



# Inspector General United States Department of Defense

## Evaluation of the DoD Safety Program

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

## DoD Guard & Reserves Safety Survey



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



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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](http://www.army.mil))

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# Evaluation of the DoD Safety Program

DoD Guard & Reserve Safety Perception Survey Results

December 2008

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

## Purpose

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

## Methodology and Scope

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

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

## Survey Results

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

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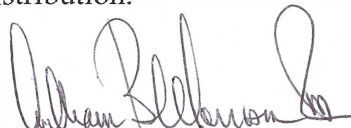
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We are providing this report for your information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form.

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



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

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# **1 Department of Defense Safety Perception Surveys—2007**

## **1.1 Introduction**

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

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

The survey looks at three population groups:<sup>1</sup>

- 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.<sup>2</sup>

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.

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<sup>1</sup> 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>).

<sup>2</sup> 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.<sup>3</sup> 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       |

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

## **2 Summary – Guard/Reserve Safety Perception Survey**

### **2.1 Overview**

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

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

### **2.2 Results**

#### **2.2.1 Summary of Results**

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

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

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

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

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

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

### **2.2.2 Use of Results**

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

## **3 Guard/Reserve Safety Perception Survey Results**

### **3.1 Introduction**

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

### **3.2 The National Safety Council Partnership**

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

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

### **3.3 Survey Administration**

#### **3.3.1 Survey Form**

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

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

### **3.3.2 Web-Based Survey**

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

## **3.4 Survey Analysis**

### **3.4.1 Survey Questions**

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

### **3.4.2 Survey Analysis**

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

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

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



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

## **3.5 Results**

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

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

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

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

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

<sup>2</sup> 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.

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

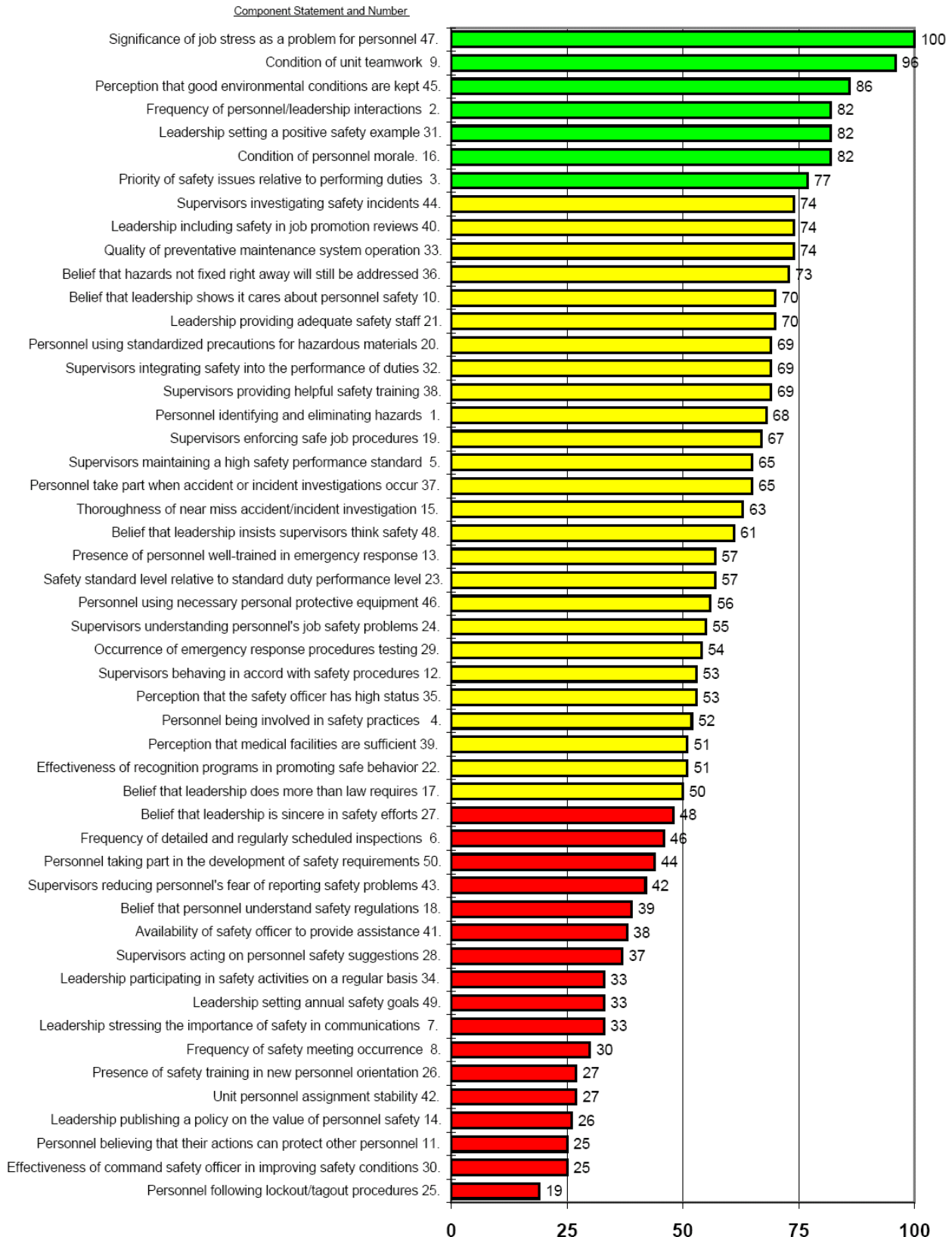
In the 2005 Safety Barometer, DoD substituted four standard survey items with customized items. In 2007, all 50 standard Safety Barometer items are included. Because of these changes, each statement may not be assigned the same question letter across survey years. To compare data across the two survey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

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

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

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

**Figure 1**  
**Comparative Percentile Scores of Safety Program Items – 2007**



### **3.5.2 Highest performing items**

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

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

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

***Q44 Supervisors investigating safety incidents (74) - 2005***

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

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

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

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

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

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

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

The Organizational Climate items rated most highly are:

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

***Q9 Condition of unit teamwork (96) - 2005***

***Q2 Frequency of personnel/leadership interactions (82)***

***Q16 Condition of personnel morale (82)***

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

### **3.5.3 Below average priority items**

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

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

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

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

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

***Q49 Leadership setting annual safety goals (44) - 2005***

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

The below average scoring Supervisor Participation items are:

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

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



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

The Personnel Participation items with below average scores are:

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

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

The below average scoring Safety Support Activities items are:

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

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

The below average scoring Safety Support Climate item is:

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

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

The Organizational Climate item with a below average score is:

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

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

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

#### **3.5.4 Comparisons by survey year**

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

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

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

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

**Table 2**  
**Percentile Scores of Program Items by Survey Year**

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

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

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

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

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

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

***Q8 Frequency of safety meeting occurrence***

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

### **3.6 Percentile Scores of Program Categories**

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

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

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

**Table 3**  
**Average Response Scores and Percentile Scores by Program Category**

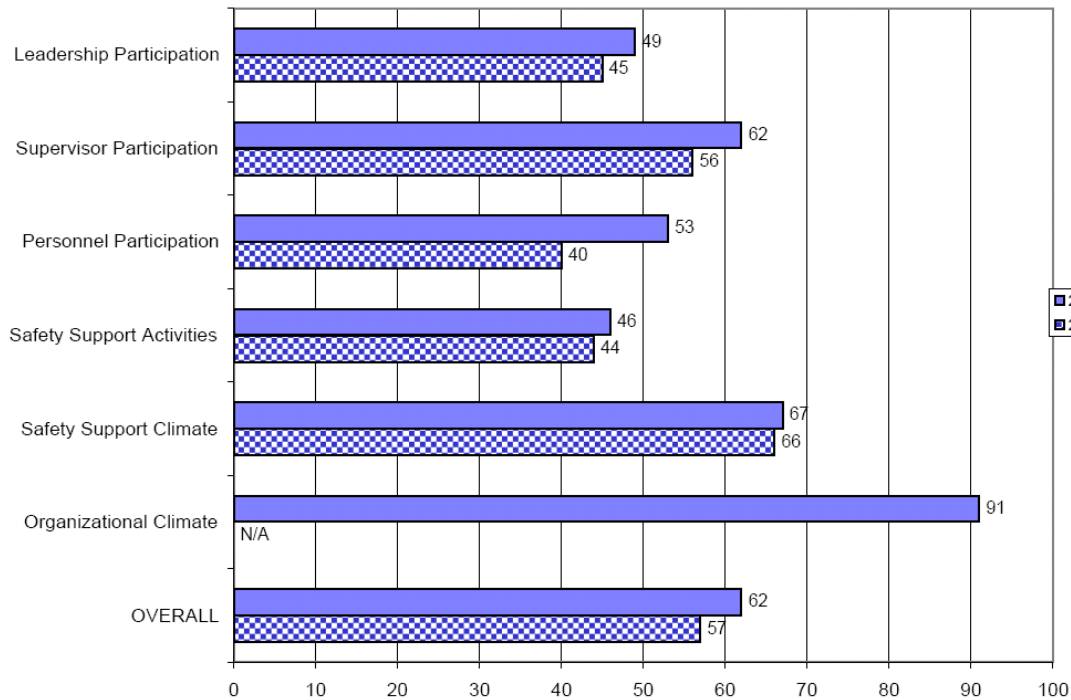
| Program Category          | NSC Database <sup>1</sup>           | ALL RESPONDENTS                     |                               |
|---------------------------|-------------------------------------|-------------------------------------|-------------------------------|
|                       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

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

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

<sup>3</sup> 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<br/>(weighted)</i> | <i>Percent of Total<br/>Respondents</i> |
|---------------|---------------------------------------------|-----------------------------------------|
| E1-E4         | 310,662                                     | 40.5%                                   |
| E5-E9         | 350,182                                     | 45.6%                                   |
| W1-W5         | 8,812                                       | 1.1%                                    |
| O1-O3         | 39,961                                      | 5.2%                                    |
| O4-O6         | 57,898                                      | 7.5%                                    |
| Not Indicated | 15                                          | <0.1%                                   |

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

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

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

**Figure 3**  
**Program Category Percentile Scores by Grade – 2007**

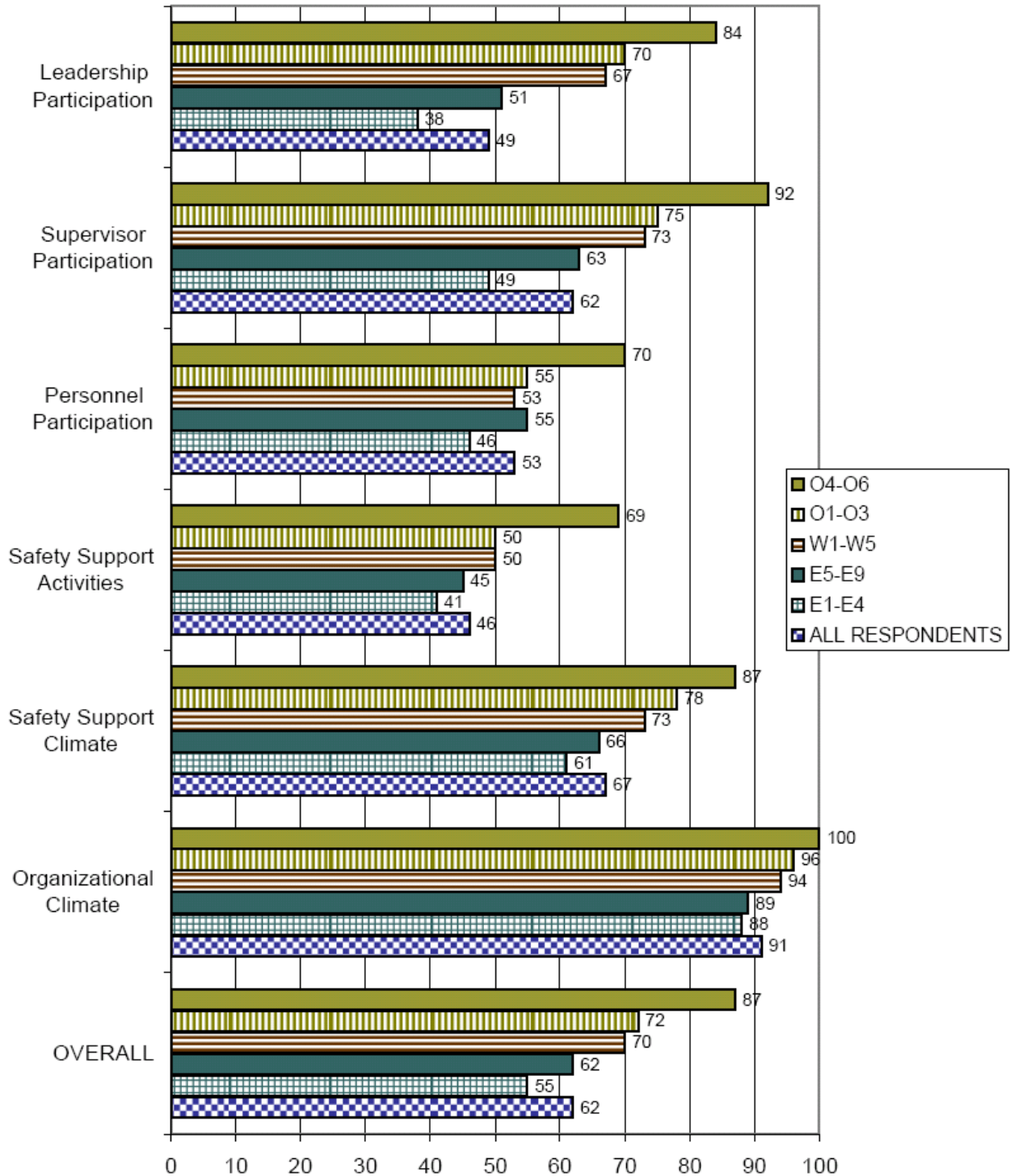
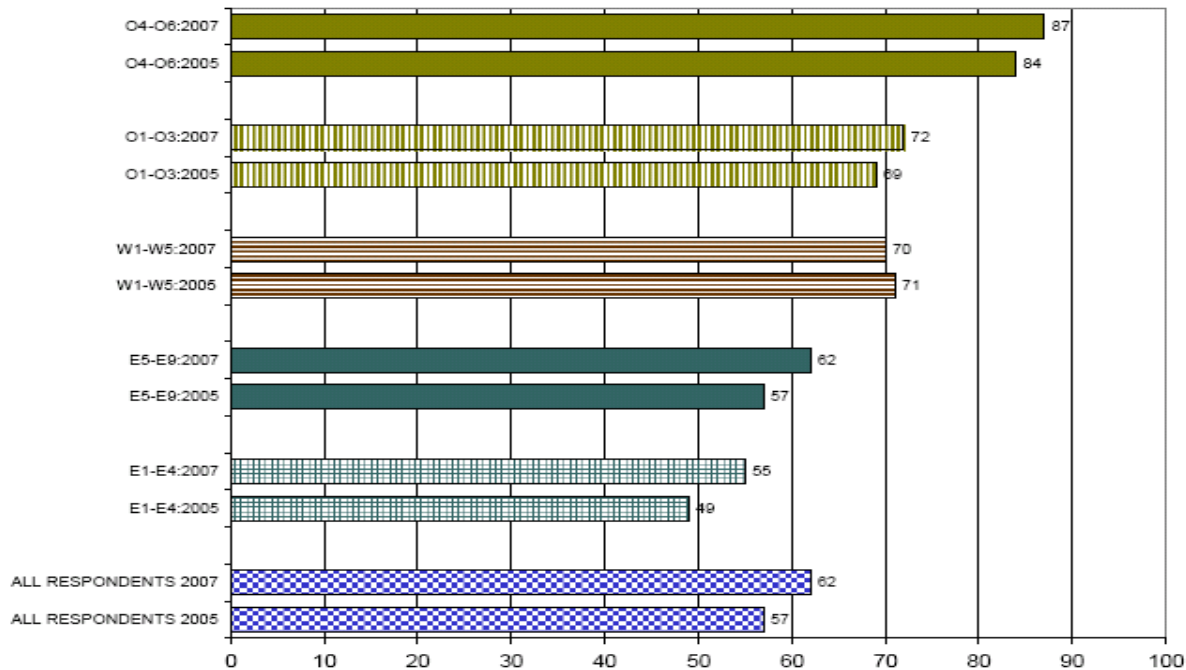




Figure 4 compares the 2007 and 2005 overall percentile scores for each grade. Showing remarkable consistency, most grades generated results somewhat higher, but very similar to, their 2005 results. Most current results are within 5 percentile points of 2005 scores. Again showing consistency, the greatest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

