	50.7	49.3	43.3	44.8	45.1	37.7
34.3	52.8	47.5				

4	139858	31763	28625	25103	33554	15265
33973	17301	325442				
Disagree	28.7	28.7	28.0	25.7	33.8	37.6
46.0	19.2	29.5				

5	28071	4432	5510	4692	4988	2273
5422	10253	65641				
Strongly disagree	5.8	4.0	5.4	4.8	5.0	5.6
7.3	11.4	6.0				

Column	487107	110733	102338	97631	99179	40629
73898	90027	1101541				
Total	44.2	10.1	9.3	8.9	9.0	3.7
6.7	8.2	100.0				

Number of Missing Observations: 202866

Appendix H – Response Distributions by Service

Q1 Personnel identify hazards by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine corps	C Air e Forc
Total Q1		1	2	3	4
291364 Strongly agree 25.0	1	98402	84826	35729	72406
608633 Agree 52.3	2	207306	161005	79126	161196
209296 No opinion 18.0	3	78403	48919	26177	55798
45348 Disagree 3.9	4	17687	9306	7525	10831
9265 Strongly disagree .8	5	4172	1666	1917	1509
1163907 Total	Column	405971	305722	150474	301741
100.0	Total	34.9	26.3	12.9	25.9

Number of Missing Observations: 140500

Q2 Frequent contact between personnel and 1 by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine corps	C Air e Forc
Total Q2		1	2	3	4
220089 Strongly agree 18.9	1	79493	53484	33273	53838
592956 Agree 50.9	2	188562	172496	80499	151398
213856 No opinion 18.4	3	86861	45717	25953	55324
99069 Disagree 8.5	4	32385	28103	7441	31140
39225 Strongly disagree 3.4	5	19945	6080	3765	9434
1165195 Total	Column	407247	305881	150931	301136
100.0	Total	35.0	26.3	13.0	25.8

Number of Missing Observations: 139211

Q3 Safety takes a back seat to production by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine corps	C Air e Forc
Total Q3		1	2	3	4
54941 Strongly agree 4.7	1	25266	12575	8086	9015
140646 Agree 12.1	2	52656	39110	19424	29457
280515 No opinion 24.2	3	104793	67547	36538	71636
483594 Disagree 41.7	4	158520	131728	61278	132069
199817 Strongly disagree 17.2	5	64425	52834	25082	57476
1159514 Total	Column	405659	303793	150408	299654
100.0	Total	35.0	26.2	13.0	25.8

Number of Missing Observations: 144893

Q4 Personnel revise safety & health practice by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine corps	C Air e Forc
Total Q4		1	2	3	4
120946 Strongly agree 10.5	1	45585	33514	14597	27249
485121 Agree 42.1	2	157977	140622	65563	120960
390527 No opinion 33.9	3	136683	96584	49163	108097
125682 Disagree 10.9	4	47664	28258	16671	33089
29314 Strongly disagree 2.5	5	14875	4723	4385	5332
1151590 Total	Column	402784	303701	150378	294727
100.0	Total	35.0	26.4	13.1	25.6

Number of Missing Observations: 152816

Q5 Supervisor maintain high safety standard by XSVC Imputed Service

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Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
Row					
Total	1	2	3	4	
Q5					
262504	1	88732	77573	28753	67445
Strongly agree		21.9	25.6	19.2	22.6
22.7					
531492	2	161828	146602	78379	144683
Agree		39.9	48.3	52.2	48.4
45.9					
290668	3	120524	61728	33395	75022
No opinion		29.7	20.4	22.3	25.1
25.1					
48235	4	21557	12472	6290	7916
Disagree		5.3	4.1	4.2	2.6
4.2					
25252	5	13212	4922	3260	3858
Strongly disagree		3.3	1.6	2.2	1.3
2.2					
Column	405853	303297	150078	298923	
1158150	Total	35.0	26.2	13.0	25.8
100.0					

Number of Missing Observations: 146256

Q6 Inspections made at regular intervals by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
Row					
Total	1	2	3	4	
Q6					
146441	1	39518	51482	18894	36547
Strongly agree		9.9	17.0	12.6	12.4
12.8					
460680	2	143572	122300	60452	134356
Agree		35.8	40.5	40.3	45.5
40.1					
416882	3	154770	104041	56190	101880
No opinion		38.6	34.4	37.4	34.5
36.3					
93310	4	46215	17854	11048	18192
Disagree		11.5	5.9	7.4	6.2
8.1					
30955	5	16717	6403	3458	4377
Strongly disagree		4.2	2.1	2.3	1.5
2.7					
Column	400792	302079	150043	295353	
1148267	Total	34.9	26.3	13.1	25.7
100.0					