**Figure 4**  
**Overall Percentile Scores by Grade**



### 3.7.2 Comparison by work location

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

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

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

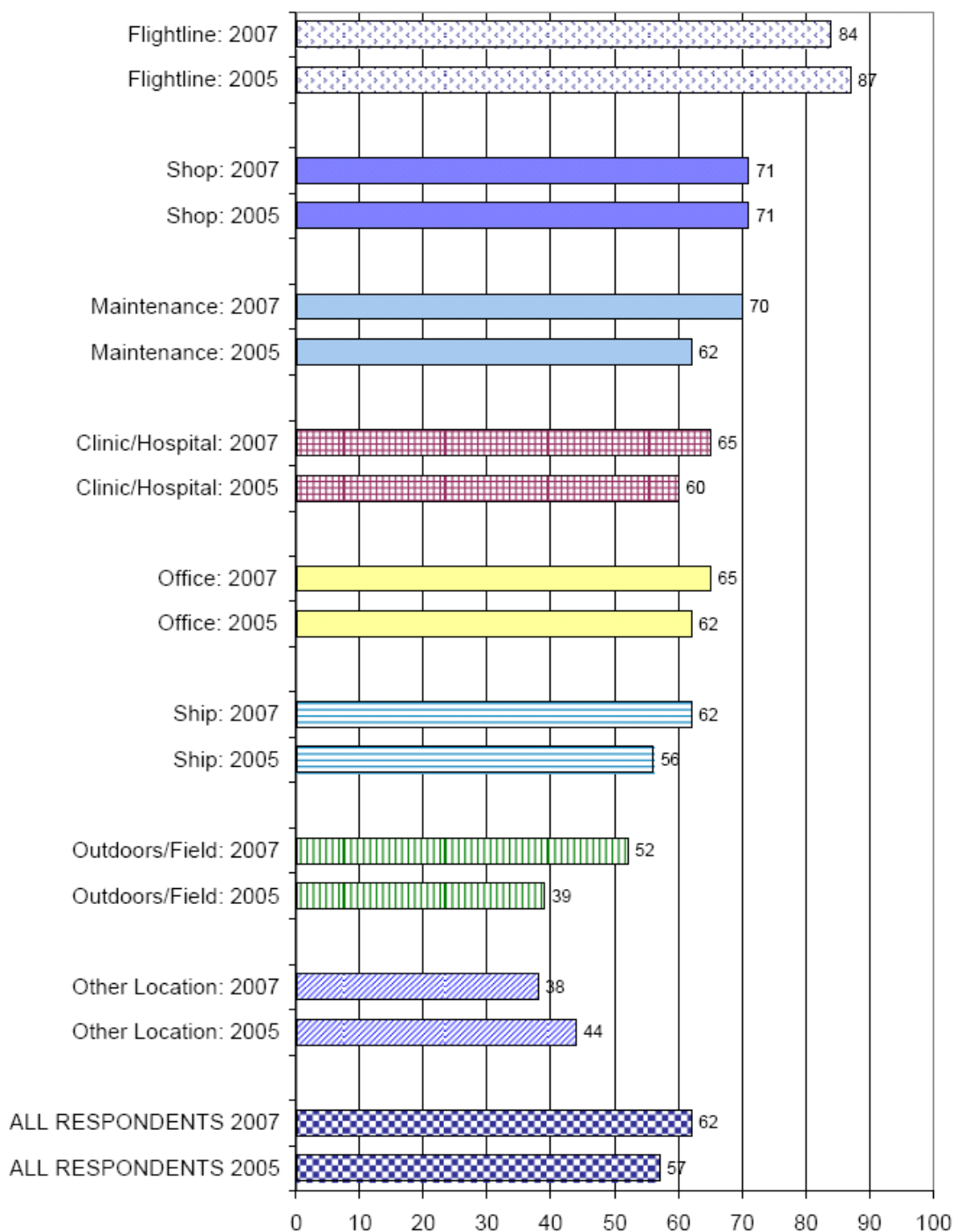
Among DoD Guard/Reserve personnel, Flightline staff report the most positive safety program perceptions. Shop, Maintenance, Clinic/Hospital, Office, and Ship staff tended to generate positive perceptions quite similar to each other. More moderate perceptions are demonstrated by Outdoors/Field staff.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

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

**Figure 5**  
**Program Category Percentile Scores by Work Location – 2007**



**Figure 6**  
**Overall Percentile Scores by Work Location**



### 3.7.3 Comparison by Branch of Service

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

| <i>Branch of Service</i> | <i>Number of Respondents<br/>(weighted)</i> | <i>Percent of Total<br/>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 weighted<sup>5</sup> response distributions for each survey item by Reserve Component are presented in Appendix F. Personnel responses within each Reserve Component were also compared with organizations in the NSC database to generate percentile scores for the 50 standard survey items. Each Reserve Component will be addressed in greater detail in their respective results section.

#### 3.7.3.1 Standardized Items

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

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

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

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

**Table 4**  
**Program Item Percentile Scores by Reserve Component – 2007**

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

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

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



### 3.7.3.2 Program Categories

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

**Figure 7**  
**Program Category Percentile Scores by Reserve Component – 2007**

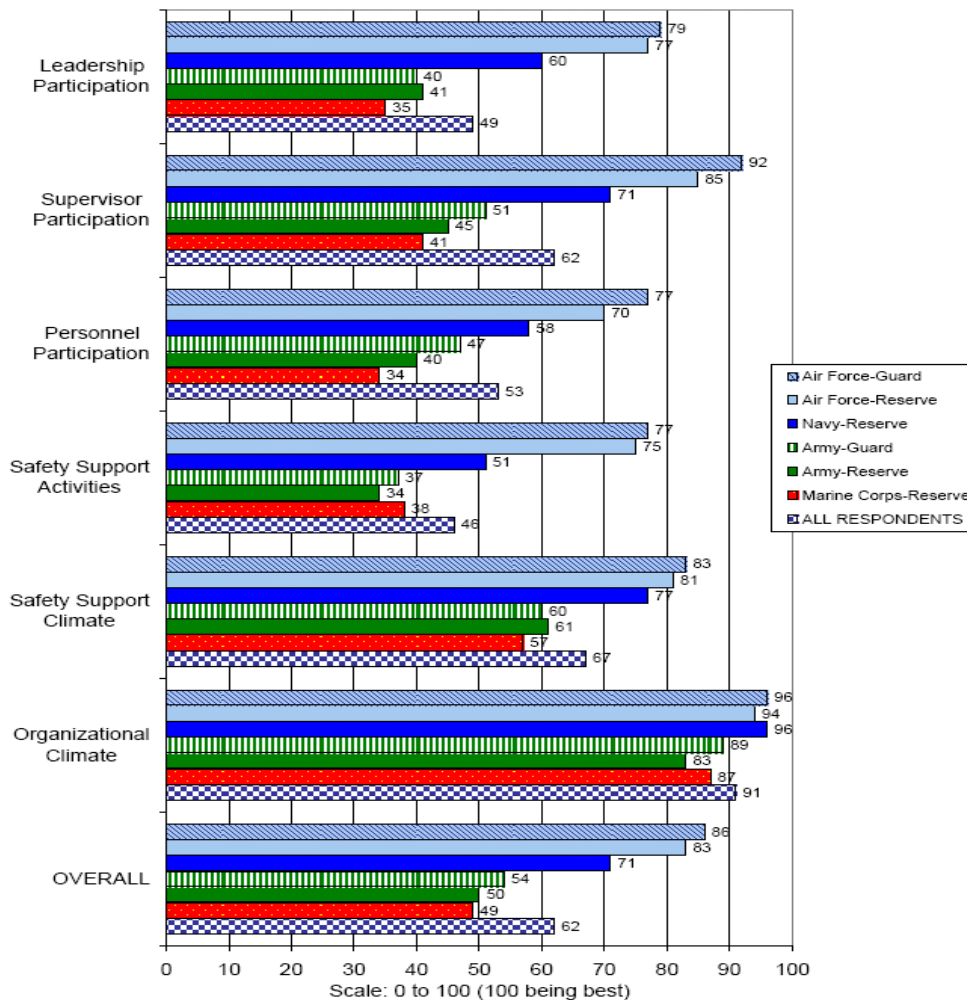
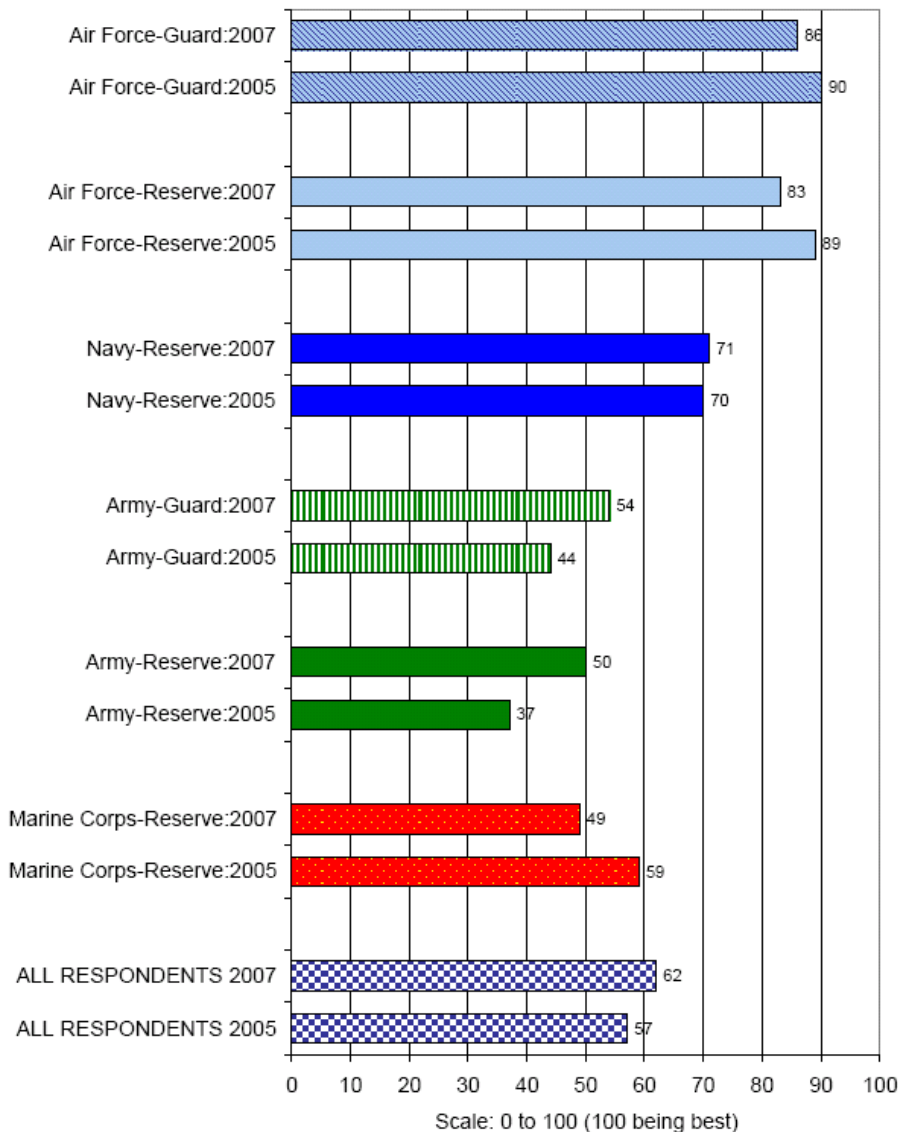


Figure 8 compares the 2007 and 2005 overall percentile scores for each Reserve Component. Both Navy and Army improved their Safety Barometer performance, while Air Force and Marine Corps saw decreases in their survey results. Among DoD Guard/Reserve personnel, both Army Components show notable improvements,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

**Figure 8**  
**Overall Percentile Score by Reserve Component**

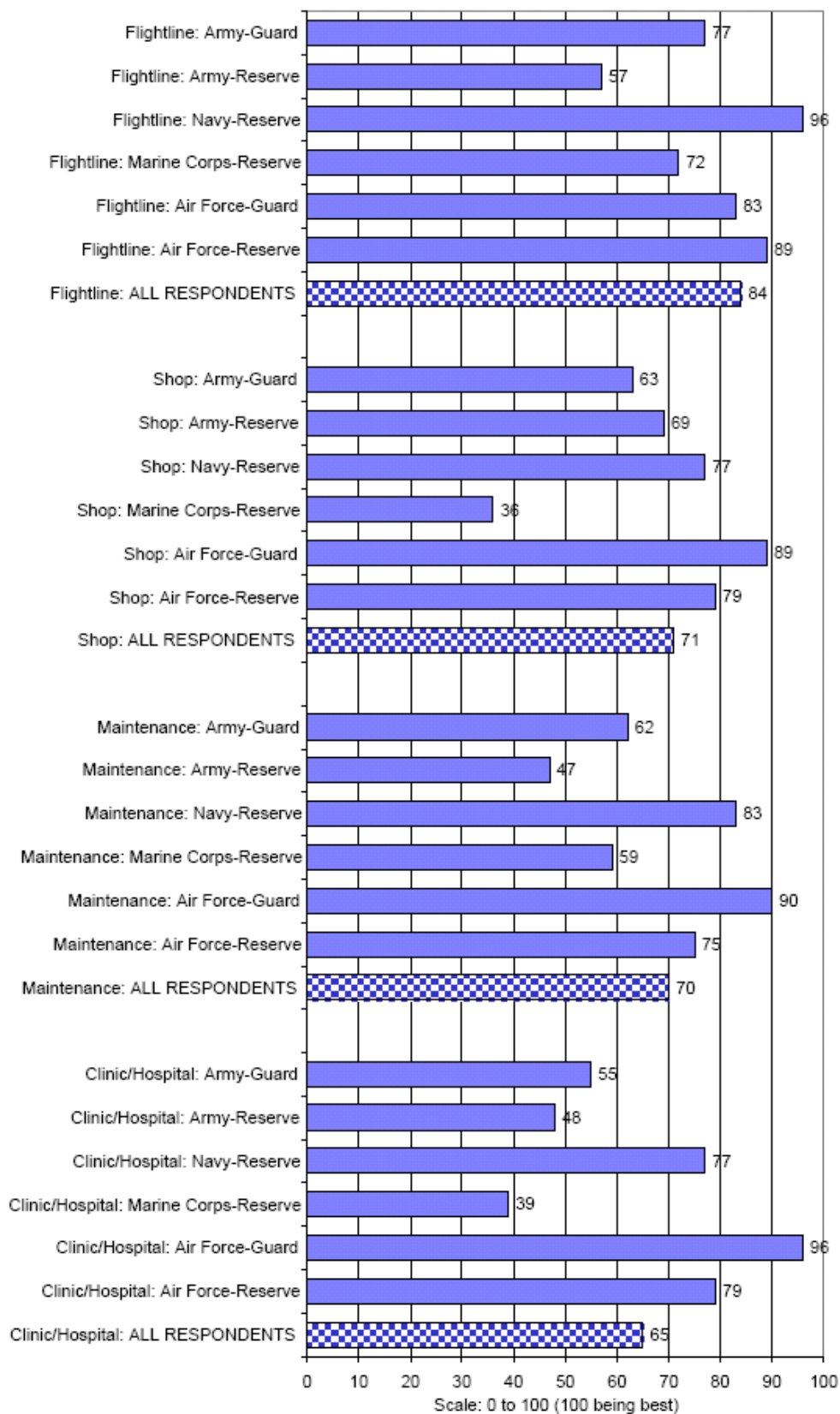


### **3.7.3.3 Work Locations**

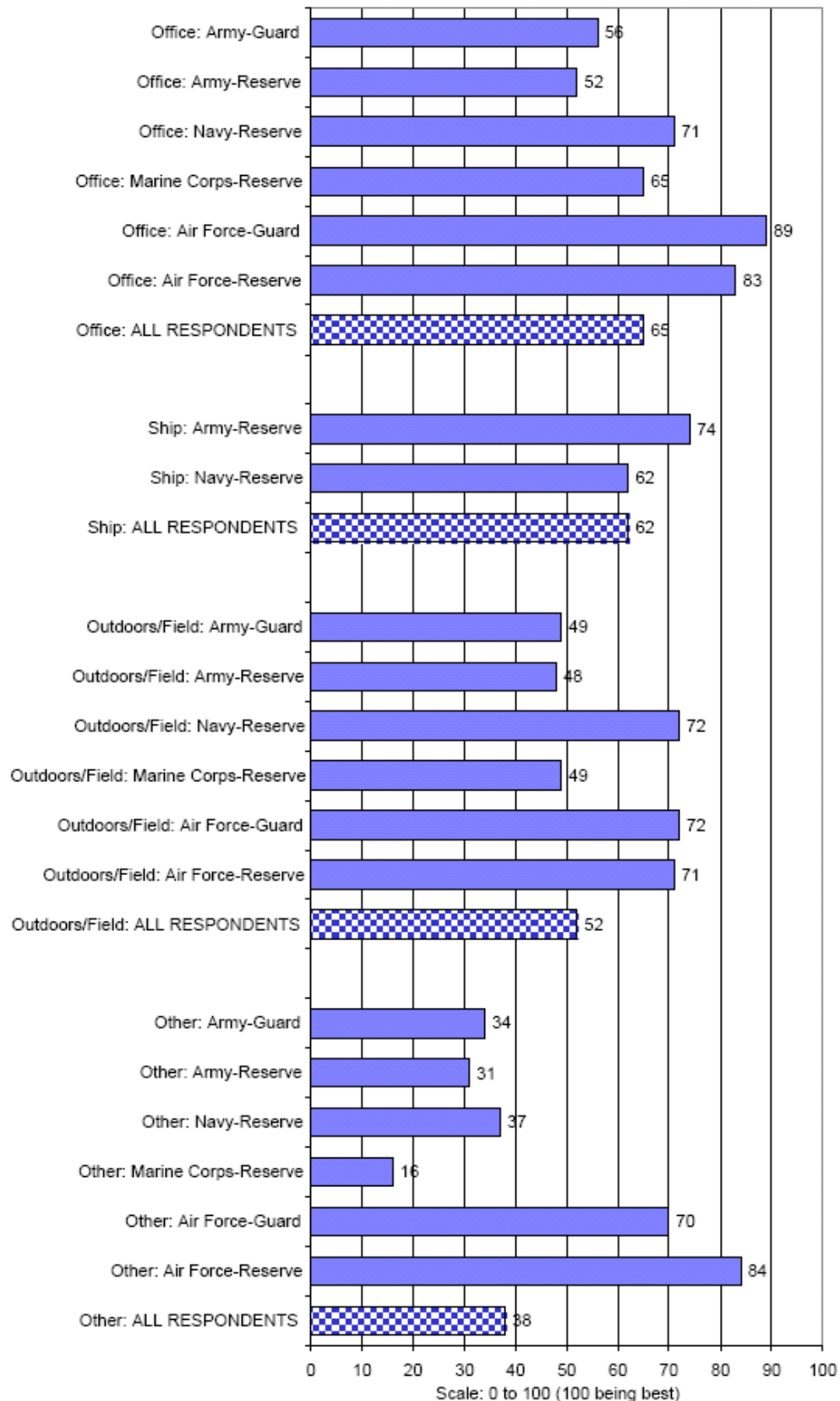
Figures 9A and 9B graphically compare the overall safety perceptions of Reserve Components within each Guard/Reserve work location. Due to small sample sizes for the Ship location, Army-Guard, Marine Corps-Reserve, Air Force-Guard, and Air Force-Reserve are not included in the Ship location analysis.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

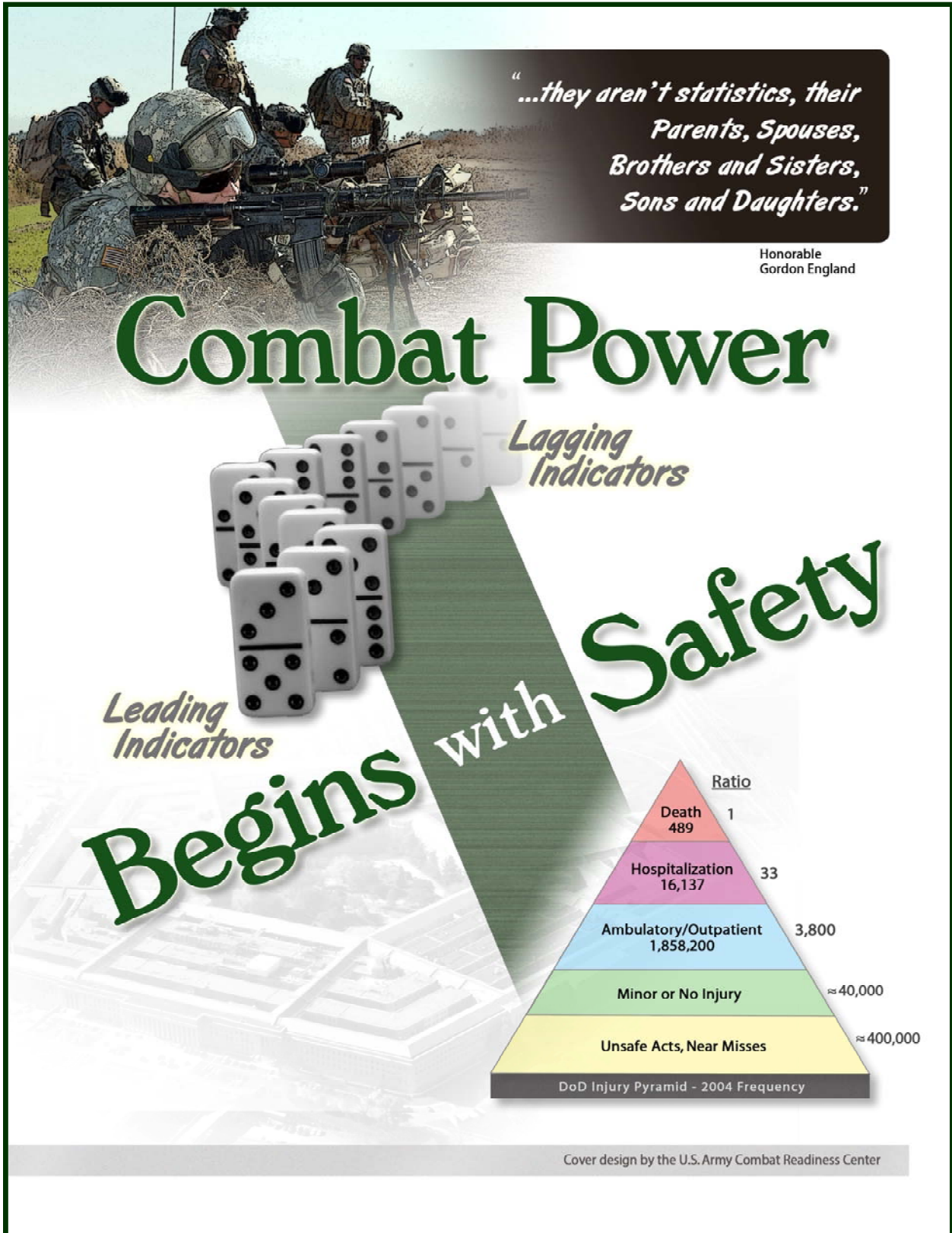
Because of the disparities in survey results across Reserve Components, summary results for each Reserve Component will be presented individually.

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



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





### 3.8 Army-Guard

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

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

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

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

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

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



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

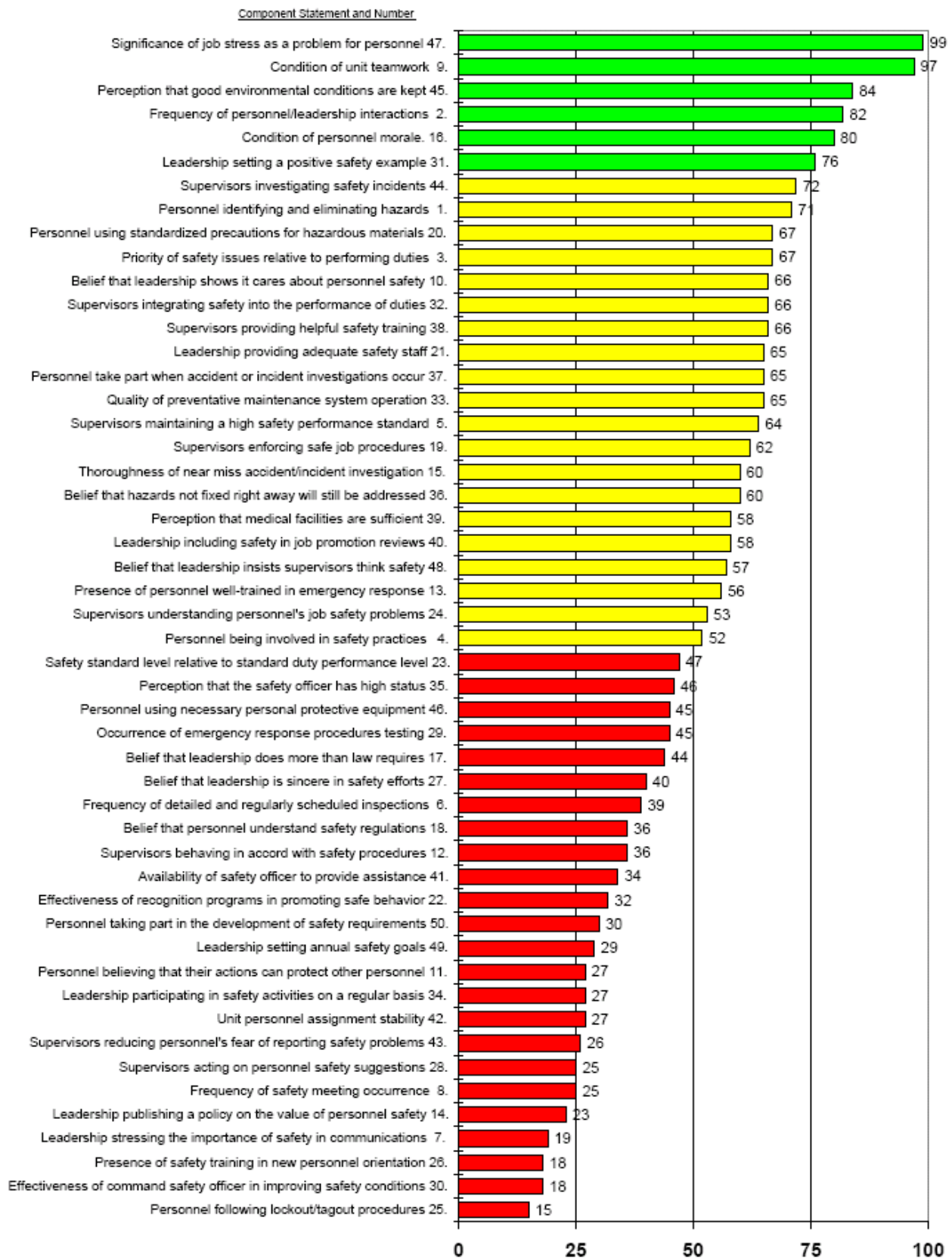


Figure 11 compares the 2007 Army-Guard results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Army-Guard are lower than the All Respondents results. Current Army-Guard percentile scores range from a moderately low score of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

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

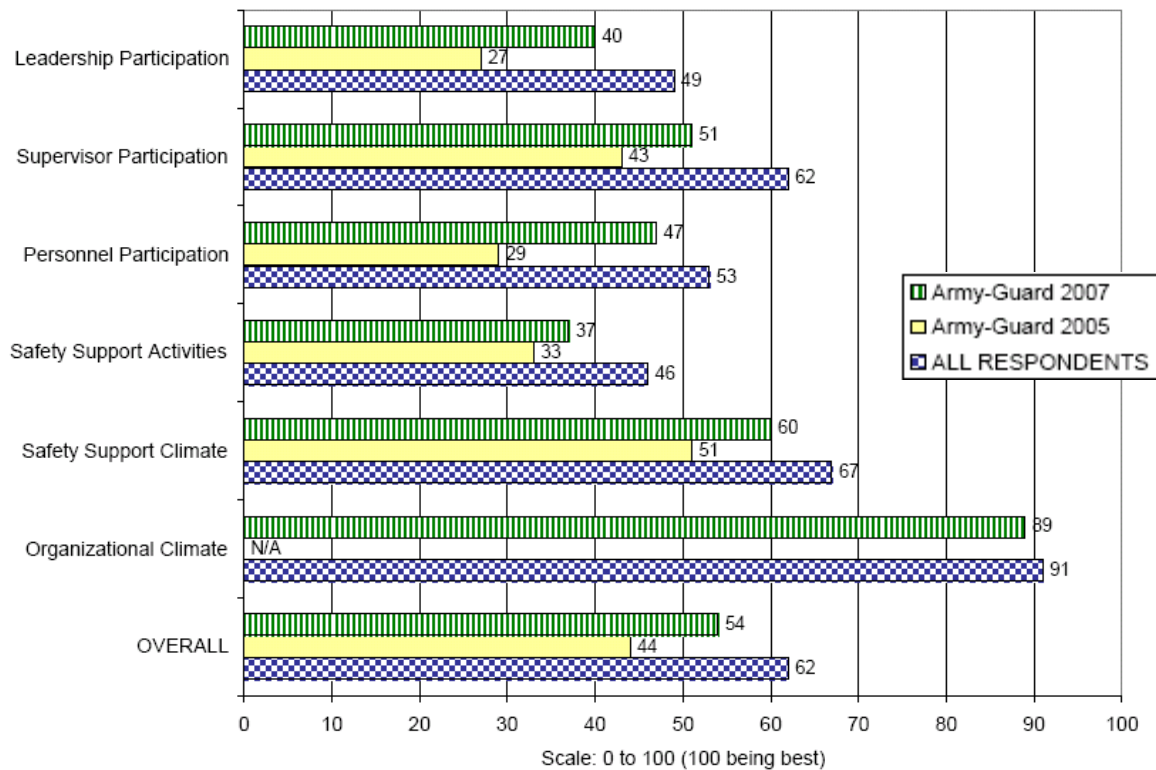


Figure 12 compares the safety perceptions of the Army-Guard grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, and with their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program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

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

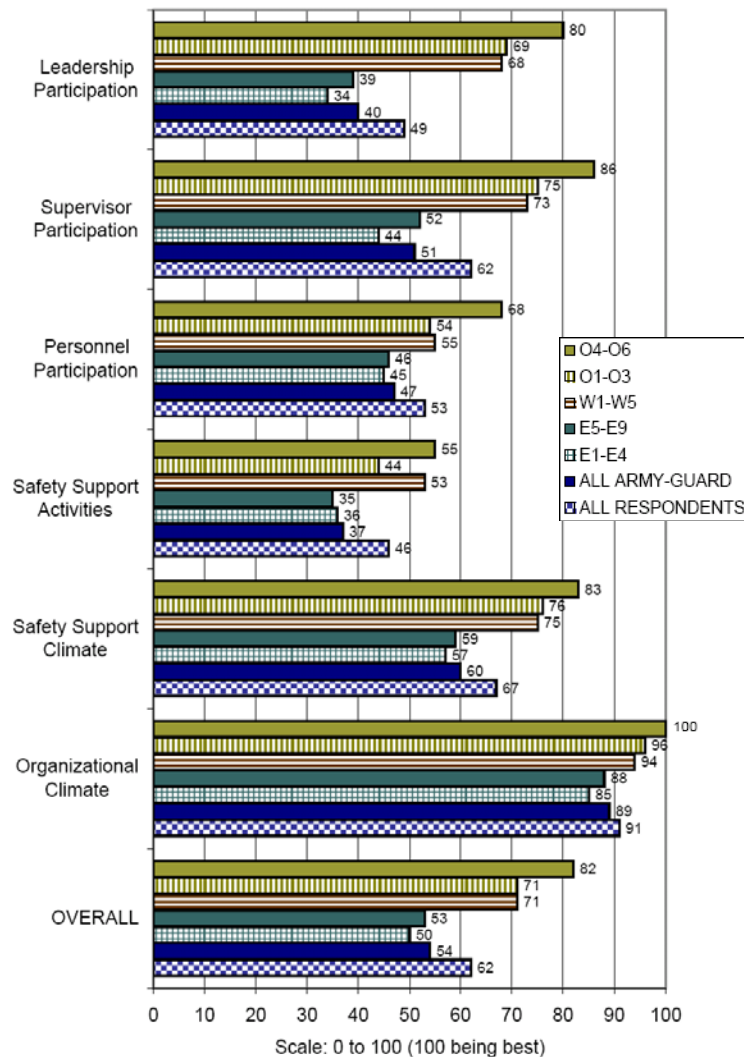
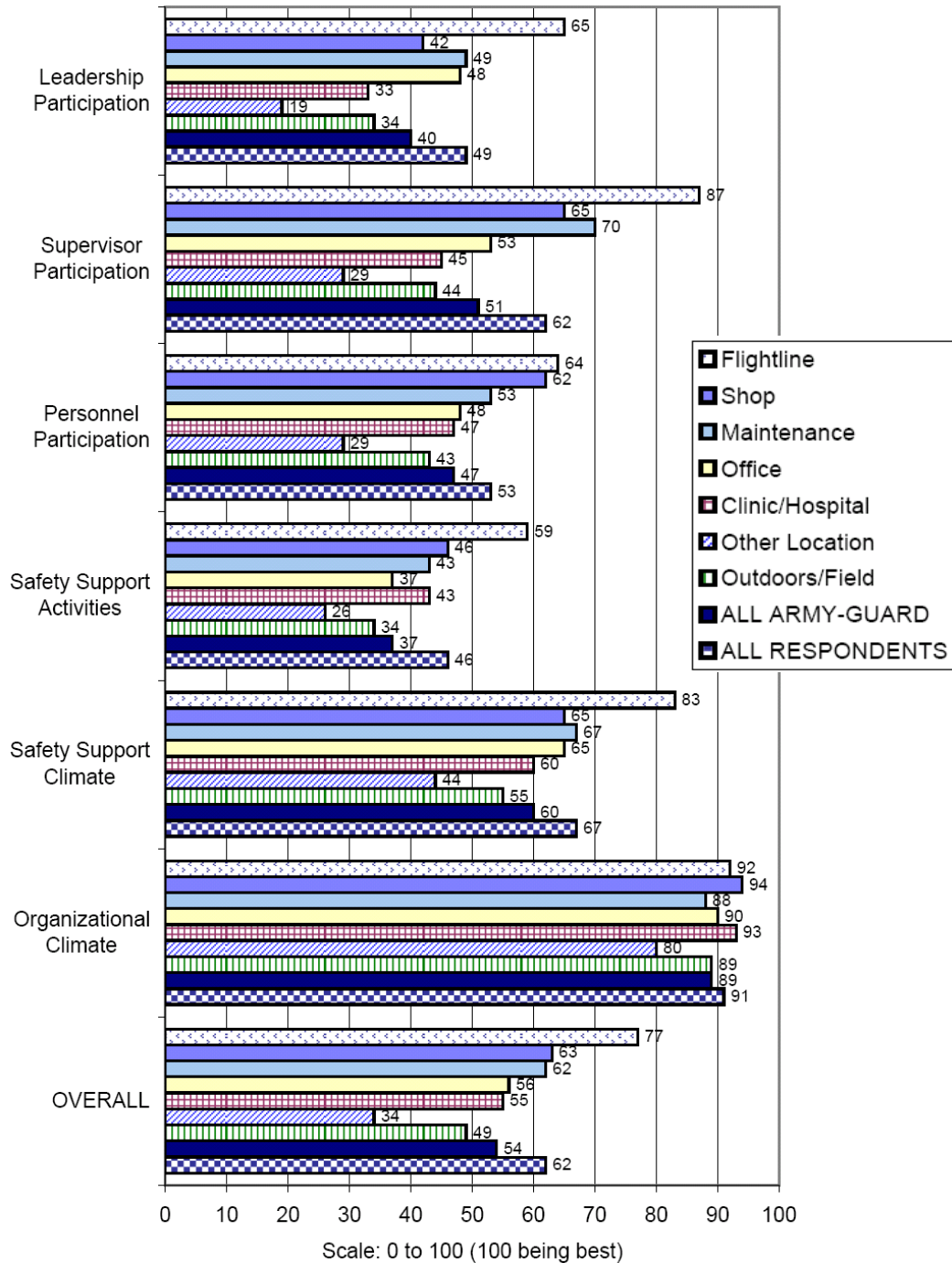


Figure 13 compares the safety perceptions of seven Army-Guard work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other. Because of a low subgroup sample size, the Ship location is not included in the Army-Guard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