Number of Missing Observations: 156140

Q7 Leadership safety views seldom communicat by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
Row					
Total	1	2	3	4	
Q7					
182870	1	67185	45320	24596	45769
Strongly agree		16.8	15.0	16.5	15.5
16.0					
526356	2	164306	145159	73996	142895

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
Row					
Total	1	2	3	4	
Q7					
67763	1	23414	18157	9439	16752
Strongly agree		5.9	6.0	6.3	5.7
5.9					
247378	2	84905	77529	34091	50853
Agree		21.3	25.7	22.8	17.2
21.6					
334995	3	128921	81762	45831	78481
No opinion		32.3	27.1	30.7	26.6
29.2					
378249	4	121439	97913	44028	114869
Disagree		30.4	32.5	29.5	38.9
33.0					
117224	5	40329	26314	16013	34568
Strongly disagree		10.1	8.7	10.7	11.7
10.2					
Column	399009	301675	149403	295522	
1145609	Total	34.8	26.3	13.0	25.8
100.0					

Number of Missing Observations: 158798

Q8 Safety meetings held less often than nec by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
Row					
Total	1	2	3	4	
Q8					
45988	1	20711	10164	4451	10662
Strongly agree		5.2	3.4	3.0	3.6
4.0					
188640	2	80257	49038	22141	37204
Agree		20.0	16.3	14.8	12.6
16.4					
441696	3	144441	127405	56255	113595
No opinion		35.9	42.2	37.7	38.4
38.5					
351010	4	111830	96274	45649	97257
Disagree		27.8	31.9	30.6	32.9
30.6					
121125	5	44585	18826	20827	36887
Strongly disagree		11.1	6.2	13.9	12.5
10.5					
Column	401824	301708	149323	295604	
1148459	Total	35.0	26.3	13.0	25.7
100.0					

Number of Missing Observations: 155947

Q9 Good teamwork exists within unit by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
Row					
Total	1	2	3	4	
Q9					
182870	1	67185	45320	24596	45769
Strongly agree		16.8	15.0	16.5	15.5
16.0					
526356	2	164306	145159	73996	142895

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Count	Col	Pct	Army	Navy	Marine Corps	Air Force
45.9	Agree		41.0	48.2	49.7	48.4
280230	Disagree	3	102465	76445	34016	67304
24.4	No opinion		25.6	25.4	22.9	22.8
100192	Strongly disagree	4	39551	24012	8687	27943
8.7	Disagree		9.9	8.0	5.8	9.5
56672	Strongly disagree	5	27327	10525	7445	11375
4.9	Strongly disagree		6.8	3.5	5.0	3.9
1146319	Column		400835	301460	148740	295285
100.0	Total		35.0	26.3	13.0	25.8

Number of Missing Observations: 158087

Q10 Leadership shows that it cares about saf by XSVC Imputed Service

Count	Col	Pct	Army	Navy	Marine Corps	Air Force
230242	Strongly agree	1	71282	71963	27566	59431
20.1	Strongly agree		17.8	23.9	18.6	20.1
555587	Agree	2	185738	145858	75433	148559
48.5	Agree		46.4	48.5	50.9	50.1
259943	No opinion	3	98603	58524	33082	69735
22.7	No opinion		24.6	19.5	22.3	23.5
61922	Disagree	4	27909	15240	7485	11287
5.4	Disagree		7.0	5.1	5.0	3.8
38034	Strongly disagree	5	16882	9155	4679	7318
3.3	Strongly disagree		4.2	3.0	3.2	2.5
1145728	Column		400414	300741	148244	296329
100.0	Total		34.9	26.2	12.9	25.9

Number of Missing Observations: 158678

Q11 My actions can protect other personnel by XSVC Imputed Service

Count	Col	Pct	Army	Navy	Marine Corps	Air Force
352188	Strongly agree	1	123328	99027	44056	85776
30.7	Strongly agree		30.6	33.0	29.7	29.1
627400	Agree	2	218438	159957	79151	169854
54.7	Agree		54.2	53.2	53.3	57.5
152564	No opinion	3	54928	37515	22187	37935
13.3	No opinion		13.6	12.5	15.0	12.8

Count	Col	Pct	Army	Navy	Marine Corps	Air Force
7716	Disagree	4	3738	2318	465	1195
.7	Disagree		.9	.8	.3	.4
7048	Strongly disagree	5	2378	1652	2525	493
.6	Strongly disagree		.6	.5	1.7	.2
1146916	Column		402810	300469	148384	295252
100.0	Total		35.1	26.2	12.9	25.7