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



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

### 3.9 Army-Reserve

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

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

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

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

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

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

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

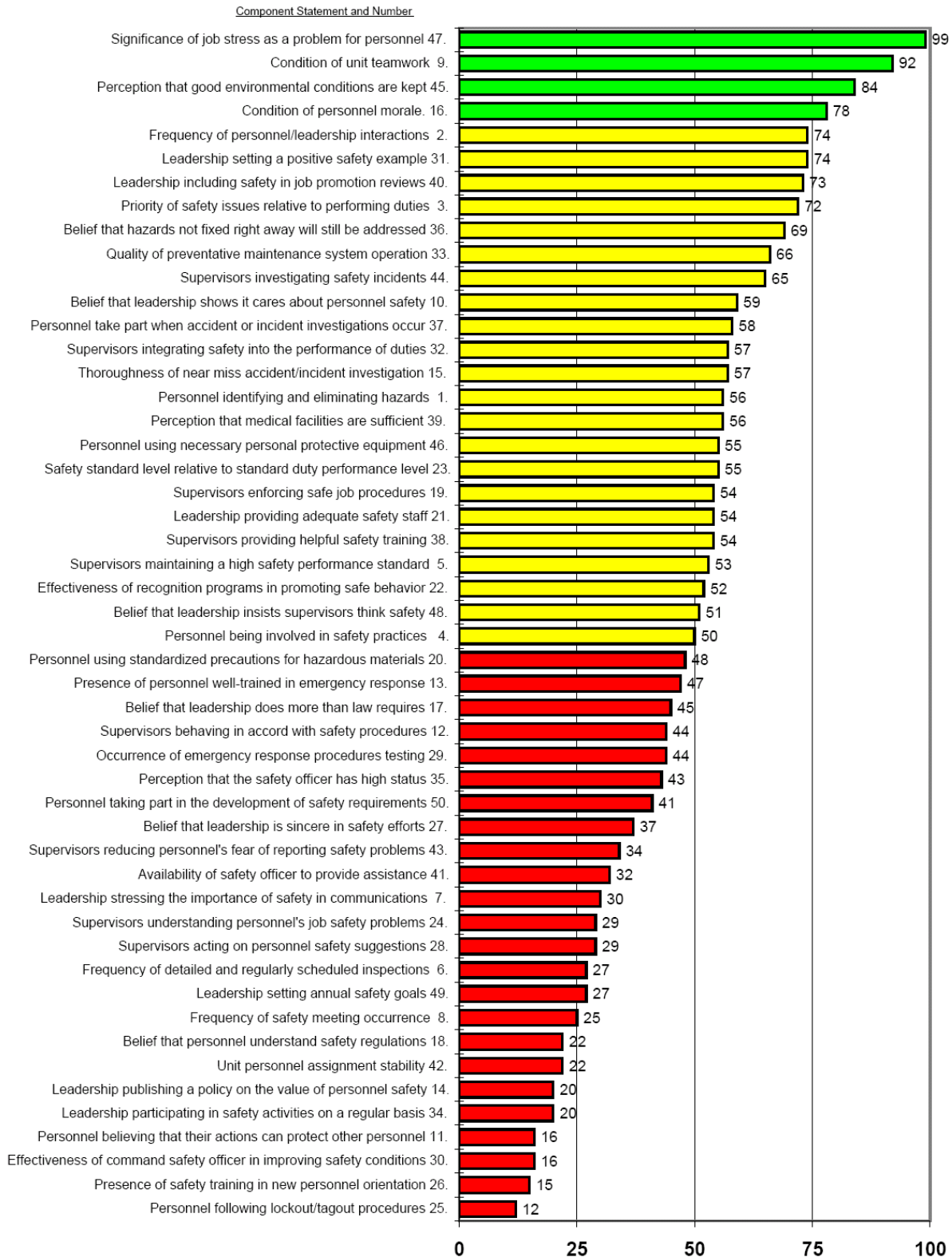
Figure 16 compares the safety perceptions of the Army-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, and with their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program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

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

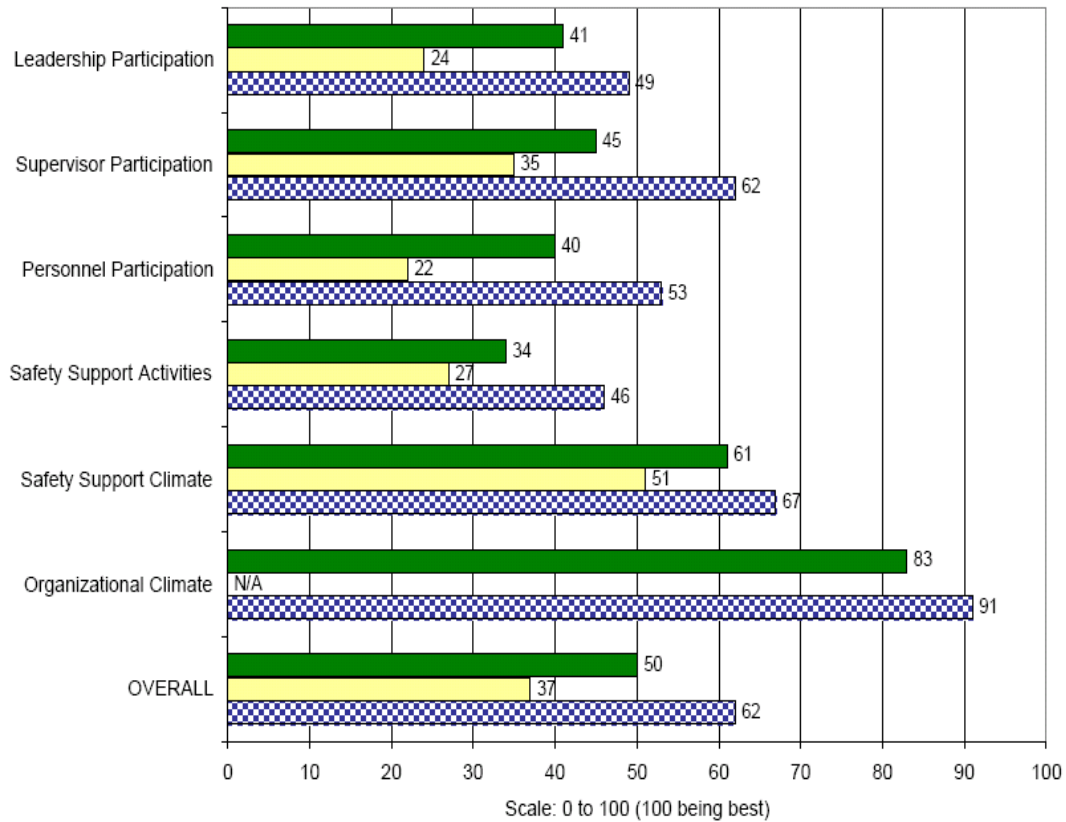
Unlike 2005 results, currently Ship and Shop personnel report the most positive safety program perceptions for the Army-Reserve. More moderate overall perceptions are held by Flightline, Office, Clinic/Hospital, Outdoors/Field, and Maintenance staff. Other Location personnel consistently demonstrated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



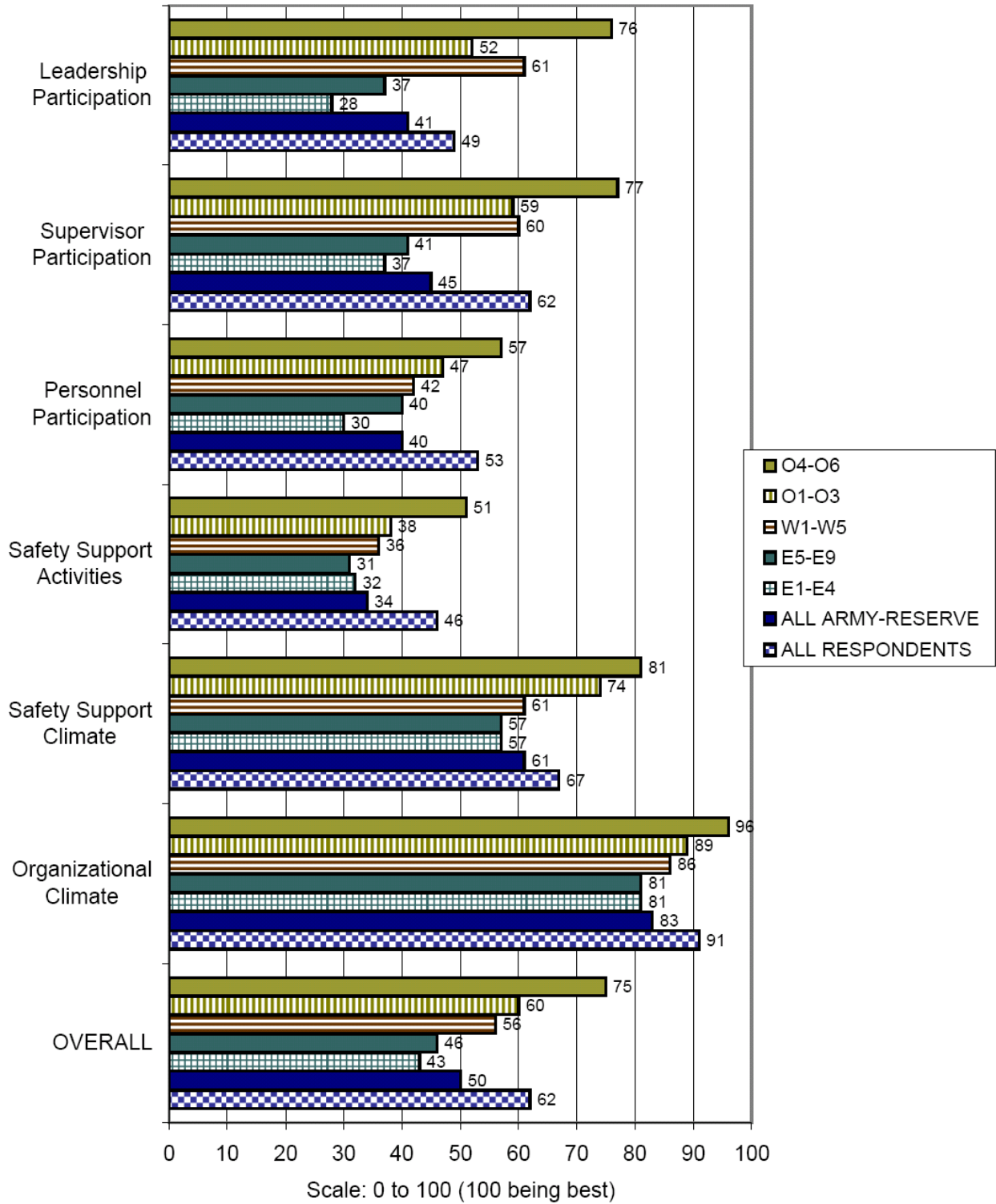
**Figure 14**  
**Percentile Scores of Safety Program Items – Army Reserve – 2007**



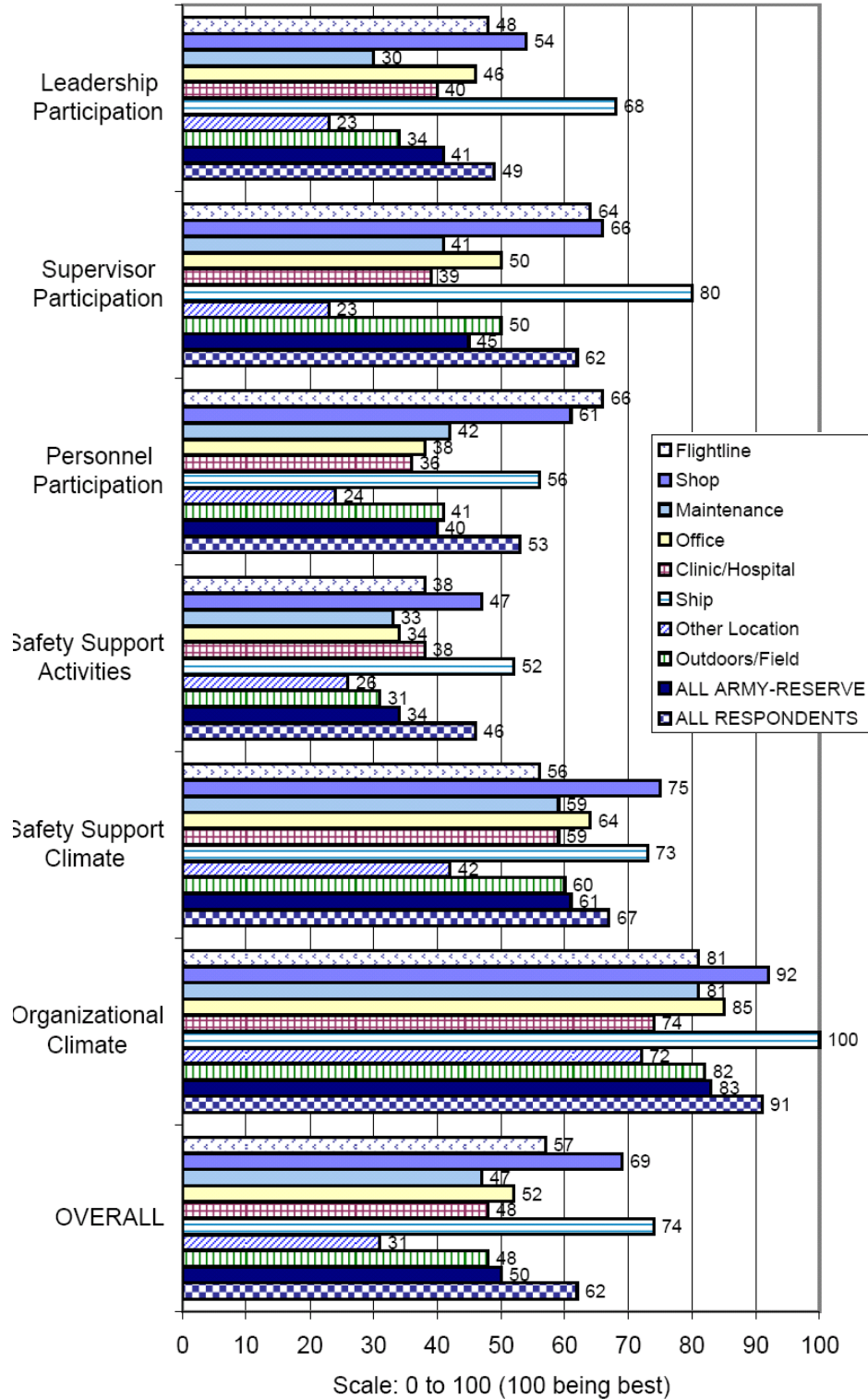
**Figure 15**  
**Program Category Percentile Scores – Army Reserve**



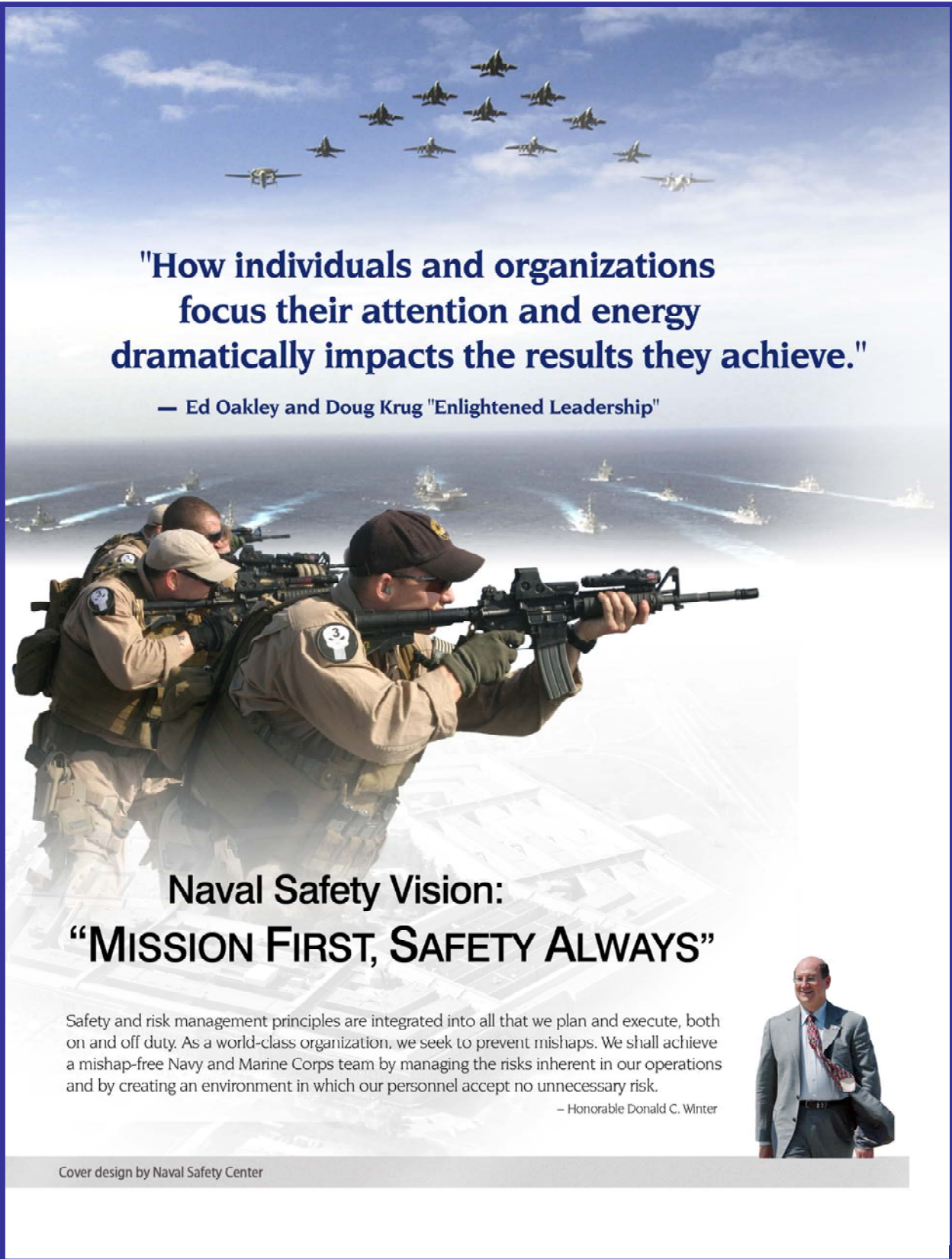
**Figure 16**  
**Program Category Percentile Scores by Grade – Army Reserve – 2007**



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



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

— Ed Oakley and Doug Krug "Enlightened Leadership"

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

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

— Honorable Donald C. Winter



Cover design by Naval Safety Center

### 3.10 Navy – Reserve

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

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

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

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

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

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

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



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

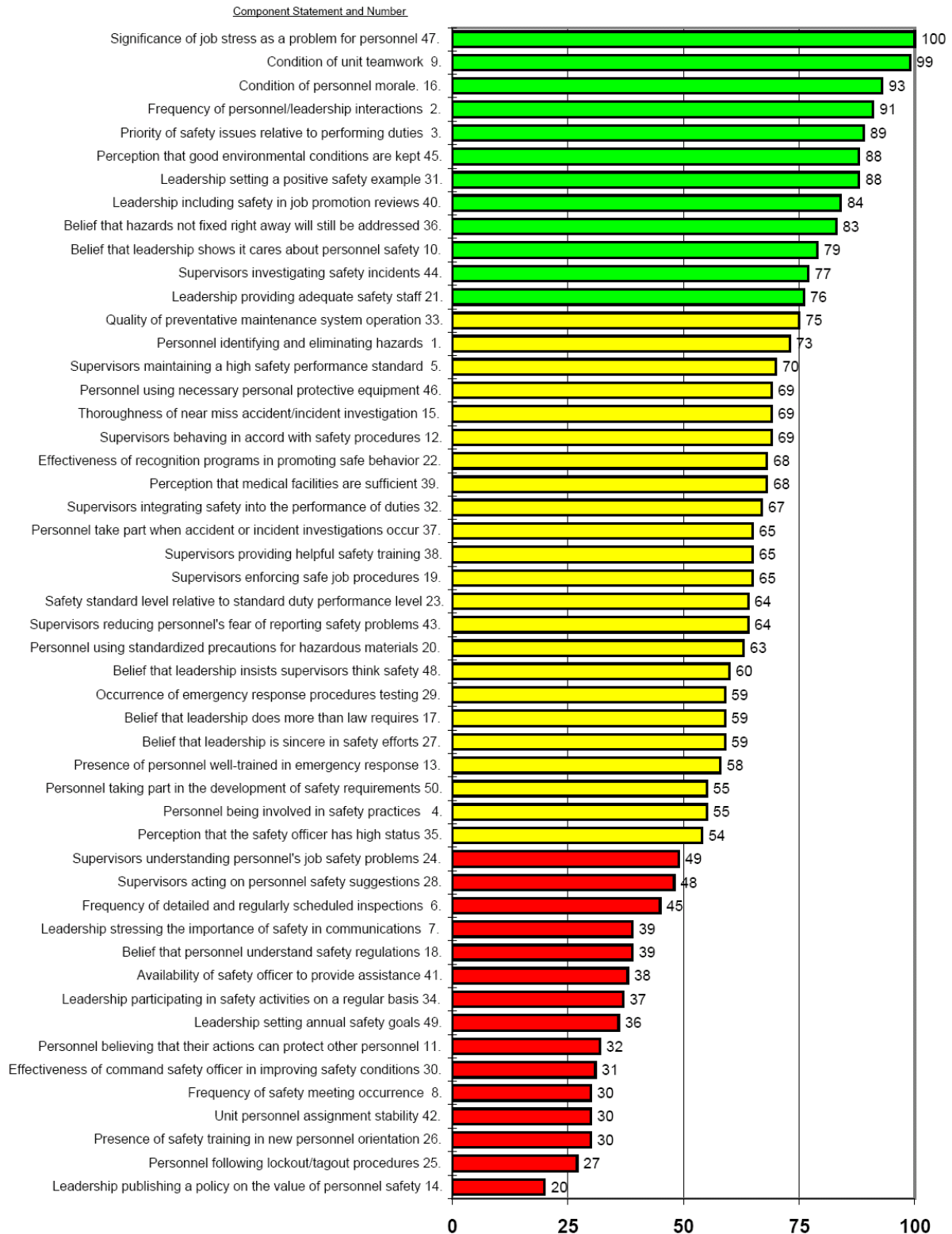


Figure 19 compares the 2007 Navy-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Navy-Reserve are higher than the All Respondents results. Current Navy-Reserve percentile scores range from a moderate 51 for Safety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

**Figure 19**  
**Program Category Percentile Scores – Navy-Reserve**

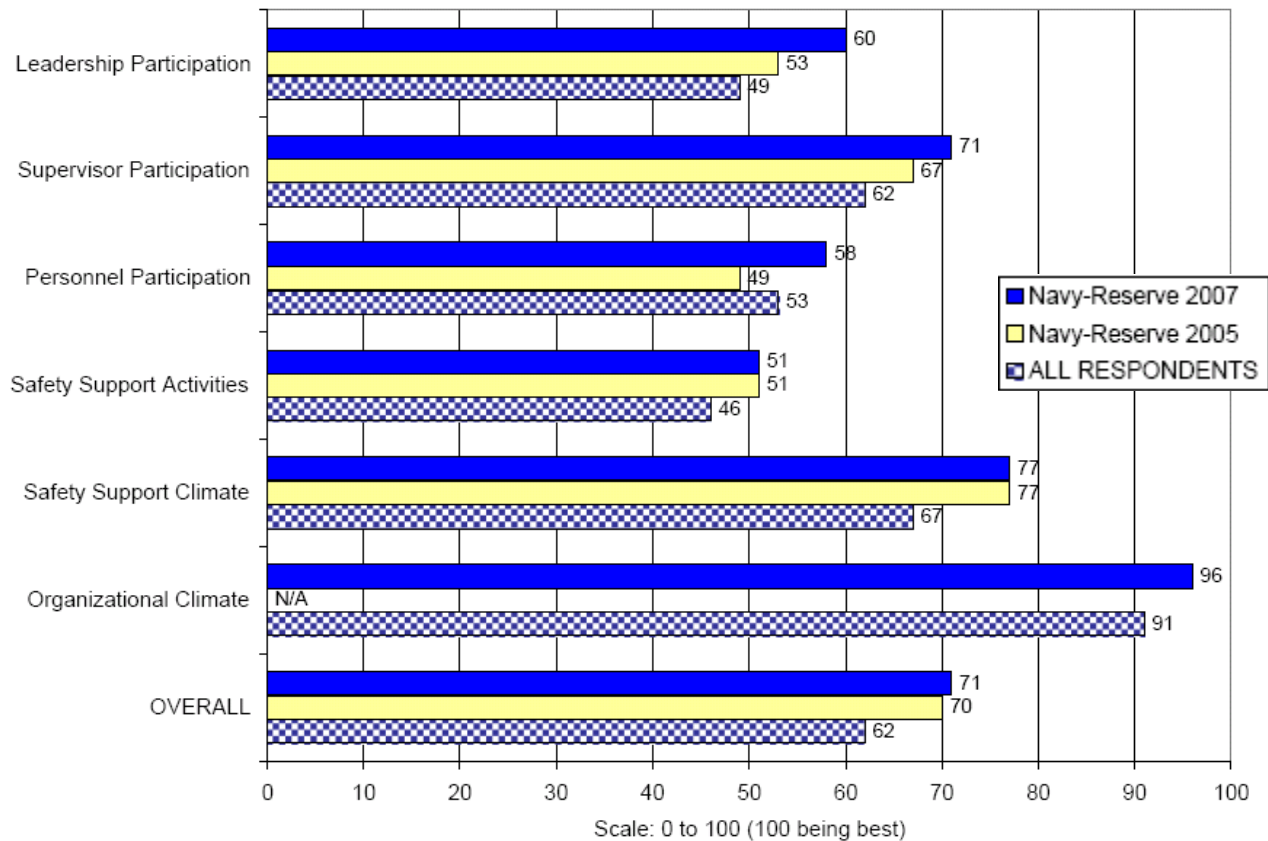


Figure 20 compares the safety perceptions of the Navy-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel tended to report more positive safety program perceptions, while lower-ranking personnel generally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

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

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

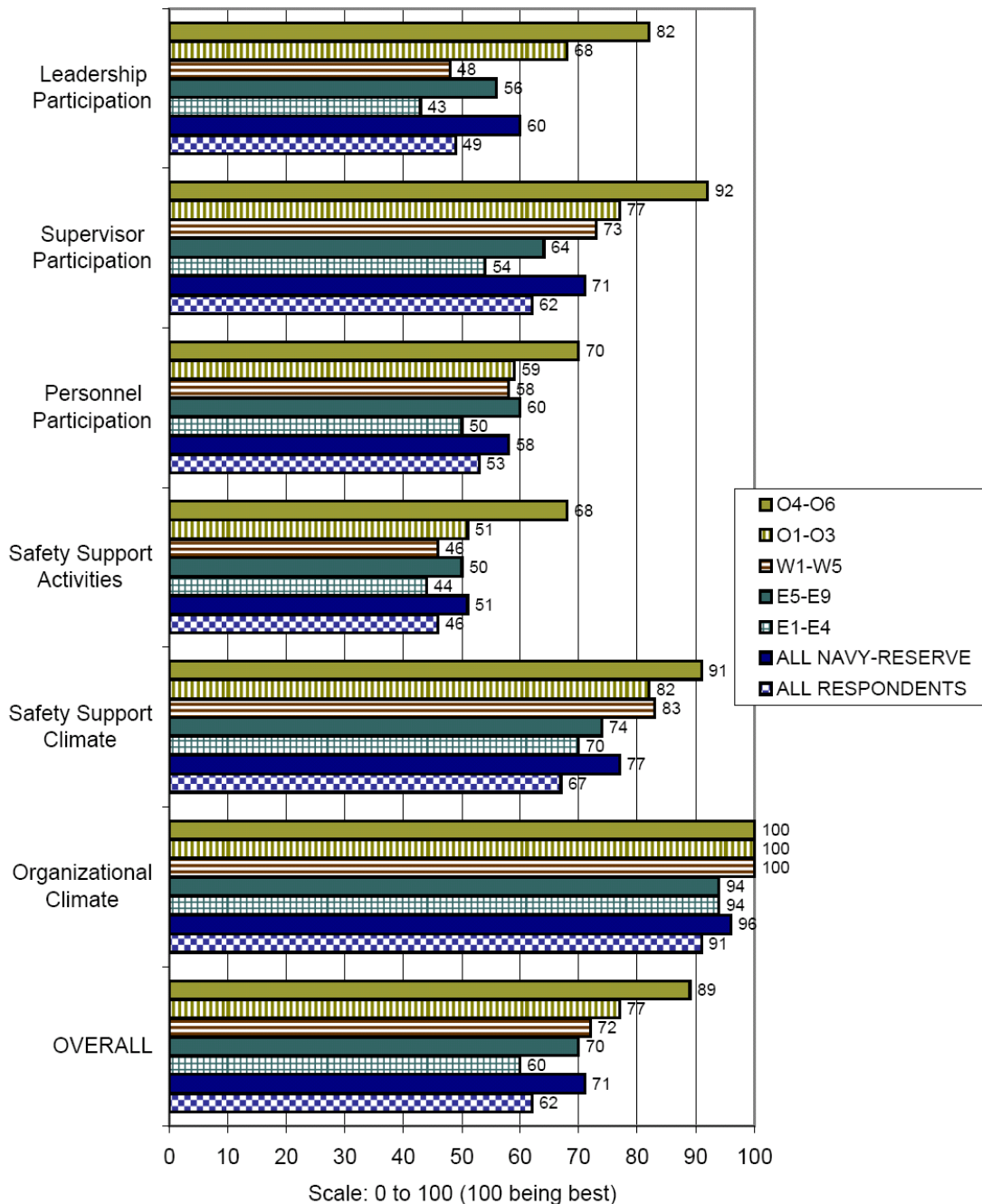
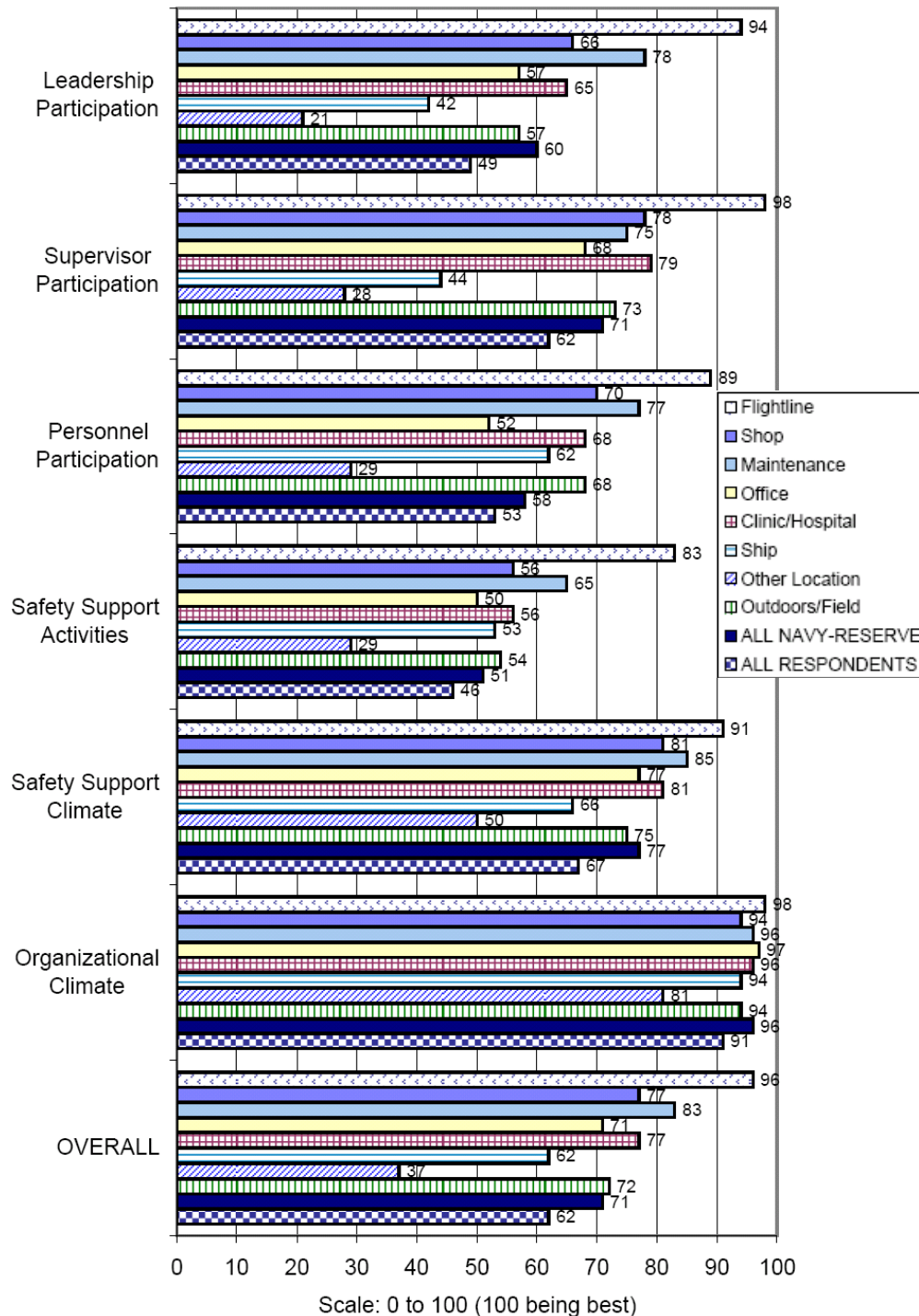


Figure 21 compares the safety perceptions of eight Navy-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, Ship and Other.