Number of Missing Observations: 157491

Q12 My supervisors behavior is unsafe by XSVC Imputed Service

Count	Col	Pct	Army	Navy	Marine Corps	Air Force
24812	Strongly agree	1	11710	4726	3403	4973
2.2	Strongly agree		2.9	1.6	2.3	1.7
84717	Agree	2	39420	20689	10112	14497
7.4	Agree		9.8	6.9	6.8	4.9
256276	No opinion	3	99285	66107	37129	53754
22.3	No opinion		24.7	21.9	25.0	18.2
531152	Disagree	4	174221	149883	65813	141235
46.3	Disagree		43.3	49.7	44.3	47.8
251289	Strongly disagree	5	77767	60259	31968	81295
21.9	Strongly disagree		19.3	20.0	21.5	27.5
1148247	Column		402404	301664	148425	295754
100.0	Total		35.0	26.3	12.9	25.8

Number of Missing Observations: 156159

Q13 Des. personnel trained in emergency prac by XSVC Imputed Service

Count	Col	Pct	Army	Navy	Marine Corps	Air Force
160572	Strongly agree	1	44037	56004	16326	44206
14.0	Strongly agree		11.0	18.5	11.0	14.9
513920	Agree	2	157026	148622	63505	144766
44.8	Agree		39.1	49.2	42.8	48.9
355993	No opinion	3	144816	72299	54426	84451
31.0	No opinion		36.1	23.9	36.7	28.5
92375	Disagree	4	43655	22230	8523	17966
8.0	Disagree		10.9	7.4	5.7	6.1
24750	Strongly disagree	5	11612	2917	5674	4546

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Strongly disagree	2.9	1.0	3.8	1.5
2.2				
Column	401146	302073	148456	295935
1147610				
Total	35.0	26.3	12.9	25.8
100.0				

Number of Missing Observations: 156797

Q14 Leadership published a written safety po by X SVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q14		1	2	3	4
203203	1	64217	57403	25733	55850
17.7					
Strongly agree		16.0	19.1	17.3	18.9
533030	2	178797	145861	67489	140882
46.5					
Agree		44.6	48.6	45.4	47.7
340156	3	127110	83432	46260	83355
29.7					
No opinion		31.7	27.8	31.1	28.3
53862	4	24676	11090	5765	12331
4.7					
Disagree		6.1	3.7	3.9	4.2
14985	5	6520	2531	3310	2624
1.3					
Strongly disagree		1.6	.8	2.2	.9
1145236	Column	401320	300317	148556	295042
100.0	Total	35.0	26.2	13.0	25.8

Number of Missing Observations: 159171

Q15 Near miss accidents are investigated by X SVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q15		1	2	3	4
167294	1	40639	63123	21603	41930
14.6					
Strongly agree		10.1	21.1	14.5	14.2
442671	2	139733	129901	57460	115577
38.6					
Agree		34.8	43.4	38.6	39.0
448201	3	176506	91428	57414	122853
39.1					
No opinion		43.9	30.5	38.6	41.5
59468	4	28176	9596	9291	12405
5.2					
Disagree		7.0	3.2	6.2	4.2
28578	5	16833	5465	2907	3373
2.5					
Strongly disagree		4.2	1.8	2.0	1.1
1146212	Column	401888	299513	148675	296137
100.0	Total	35.1	26.1	13.0	25.8

Number of Missing Observations: 158194

Q16 Personnel morale is poor by X SVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q16		1	2	3	4
171478	1	67576	37711	20392	45798
15.0					
Strongly agree		17.0	12.5	13.8	15.6
273438	2	99619	78083	30885	64850
23.9					
Agree		25.1	25.8	20.8	22.0
314444	3	108923	76123	44562	84836
27.5					
No opinion		27.4	25.2	30.1	28.8
303001	4	95409	87330	40791	79470
26.5					
Disagree		24.0	28.9	27.5	27.0
79458	5	25782	22879	11598	19200
7.0					
Strongly disagree		6.5	7.6	7.8	6.5
1141819	Column	397309	302127	148228	294154
100.0	Total	34.8	26.5	13.0	25.8

Number of Missing Observations: 162588

Q17 Leadership does only what the law requir by X SVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q17		1	2	3	4
50384	1	25483	9163	3753	11985
4.4					
Strongly agree		6.5	3.0	2.5	4.1
168726	2	57812	47198	25152	38564
14.8					
Agree		14.6	15.7	17.0	13.2
412567	3	154112	102218	53594	102643
36.3					
No opinion		39.0	34.0	36.3	35.0
385319	4	122295	102480	51556	108988
33.9					
Disagree		31.0	34.0	34.9	37.2
119582	5	35014	40024	13598	30946
10.5					
Strongly disagree		8.9	13.3	9.2	10.6
1136578	Column	394717	301083	147653	293125
100.0	Total	34.7	26.5	13.0	25.8

Number of Missing Observations: 167828

Q18 Understand safety & health regulations by X SVC Imputed Service

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Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
231432 Strongly agree 20.4	1	2	3	4	
553314 Agree 48.8	1	83663	76610	32253	70842
671420 Agree 59.1	2	228238	179559	85775	177848
182061 No opinion 16.0	3	72453	42549	26088	40971
15463 Disagree 1.4	4	8775	1557	3075	2057
4690 Strongly disagree .4	5	1815	1120	614	1141
1137003 Total	394944	301395	147805	292859	

Number of Missing Observations: 167404

Q19 Supervisors enforce safe job procedures by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
146424 Strongly agree 12.9	1	2	3	4	
555044 Agree 48.9	1	69806	69617	26510	62082
357042 No opinion 31.5	2	198982	161746	81317	165611
57441 Disagree 5.1	3	106231	57549	35935	59030
18262 Strongly disagree 1.6	4	14552	8126	2403	4304
1134214 Total	394654	299365	147977	292599	

Number of Missing Observations: 169811

Q20 Precautions used for hazardous mat. by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
63481 Strongly agree 5.6	1	2	3	4	
194034 Total					

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
231432 Strongly agree 20.4	1	2	3	4	
553314 Agree 48.8	1	83663	76610	32253	70842
323665 No opinion 28.6	2	228238	179559	85775	177848
15912 Disagree 1.4	3	72453	42549	26088	40971
8708 Strongly disagree .8	4	8775	1557	3075	2057
1133031 Total	392930	300848	146502	292751	

Q21 Adequate personnel to manage safety prog by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
146424 Strongly agree 12.9	1	2	3	4	
555044 Agree 48.9	1	69806	69617	26510	62082
357042 No opinion 31.5	2	198982	161746	81317	165611
57441 Disagree 5.1	3	106231	57549	35935	59030
18262 Strongly disagree 1.6	4	14552	8126	2403	4304
1134214 Total	396763	299877	146775	290799	

Q22 Award program does not promote safety by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air e	Forc
63481 Strongly agree 5.6	1	2	3	4	
194034 Total					

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Response	Count	Army	Navy	Marine Corps	Air Force
Agree	17.1	18.4	15.5	18.0	16.4
Disagree	2.6	2.9	2.6	2.6	2.3
No opinion	48.8	52.3	45.8	49.3	47.1
Strongly disagree	5.1	5.2	4.4	5.7	5.4
Total	1136682	35.0	26.4	12.8	25.7

Number of Missing Observations: 167725

Q23 Performance standards higher than safety by XSVC Imputed Service

Response	Count	Army	Navy	Marine Corps	Air Force
Strongly agree	5.2	5.9	4.6	5.1	4.7
Agree	21.1	22.9	20.7	20.6	19.2
No opinion	51.6	53.1	50.0	54.3	49.7
Disagree	18.6	14.6	21.4	17.1	22.2
Strongly disagree	3.5	3.5	3.3	2.9	4.2
Total	1133900	35.0	26.3	12.9	25.8

Number of Missing Observations: 170506

Q24 Super. understand job safety problems by XSVC Imputed Service

Response	Count	Army	Navy	Marine Corps	Air Force
Strongly agree	13.4	13.4	12.0	11.7	16.0
Agree	47.8	43.8	50.3	48.1	50.4
No opinion	35.1	38.7	34.0	36.3	30.6
Disagree	1.1	1.3	1.1	1.3	.7
Total	1131019	35.0	26.4	12.9	25.7

Response	Count	Army	Navy	Marine Corps	Air Force
Strongly disagree	1.1	1.3	1.1	1.3	.7
Total	1131019	35.0	26.4	12.9	25.7

Number of Missing Observations: 173387

Q25 Personnel follow lock./tagout procedures by XSVC Imputed Service

Response	Count	Army	Navy	Marine Corps	Air Force
Strongly agree	10.2	6.4	15.6	7.7	11.1
Agree	29.2	20.2	41.4	25.0	30.9
No opinion	55.5	66.4	40.2	61.0	53.8
Disagree	3.4	4.5	1.8	4.3	3.0
Strongly disagree	1.7	2.5	.9	1.9	1.2
Total	1125808	34.9	26.5	12.9	25.6

Number of Missing Observations: 178599

Q26 Safety training is part of orientation by XSVC Imputed Service

Response	Count	Army	Navy	Marine Corps	Air Force
Strongly agree	20.2	13.7	25.5	15.4	25.8
Agree	45.1	40.3	48.1	43.9	49.2
No opinion	27.3	33.9	21.5	33.0	21.3
Disagree	5.7	9.2	3.7	5.7	2.8
Total	19621	11014	3432	2815	2360