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



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

### **3.11 Marine Corps - Reserve**

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

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

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

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

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

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

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

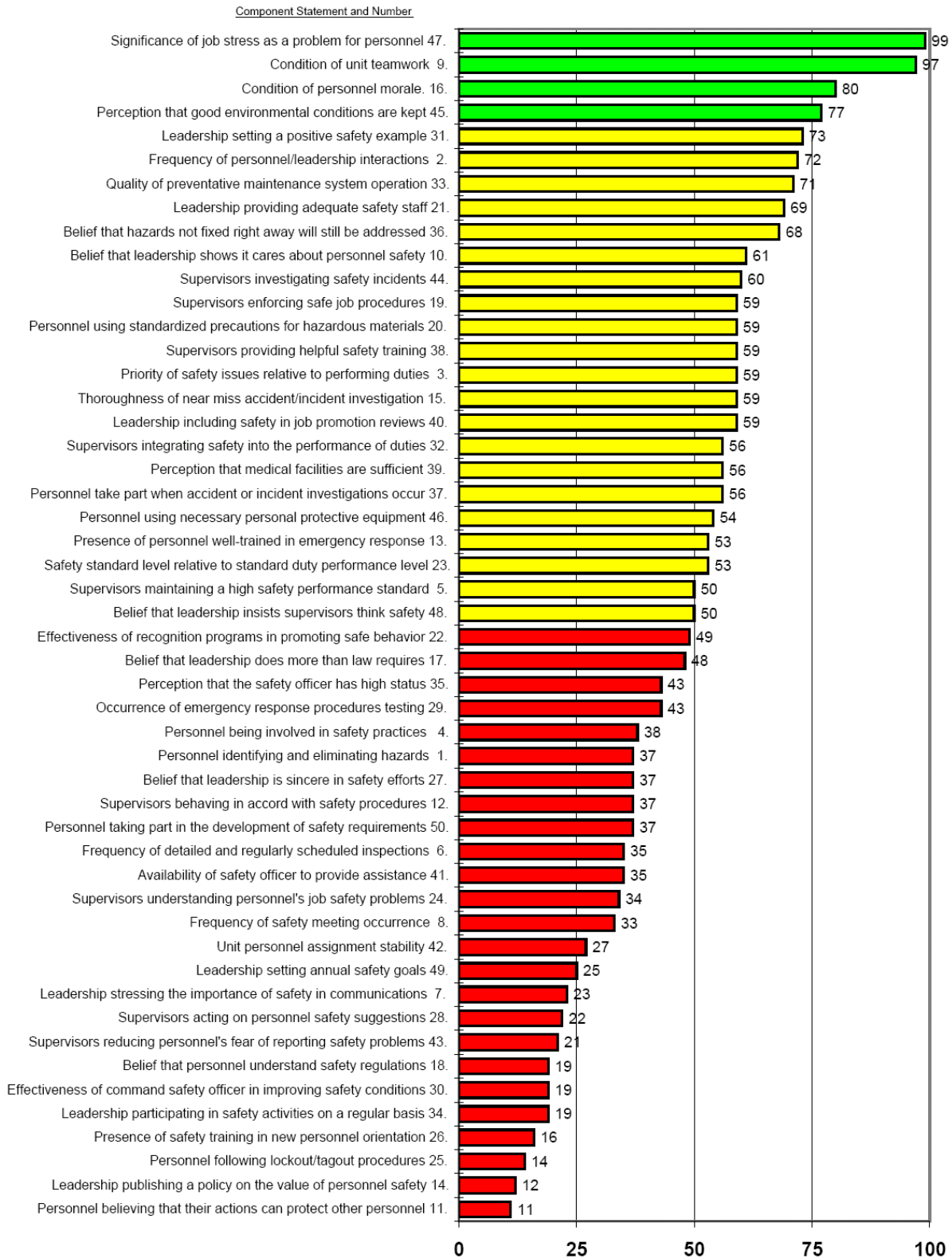




Figure 23 compares the 2007 Marine Corps-Reserve results against its 2005 results and current all Guard/Reserve respondents. Having decreased from their 2005 levels, all of the program categories and the overall score for the Marine Corps-Reserve are currently lower than the All Respondents results.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

**Figure 23**  
**Program Category Percentile Scores – Marine Corps-Reserve**

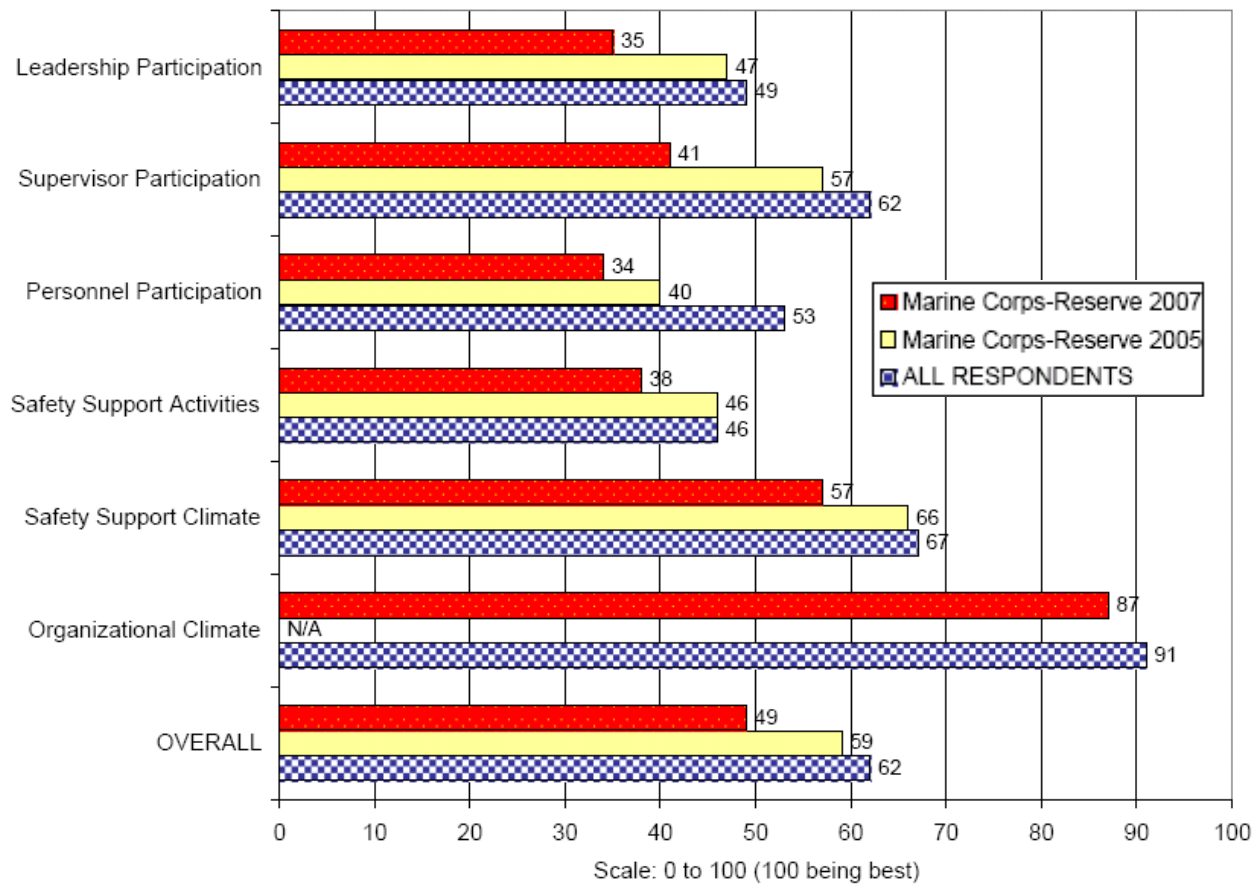




Figure 24 compares the safety perceptions of the Marine Corps-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer and with their own 2005 results, the highest-ranking personnel report more positive safety program perceptions overall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

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

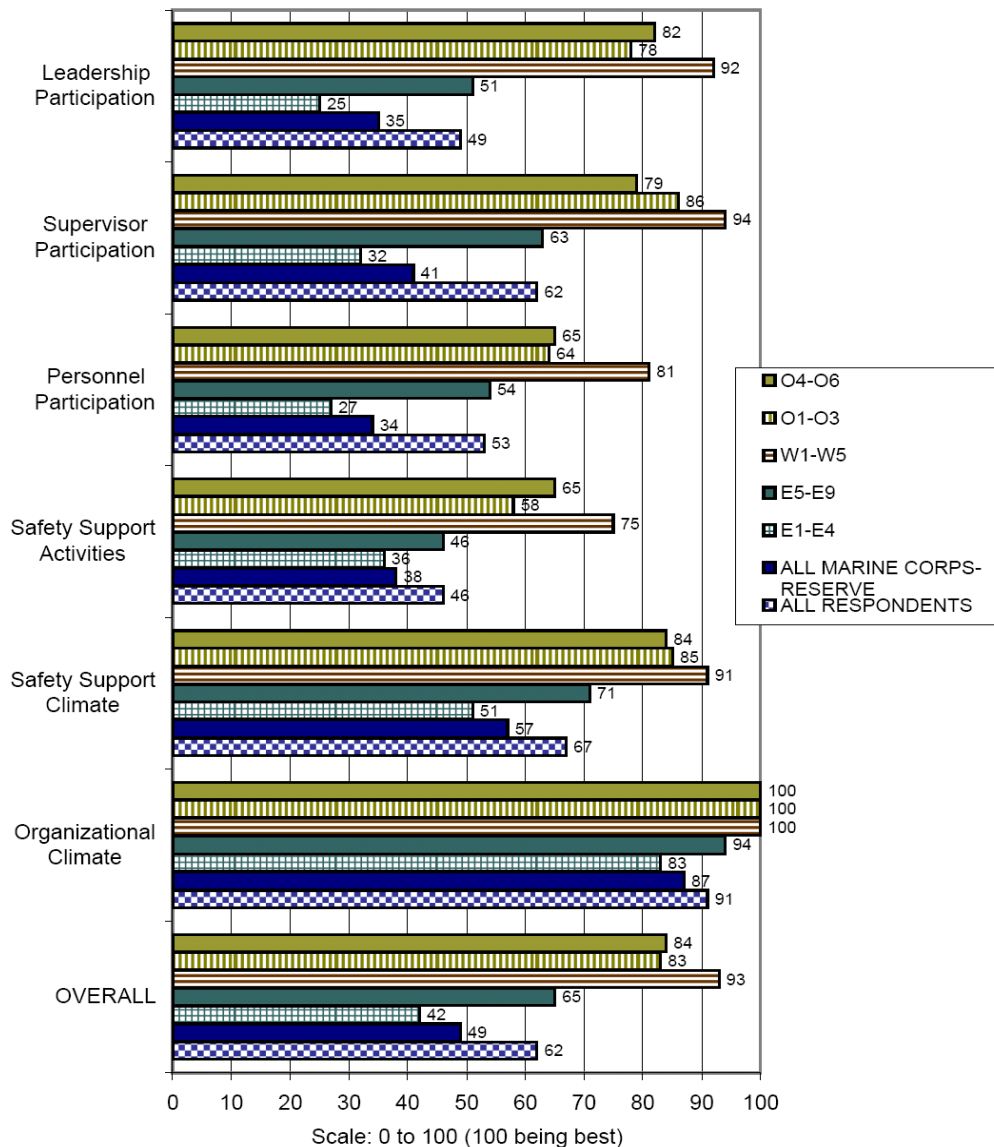
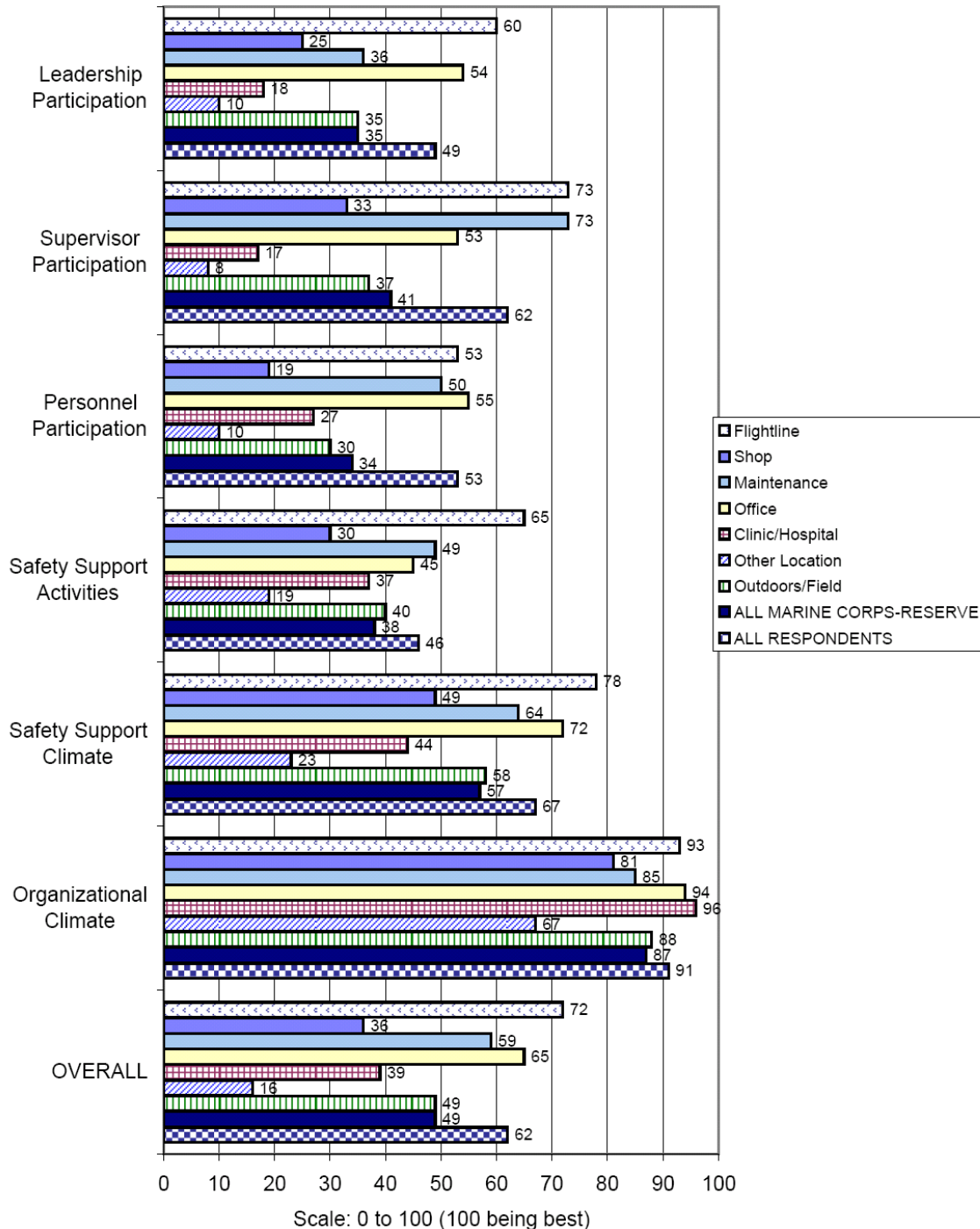


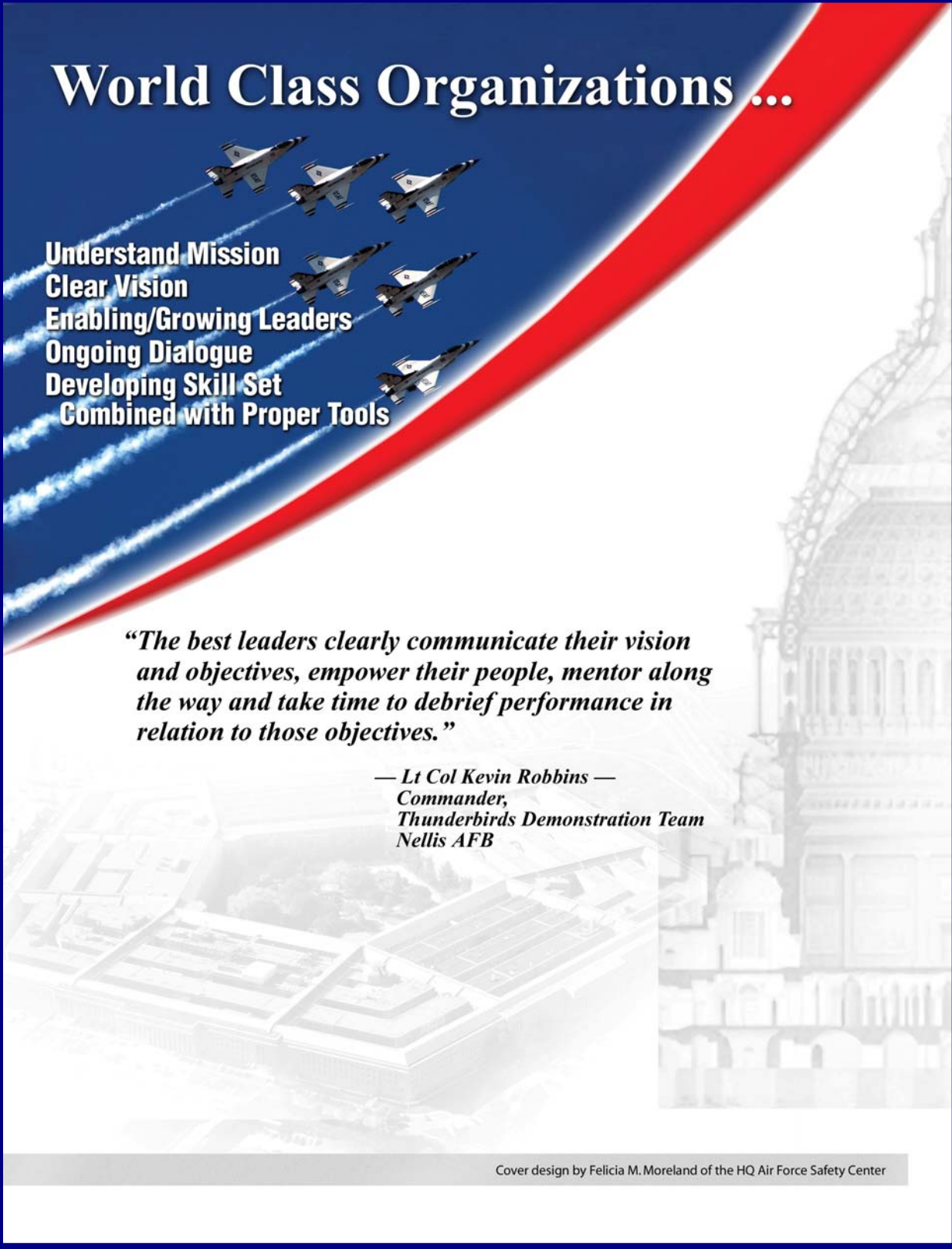
Figure 25 compares the safety perceptions of seven Marine Corps-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other. Because of a low subgroup sample size, the Ship work location is not included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

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



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

# World Class Organizations ...



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

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

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

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

### 3.12 Air Force – Guard

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

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

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

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

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

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

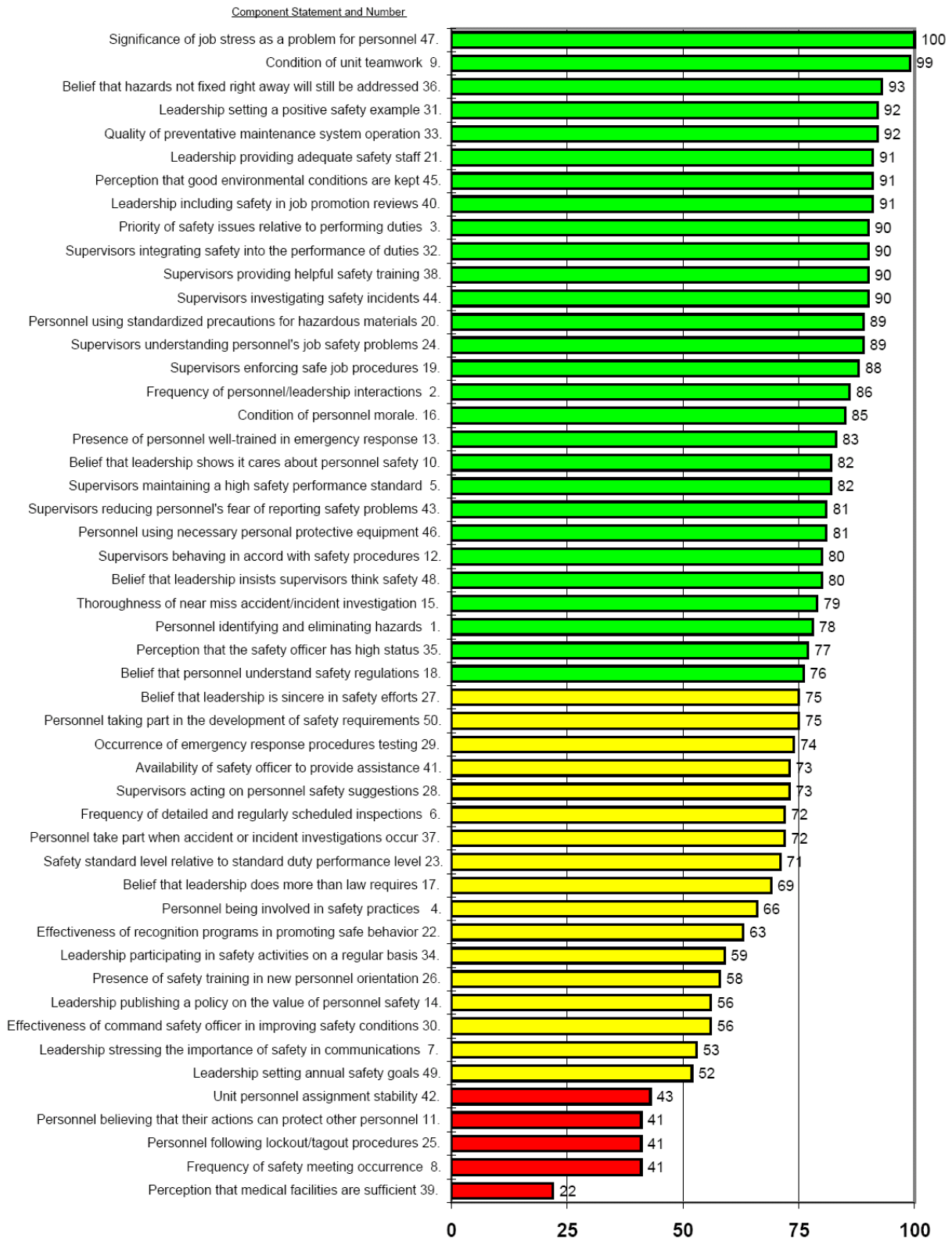




Figure 27 compares the 2007 Air Force-Guard results against its 2005 results and current all Guard/Reserve respondents. For all program categories and the overall score, the Air Force-Guard results are substantially higher than the All Respondents results. Air Force-Guard percentile scores range from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

**Figure 27**  
**Program Category Percentile Scores – Air Force – Guard**

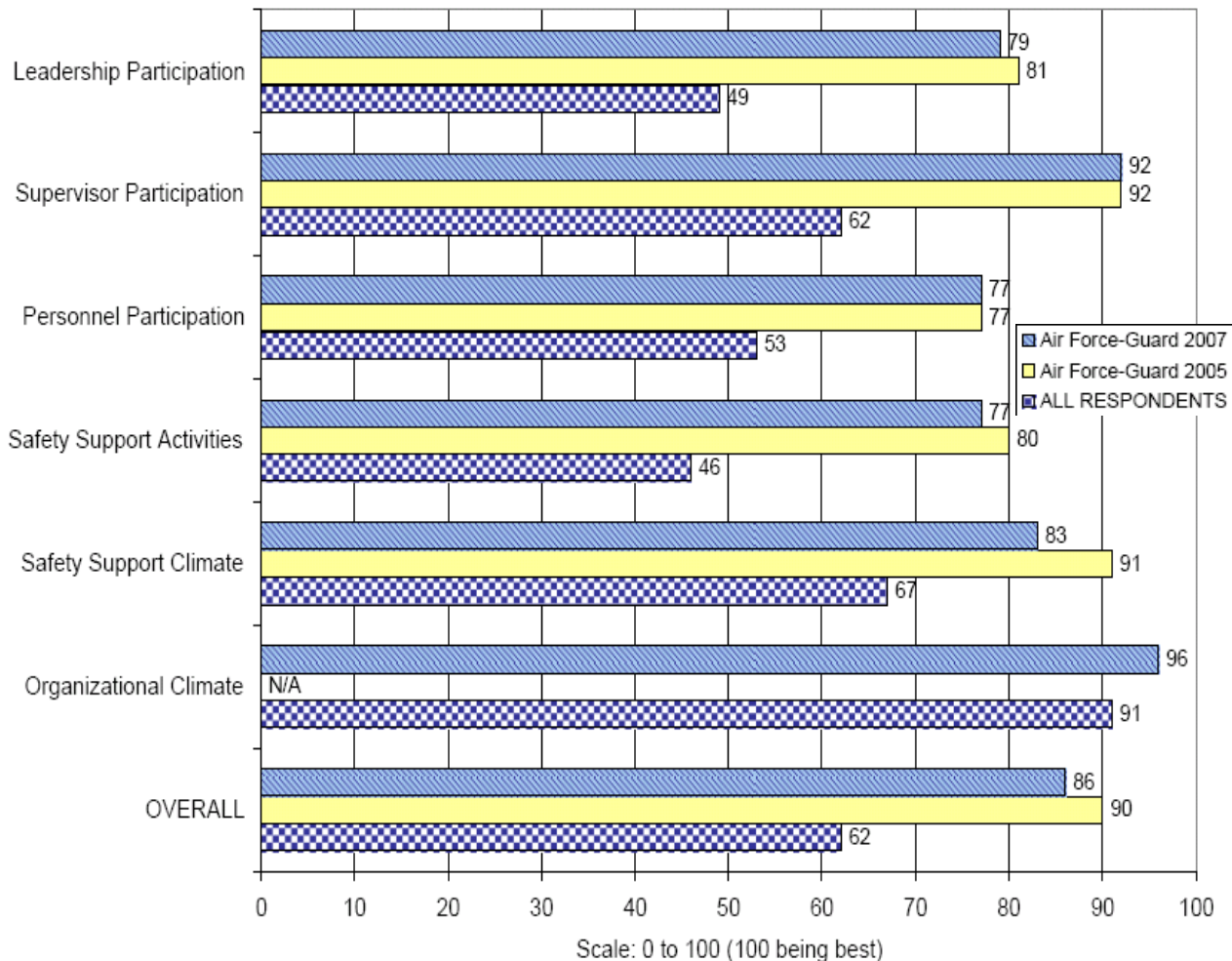


Figure 28 compares the safety perceptions of the Air Force-Guard grades according to program category. Consistent with many organizations that have conducted the Safety Barometer and their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program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

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

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

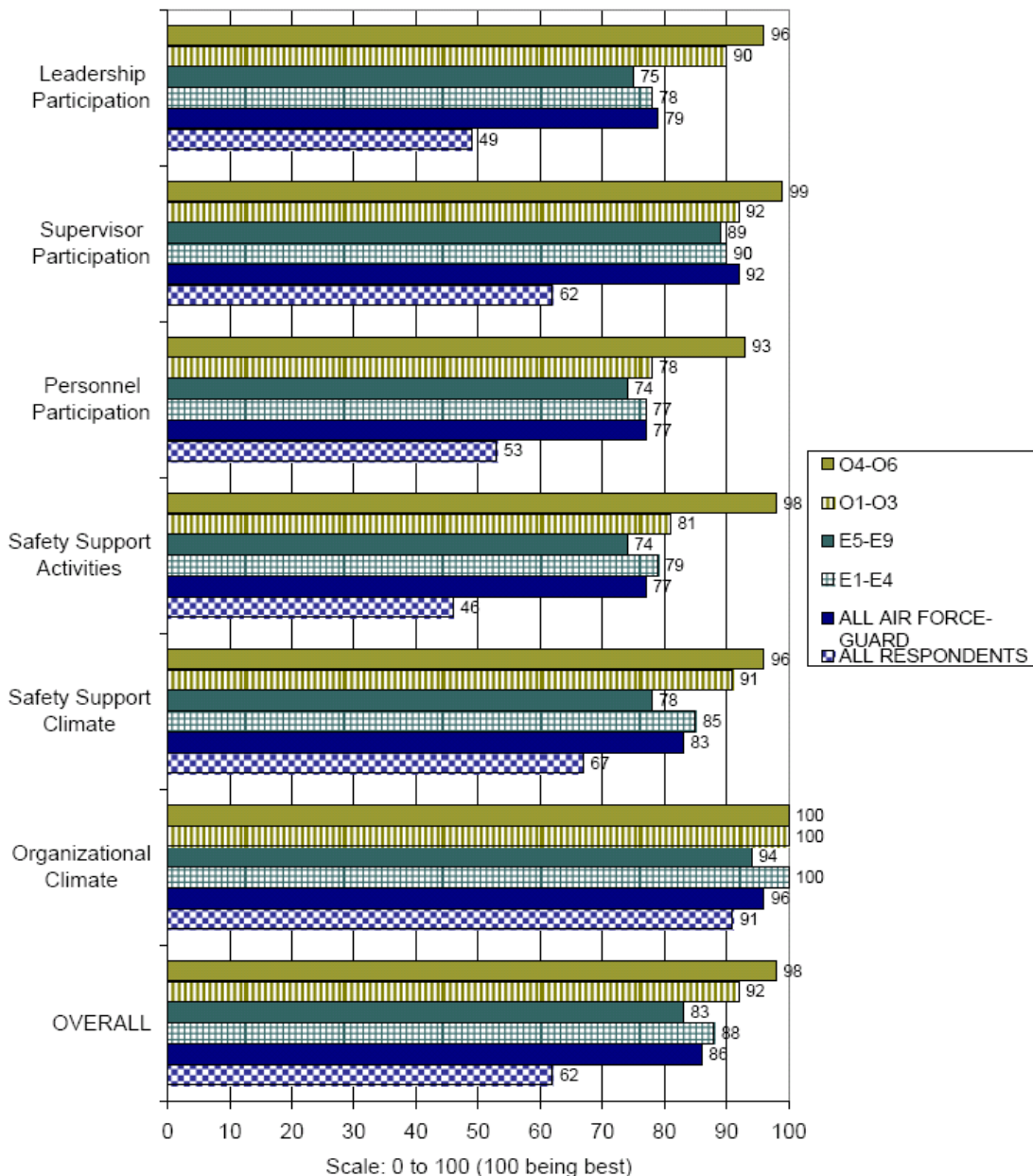
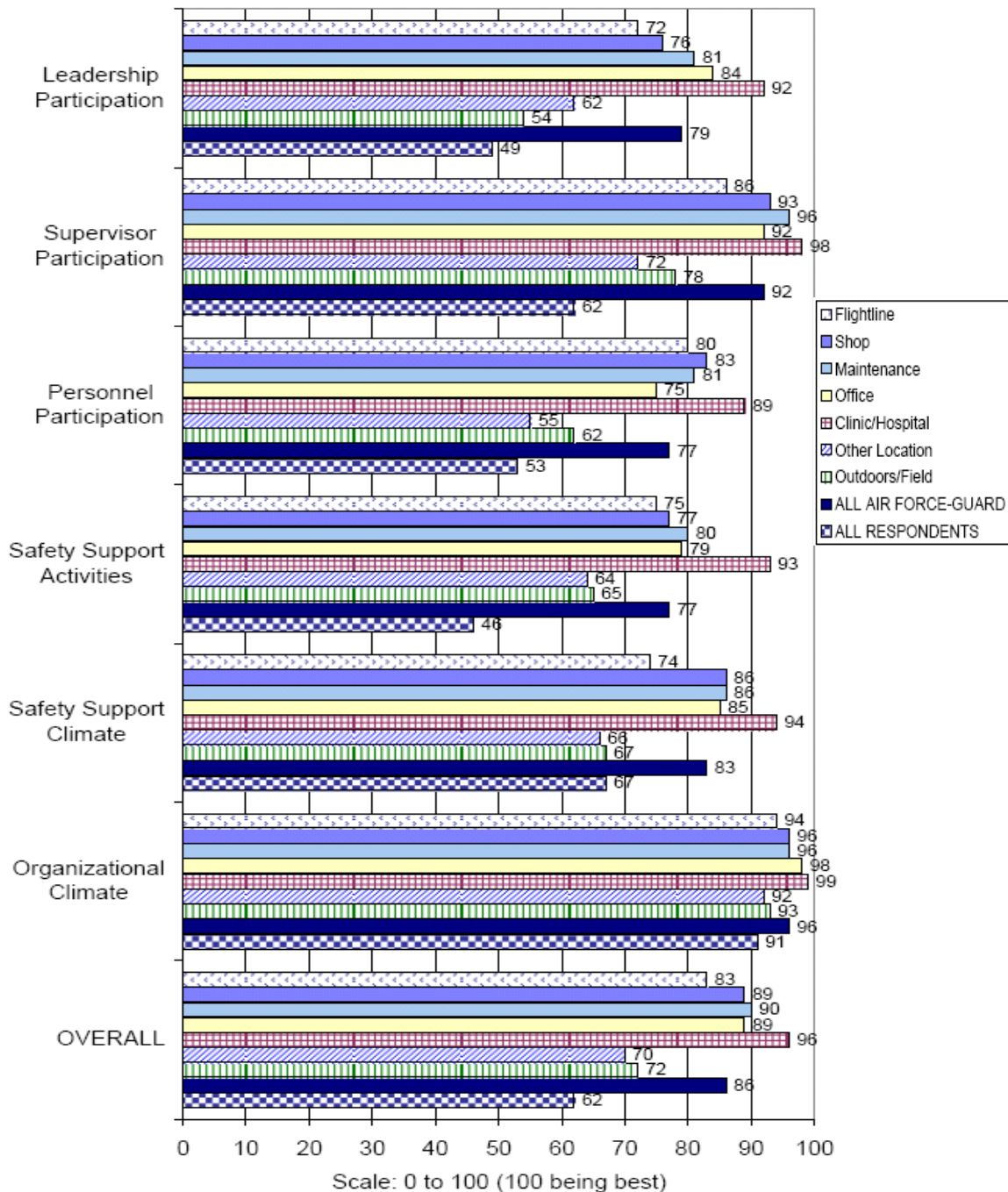




Figure 29 compares the safety perceptions of seven Air Force-Guard work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location. Because of a low subgroup sample size, the Ship location is not included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

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



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

### **3.13 Air Force – Reserve**

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

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

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

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

are:

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

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

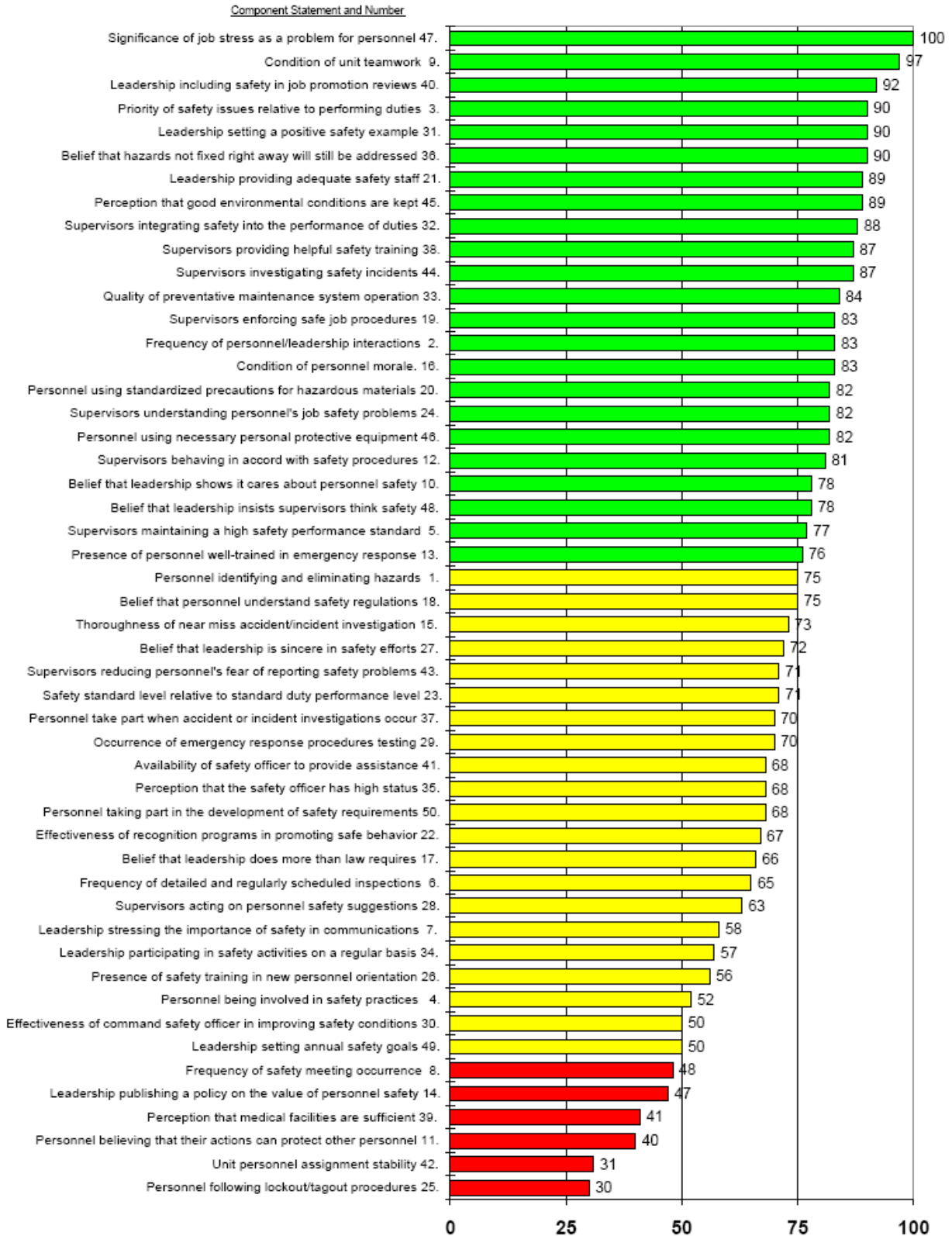


Figure 31 compares the 2007 Air Force-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Air Force-Reserve are higher than the All Respondents results. Current Air Force-Reserve percentile scores range from a moderately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