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Strongly disagree	2.8	1.1	2.0	.8
1.7				
Column	394755	298830	144039	289915
1127539				
Total	35.0	26.5	12.8	25.7
100.0				

Number of Missing Observations: 176867

Q27 Leadership is sincere about personnel sa by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q27		1	2	3	4
224259	1	62949	72299	24897	64114
20.0					
Strongly agree		16.2	24.3	17.2	22.3
538114	2	183078	142745	65258	147033
48.1					
Agree		47.1	48.0	45.1	51.0
300088	3	118716	68428	48173	64771
26.8					
No opinion		30.5	23.0	33.3	22.5
41985	4	17063	11271	4328	9323
3.8					
Disagree		4.4	3.8	3.0	3.2
14505	5	6869	2639	2121	2876
1.3					
Strongly disagree		1.8	.9	1.5	1.0
1118951	Column	388676	297382	144777	288116
100.0	Total	34.7	26.6	12.9	25.7

Number of Missing Observations: 185456

Q28 Supervisors seldom act on worker sugg. by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q28		1	2	3	4
32970	1	14698	9681	3128	5464
2.9					
Strongly agree		3.7	3.3	2.2	1.9
118906	2	52987	32259	12806	20854
10.6					
Agree		13.5	10.9	8.8	7.2
460899	3	172254	109951	66466	112228
41.0					
No opinion		43.9	37.0	45.9	38.7
395626	4	120636	107751	50042	117197
35.2					
Disagree		30.8	36.3	34.5	40.4
115903	5	31717	37413	12519	34255
10.3					
Strongly disagree		8.1	12.6	8.6	11.8
1124305	Column	392291	297054	144961	289999
100.0	Total	34.9	26.4	12.9	25.8

Number of Missing Observations: 180102

Q29 Emergency procedures rarely tested by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q29		1	2	3	4
40114	1	20848	7046	3780	8440
3.6					
Strongly agree		5.3	2.4	2.6	2.9
160326	2	68361	38598	21355	32012
14.3					
Agree		17.5	13.1	14.7	11.1
439416	3	175101	92294	67807	104214
39.2					
No opinion		44.7	31.3	46.8	36.0
355448	4	95126	110125	39079	111118
31.7					
Disagree		24.3	37.3	27.0	38.4
125426	5	31940	47030	12845	33611
11.2					
Strongly disagree		8.2	15.9	8.9	11.6
1120731	Column	391376	295093	144866	289396
100.0	Total	34.9	26.3	12.9	25.8

Number of Missing Observations: 183676

Q30 Safety officer improves safety by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q30		1	2	3	4
116118	1	46250	33085	13225	23557
10.4					
Strongly agree		12.0	11.2	9.2	8.2
371772	2	114100	104042	53035	100595
33.3					
Agree		29.5	35.1	36.9	34.8
562463	3	200799	142323	69516	149824
50.4					
No opinion		51.9	48.0	48.4	51.9
46448	4	17286	13272	4339	11552
4.2					
Disagree		4.5	4.5	3.0	4.0
18936	5	8357	3803	3577	3199
1.7					
Strongly disagree		2.2	1.3	2.5	1.1
1115737	Column	386791	296526	143692	288728
100.0	Total	34.7	26.6	12.9	25.9

Number of Missing Observations: 188670

Q31 Leadership sets fine safety example by XSVC Imputed Service

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Count Col Pct	Army	Navy	Marine corps	C Air Forc e
Row	1	2	3	4
Total Q31	1	2	3	4
180437 Strongly agree 16.2	55547	55789	18367	50734
510746 Agree 45.7	168580	138897	66951	136319
355386 No opinion 31.8	135803	80327	51809	87447
47249 Disagree 4.2	19816	12766	4304	10363
23166 Strongly disagree 2.1	9490	7324	2756	3596
Column	389236	295103	144187	288458
1116984 Total	34.8	26.4	12.9	25.8

Number of Missing Observations: 187422

Q32 Supervisors fits safety into performance by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air Forc e
Row	1	2	3	4
Total Q32	1	2	3	4
175399 Strongly agree 15.8	54970	54256	16602	49571
502038 Agree 45.1	160020	135812	67158	139047
387023 No opinion 34.8	152626	89011	54463	90922
37997 Disagree 3.4	17641	10520	3538	6297
10869 Strongly disagree 1.0	5491	2035	1845	1498
Column	390749	291636	143606	287336
1113326 Total	35.1	26.2	12.9	25.8

Number of Missing Observations: 191080

Q33 Preventive maintenance operates poorly by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air Forc e
Row	1	2	3	4
Total Q33	1	2	3	4
100895 Strongly agree 9.1	38635	26921	11214	24125
326436	9.9	9.2	7.8	8.4

Count Col Pct	Army	Navy	Marine corps	C Air Forc e
Row	1	2	3	4
43749 Strongly agree 3.9	21290	8353	4234	9872
179403 Agree 16.1	71468	58882	17926	31127
473773 No opinion 42.4	179192	103692	65419	125469
335551 Disagree 30.1	45.9	35.1	45.3	43.8
83924 Strongly disagree 7.5	92690	101160	45101	96600
1116399 Total	23.8	34.3	31.3	33.7
Column	25480	23150	11629	23666
100.0	6.5	7.8	8.1	8.3
Number of Missing Observations: 188007	390120	295237	144309	286734

Q34 Leadership participates in safety activities by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air Forc e
Row	1	2	3	4
Total Q34	1	2	3	4
110642 Strongly agree 10.0	38866	27629	12512	31634
437889 Agree 39.4	129755	142564	53182	112388
476152 No opinion 42.8	184047	99495	66614	125996
69101 Disagree 6.2	47.4	34.0	46.4	43.9
17561 Strongly disagree 1.6	27724	18577	8844	13956
1111345 Total	7.1	6.4	6.2	4.9
Number of Missing Observations: 193061	8181	4229	2267	2883

Q35 Safety officer has high status by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine corps	C Air Forc e
Row	1	2	3	4
Total Q35	1	2	3	4
100895 Strongly agree 9.1	38635	26921	11214	24125
326436	9.9	9.2	7.8	8.4

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Agree		23.4	39.2	29.7	27.0
29.3					
	3	205964	127036	75839	153491
562330					
No opinion		52.7	43.3	52.7	53.5
50.4					
	4	41679	21424	10399	25034
98535					
Disagree		10.7	7.3	7.2	8.7
8.8					
	5	13165	3020	3737	6731
26654					
Strongly disagree		3.4	1.0	2.6	2.3
2.4					
	Column	390790	293416	143979	286665
1114850					
100.0	Total	35.1	26.3	12.9	25.7

Number of Missing Observations: 189557

Q36 Hazards not fixed quickly are ignored by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q36		1	2	3	4
22958	1	12028	2128	3564	5237
Strongly agree		3.1	.7	2.5	1.8
2.1					
	2	77130	37361	15818	24098
154407					
Agree		19.9	12.7	11.0	8.4
13.9					
	3	155109	117467	61860	111839
446274					
No opinion		40.0	39.8	43.1	39.0
40.1					
	4	112209	112757	50708	117587
393261					
Disagree		28.9	38.2	35.4	41.0
35.3					
	5	31525	25156	11425	27830
95936					
Strongly disagree		8.1	8.5	8.0	9.7
8.6					
	Column	388000	294869	143375	286591
1112835					
100.0	Total	34.9	26.5	12.9	25.8

Number of Missing Observations: 191572

Q37 Personnel take part in accident invest. by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q37		1	2	3	4
99207	1	37331	26679	10739	24457
Strongly agree		9.6	9.1	7.5	8.6
8.9					
	2	142265	132264	55813	121758
452100					
Agree		36.5	45.3	39.0	42.6
40.7					
	3	185369	120208	70704	128429
504709					
No opinion		47.6	41.2	49.4	44.9
45.5					

43950	4	18872	10358	4979	9740
Disagree		4.8	3.5	3.5	3.4
4.0					
	5	5458	2494	929	1342
10224					
Strongly disagree		1.4	.9	.6	.5
.9					
	Column	389296	292004	143164	285726
1110190					
100.0	Total	35.1	26.3	12.9	25.7

Number of Missing Observations: 194216

Q38 Training by supervisor helps job safety by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q38		1	2	3	4
125161	1	46131	28050	14070	36910
Strongly agree		11.8	9.5	9.9	12.9
11.3					
	2	138294	153938	60291	134076
486599					
Agree		35.5	52.4	42.2	46.8
43.7					
	3	177074	100819	61877	105265
445035					
No opinion		45.5	34.3	43.4	36.8
40.0					
	4	20723	8612	3933	8193
41461					
Disagree		5.3	2.9	2.8	2.9
3.7					
	5	7108	2499	2565	1972
14144					
Strongly disagree		1.8	.9	1.8	.7
1.3					
	Column	389331	293919	142735	286416
1112401					
100.0	Total	35.0	26.4	12.8	25.7

Number of Missing Observations: 192006

Q39 Medical facilities are sufficient by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q39		1	2	3	4
151011	1	60648	36272	16513	37578
Strongly agree		15.5	12.4	11.6	13.1
13.6					
	2	151851	145911	59472	115755
472990					
Agree		38.9	50.0	41.8	40.4
42.6					
	3	122420	79516	49853	90510
342299					
No opinion		31.3	27.3	35.0	31.6
30.8					
	4	33593	20103	9893	26084
89673					
Disagree		8.6	6.9	6.9	9.1
8.1					
	5	22285	9840	6693	16243
55061					

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Strongly disagree	5.7	3.4	4.7	5.7
5.0				
Column	390797	291642	142424	286171
1111034				
Total	35.2	26.2	12.8	25.8
100.0				

Number of Missing Observations: 193372

Q40 Leadership ignores safety during promoti by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q40		1	2	3	4
41063	1	21830	5606	6959	6668
Strongly agree		5.7	1.9	4.9	2.3
3.7					
105595	2	42470	26278	17147	19700
Agree		11.0	9.0	12.0	6.9
9.6					
536270	3	200788	125759	71224	138498
No opinion		52.2	43.1	49.9	48.4
48.5					
316187	4	85460	106939	36763	87026
Disagree		22.2	36.7	25.7	30.4
28.6					
106324	5	34391	27090	10692	34150
Strongly disagree		8.9	9.3	7.5	11.9
9.6					
Column		384940	291672	142785	286042
1105440					
Total		34.8	26.4	12.9	25.9
100.0					

Number of Missing Observations: 198967

Q41 Safety officer is readily available by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q41		1	2	3	4
128786	1	43369	35702	14296	35419
Strongly agree		11.2	12.4	10.0	12.4
11.7					
420701	2	123063	127075	54048	116515
Agree		31.8	44.0	37.8	40.7
38.1					
459538	3	173179	108557	62812	114989
No opinion		44.8	37.6	43.9	40.1
41.6					
72655	4	34712	14153	8330	15460
Disagree		9.0	4.9	5.8	5.4
6.6					
22949	5	12319	3054	3437	4139
Strongly disagree		3.2	1.1	2.4	1.4
2.1					
Column		386643	288540	142924	286522
1104629					
Total		35.0	26.1	12.9	25.9
100.0					

Number of Missing Observations: 199777

Q42 This unit has a stable workforce by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q42		1	2	3	4
74939	1	30016	16899	8531	19493
Strongly agree		7.8	5.8	6.0	6.8
6.8					
377274	2	116621	112989	52586	95078
Agree		30.2	38.6	36.9	33.4
34.1					
442986	3	163509	111439	60391	107647
No opinion		42.3	38.1	42.3	37.8
40.0					
148854	4	54322	34079	15448	45005
Disagree		14.1	11.6	10.8	15.8
13.5					
62509	5	21635	17462	5667	17745
Strongly disagree		5.6	6.0	4.0	6.2
5.6					
Column		386103	292869	142624	284967
1106562					
Total		34.9	26.5	12.9	25.8
100.0					

Number of Missing Observations: 197844

Q43 Personnel afraid to report problems by XSVC Imputed Service

Row	Count Col Pct	Army	Navy	Marine Corps	Air Force
Total Q43		1	2	3	4
24915	1	12221	4692	2890	5113
Strongly agree		3.2	1.6	2.0	1.8
2.3					
86461	2	36004	21423	11375	17658
Agree		9.3	7.4	8.0	6.2
7.8					
432417	3	168171	98117	65724	100405
No opinion		43.4	34.0	46.0	35.3
39.2					
437744	4	133941	131300	49166	123336
Disagree		34.6	45.5	34.4	43.3
39.7					
121607	5	36779	33143	13613	38073
Strongly disagree		9.5	11.5	9.5	13.4
11.0					
Column		387115	288676	142768	284586
1103144					
Total		35.1	26.2	12.9	25.8
100.0					

Number of Missing Observations: 201262

Q44 Supervisors always investigate accidents by XSVC Imputed Service

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Row	Count Col Pct	Service			
		Army	Navy	Marine Corps	Air Force
Total Q44		1	2	3	4
115845 Strongly agree	10.5	44757	26519	11868	32701
425817 Agree	38.5	119149	140086	54649	111933
510035 No opinion	46.1	202886	108587	68685	129877
43154 Disagree	3.9	15295	13160	6205	8494
11989 Strongly disagree	1.1	4939	3257	1534	2259
Column		387027	291611	142940	285263
1106841 Total	100.0	35.0	26.3	12.9	25.8

Number of Missing Observations: 197565

Q45 Environmental cond. kept at good levels by XSVC Imputed Service

Row	Count Col Pct	Service			
		Army	Navy	Marine Corps	Air Force
Total Q45		1	2	3	4
115617 Strongly agree	10.5	41241	27812	14719	31846
483685 Agree	43.8	155082	138883	58123	131598
390598 No opinion	35.4	147336	98440	54028	90794
78734 Disagree	7.1	28114	18639	9285	22696
35441 Strongly disagree	3.2	12864	7625	6112	8840
Column		384636	291399	142267	285773
1104075 Total	100.0	34.8	26.4	12.9	25.9

Number of Missing Observations: 200331

Q46 Personnel dont use necessary PPE by XSVC Imputed Service

Row	Count Col Pct	Service			
		Army	Navy	Marine Corps	Air Force
Total Q46		1	2	3	4
1192436 Strongly agree	17.3	17085	5772	2835	5472
501762 Agree	45.1	17085	5772	2835	5472
31165 Total		1	2	3	4

Row	Count Col Pct	Service			
		Army	Navy	Marine Corps	Air Force
2.8		1	2	3	4
151567 Agree	13.6	66440	42174	17423	25530
433929 No opinion	39.1	159697	108730	57310	108193
392288 Disagree	35.3	112922	111823	53067	114476
101491 Strongly disagree	9.1	33000	24204	12465	31822
Column		389143	292703	143100	285493
1110440 Total	100.0	35.0	26.4	12.9	25.7

Number of Missing Observations: 193966

Q47 Job stress is significant problem for me by XSVC Imputed Service

Row	Count Col Pct	Service			
		Army	Navy	Marine Corps	Air Force
Total Q47		1	2	3	4
43755 Strongly agree	3.9	19734	9481	4303	10237
140720 Agree	12.6	54433	43108	15645	27534
471157 No opinion	42.3	176378	118727	61676	114376
357759 Disagree	32.2	105135	99728	47701	105196
99349 Strongly disagree	8.9	34176	22085	14041	29047
Column		389856	293129	143366	286390
1112741 Total	100.0	35.0	26.3	12.9	25.7

Number of Missing Observations: 191666

Q48 Leadership insists supervisor think safe by XSVC Imputed Service

Row	Count Col Pct	Service			
		Army	Navy	Marine Corps	Air Force
Total Q48		1	2	3	4
192436 Strongly agree	17.3	67112	55808	20826	48690
501762 Agree	45.1	165519	136847	64488	134908
381699 Total		1	2	3	4

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No opinion		36.6	30.7	36.5	33.7
34.3					
	4	9998	9421	4513	5605
29536					
Disagree		2.6	3.2	3.2	2.0
2.7					
	5	4211	1918	937	1240
8306					
Strongly disagree		1.1	.7	.7	.4
.7					
	Column	389444	294171	142937	287186
1113739					
	Total	35.0	26.4	12.8	25.8
100.0					

Number of Missing Observations: 190668

	5	25223	16707	7874	16367
66170					
Strongly disagree		6.6	5.7	5.5	5.7
6.0					
	Column	384615	293067	143033	286804
1107518					
	Total	34.7	26.5	12.9	25.9
100.0					

Number of Missing Observations: 196889

Q49 Leadership sets goals-hold all accountab by XSVC
Imputed Service

Count	Col	Pct	Army	Navy	Marine Corps	Air Force
Row			1	2	3	4
Total						
Q49	1		52022	32267	14812	34714
133814						
Strongly agree			13.4	11.0	10.4	12.1
12.1						
	2		117901	126805	49974	99832
394511						
Agree			30.5	43.4	35.0	34.8
35.6						
	3		181078	109330	67238	135131
492776						
No opinion			46.8	37.4	47.1	47.1
44.4						
	4		26020	20075	8415	14387
68897						
Disagree			6.7	6.9	5.9	5.0
6.2						
	5		10136	3710	2288	2794
18928						
Strongly disagree			2.6	1.3	1.6	1.0
1.7						
	Column		387156	292187	142727	286857
1108927						
	Total		34.9	26.3	12.9	25.9
100.0						

Number of Missing Observations: 195479

Q50 Personnel rarely dev. safety requirement by XSVC
Imputed Service

Count	Col	Pct	Army	Navy	Marine Corps	Air Force
Row			1	2	3	4
Total						
Q50	1		21788	7009	3241	7490
39529						
Strongly agree			5.7	2.4	2.3	2.6
3.6						
	2		55228	43367	18939	30605
148139						
Agree			14.4	14.8	13.2	10.7
13.4						
	3		195221	113999	72430	144293
525943						
No opinion			50.8	38.9	50.6	50.3
47.5						
	4		87155	111984	40550	88049
327738						
Disagree			22.7	38.2	28.3	30.7
29.6						

Appendix I – Acronyms

DMDC	Defense Manpower Data Center
DoD	Department of Defense
DUSD(R)	Deputy Under Secretary of Defense for Readiness
NSC	National Safety Council
OIG	Office of Inspector General (DoD)
OSD	Office of the Secretary of Defense
SecDef	Secretary of Defense
USD (P&R)	Under Secretary of Defense for Personnel and Readiness

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