**Figure 31**  
**Program Category Percentile Scores – Air Force –Reserve**

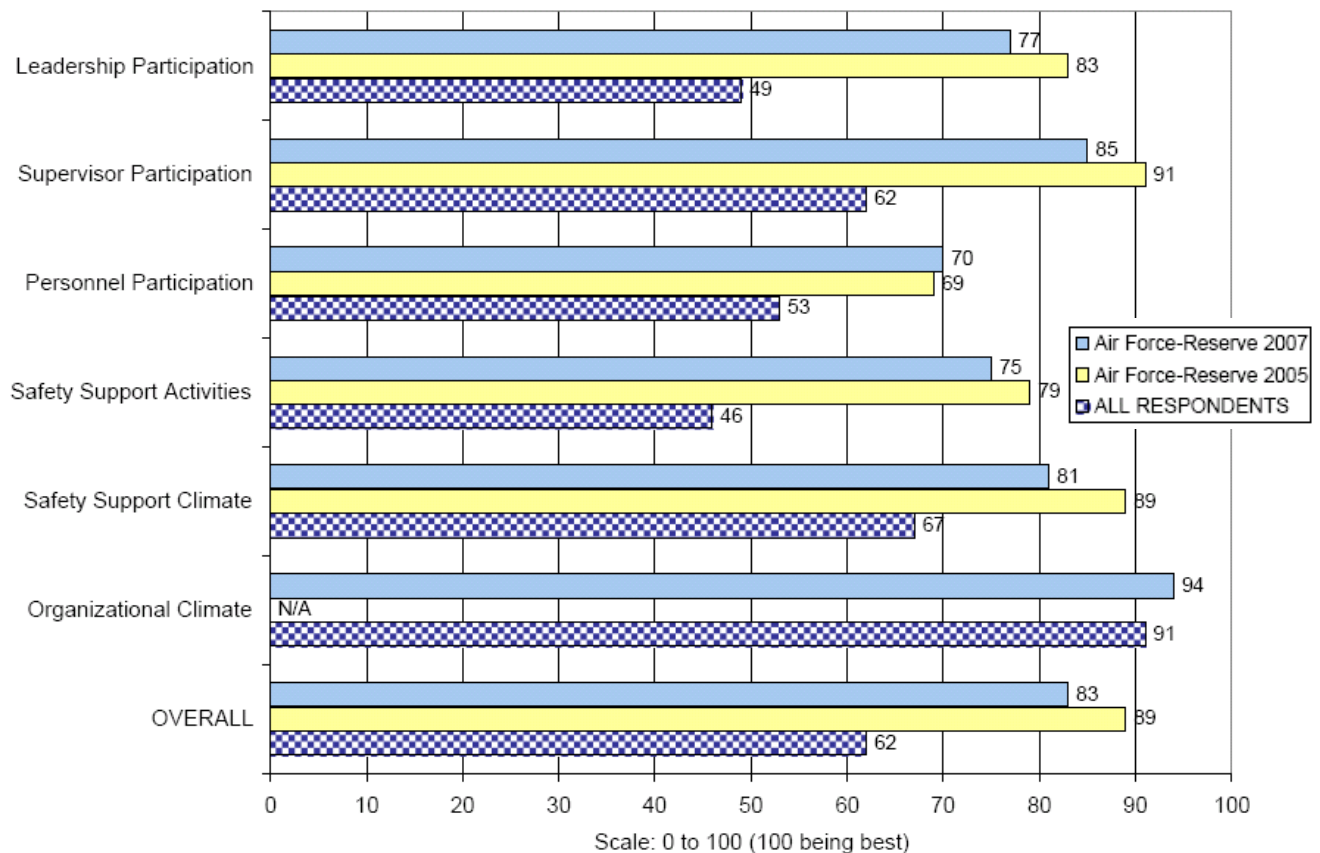


Figure 32 compares the safety perceptions of the Air Force-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking staff tend to report more positive safety program perceptions, while lower-ranking personnel generate less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

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

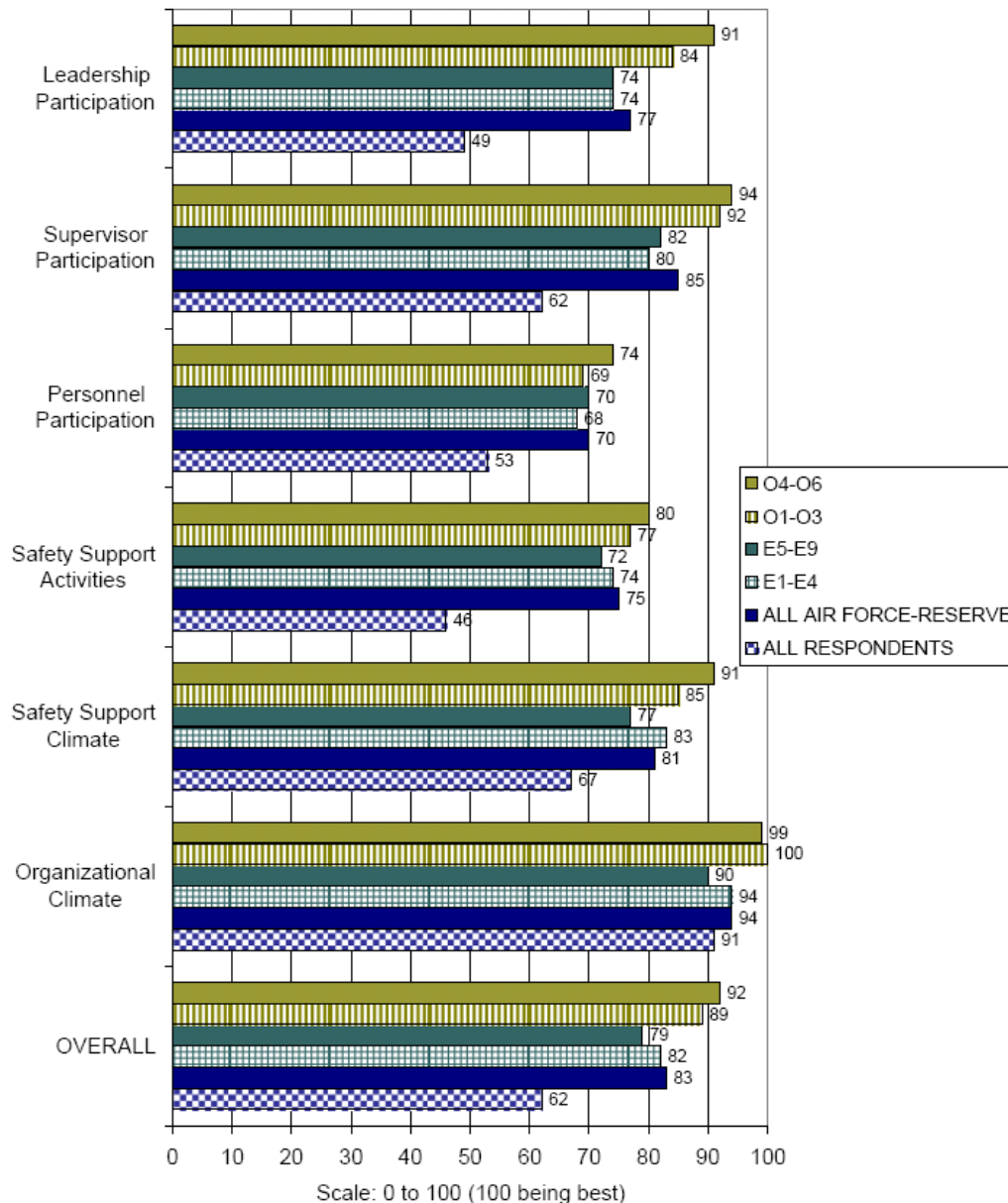
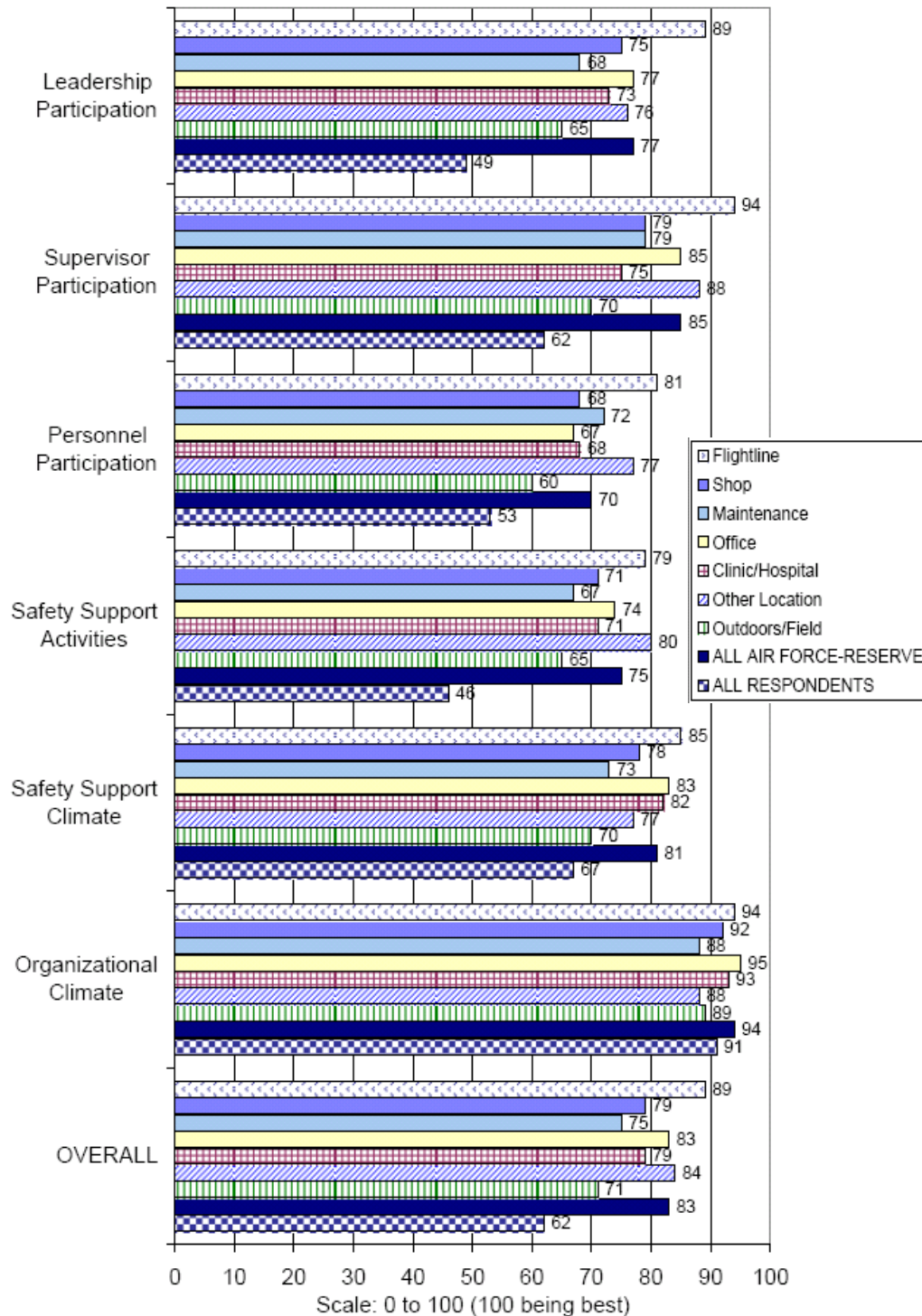




Figure 33 compares the safety perceptions of seven Air Force-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location. Because of a low subgroup sample size, the Ship location is not included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

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



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

## **4 Conclusions**

### **4.1 Overview**

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

### **4.2 Path Forward**

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

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

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

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



step results interpretation process described above.

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

### **4.3 List of Report Conclusions**

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

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

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

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

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

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

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

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

## Appendix A – SECDEF Memo – Zero Preventable Accidents



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

MAY 30 2007

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

SUBJECT: Zero Preventable Accidents

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

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

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



## Appendix B – Scope and Methodology

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

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

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

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

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

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

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

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

## Appendix C – Safety Barometer Survey Form

| June 2007 Status of Forces Survey of Reserve Component Members                                               |                                                                                                                                                                                                       |                                     |                                     |                                     |                                     |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <b>SAFETY</b>                                                                                                |                                                                                                                                                                                                       |                                     |                                     |                                     |                                     |
| 168. How much do you agree or disagree with each of the following statements?                                |                                                                                                                                                                                                       |                                     |                                     |                                     |                                     |
|                                                                                                              | <div style="display: flex; justify-content: space-between;"> <div>Strongly disagree</div> <div>Disagree</div> <div>Neither agree nor disagree</div> <div>Agree</div> <div>Strongly agree</div> </div> |                                     |                                     |                                     |                                     |
| a. It is common for personnel to take part in identifying and eliminating worksite hazards.....              | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. There is frequent contact and communication between personnel and leadership.....                         | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Safety takes a back seat to performing duties.....                                                        | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Personnel often get involved in developing or revising safety practices.....                              | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. My supervisor maintains a high job safety standard.....                                                   | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Detailed inspections of the base and facilities are made at regular, frequent intervals.....              | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Leadership's views on the importance of safety are seldom stressed in personnel communications.....       | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Safety meetings are held less often than they should be.....                                              | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| i. Good teamwork exists within our unit.....                                                                 | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| j. Leadership shows that it cares about personnel safety.....                                                | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| k. I can protect myself and other personnel through my actions while on duty.....                            | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| l. My supervisor's behavior often goes against safety procedures.....                                        | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| m. Designated personnel are well trained in emergency-response related procedures, including evacuation..... | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| n. Leadership has published a written policy that expresses their attitude about personnel safety.....       | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| o. Near miss accidents/incidents are thoroughly investigated.....                                            | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| p. Morale among personnel in my unit is poor.....                                                            | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| q. Leadership does no more than the law requires to keep personnel safe.....                                 | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| r. I understand the safety regulations relating to my duties.....                                            | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| s. My supervisor enforces safety procedures.....                                                             | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| t. Standardized precautions are used by personnel who deal with hazardous materials.....                     | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| u. Leadership has provided adequate personnel to manage and support its safety program.....                  | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| v. Awards and recognition programs used in this unit are not good at promoting safe behavior.....            | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| w. Job performance standards are higher for professional duties than for safety.....                         | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| x. My supervisor understands the safety problems I face.....                                                 | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| y. Personnel follow a regular lockout/tagout procedure.....                                                  | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| z. Safety training is part of every new personnel orientation.....                                           | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| aa. I believe leadership is sincere in its efforts to ensure personnel safety.....                           | <input checked="" type="checkbox"/>                                                                                                                                                                   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 690                                                                                                          | DMDC                                                                                                                                                                                                  |                                     |                                     |                                     |                                     |

June 2007 Status of Forces Survey of Reserve Component Members

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

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

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

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



## Appendix D – Safety Barometer Question Number Key

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

### 4.7.1 Question Number Key for DoD SAFETY BAROMETER Forms

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



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

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

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

n/a: Does not apply.

## Appendix E – NSC Methods and Data Analysis

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

### **SAFETY BAROMETER Background**

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

### **Results Interpretation**

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

### **Administration Process**

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

### **Safety Barometer Content**

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

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

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

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

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

## SAFETY BAROMETER

### Statement Groupings by Program Category

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

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

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

The fourth category concerns activities frequently found in successful programs:

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

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

values that govern leadership's mode of operation:

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

### **National Safety Council Database**

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

### **Data Analyses**

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

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

Responses to statements with negative descriptions were scored oppositely.

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

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

## Appendix F – Response Distributions by Grade

Q1 Personnel identify hazards by XCPAY2 Recode 5 level paygrade

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

Number of Missing Observations: 61663

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

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

Number of Missing Observations: 63869

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

|                | Count<br>Col Pct |               |                |              |               |               | Row<br>Total   |
|----------------|------------------|---------------|----------------|--------------|---------------|---------------|----------------|
|                |                  | E1-E4         | E5-E9          | W1-W5        | 01-03         | 04-06         |                |
|                |                  | 1             | 2              | 3            | 4             | 5             |                |
| Q3             |                  |               |                |              |               |               |                |
| Strongly agree | 1                | 19686<br>7.1  | 14131<br>4.4   | 208<br>2.5   | 1058<br>2.8   | 1038<br>1.9   | 36120<br>5.2   |
| Agree          | 2                | 31828<br>11.5 | 31052<br>9.6   | 870<br>10.4  | 3159<br>8.4   | 3281<br>5.9   | 70191<br>10.0  |
| No opinion     | 3                | 69891<br>25.4 | 65954<br>20.3  | 1554<br>18.6 | 6796<br>18.1  | 8106<br>14.6  | 152301<br>21.7 |
| Disagree       | 4                | 97821<br>35.5 | 135297<br>41.7 | 3644<br>43.7 | 18208<br>48.6 | 27665<br>50.0 | 282634<br>40.3 |
|                | 5                | 56370<br>20.6 | 77890<br>23.9  | 2068<br>25.1 | 8263<br>22.5  | 15248<br>27.1 | 159839<br>22.8 |

|                   |                |                |             |              |              |                 |
|-------------------|----------------|----------------|-------------|--------------|--------------|-----------------|
| Strongly disagree | 20.5           | 24.0           | 24.8        | 22.0         | 27.6         | 22.8            |
| Column Total      | 275596<br>39.3 | 324324<br>46.3 | 8345<br>1.2 | 37484<br>5.3 | 55337<br>7.9 | 701085<br>100.0 |

Number of Missing Observations: 66445

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

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

Number of Missing Observations: 73521

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

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

Number of Missing Observations: 66686

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

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

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

Number of Missing Observations: 67947

-

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

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

Number of Missing Observations: 68477

-

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

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

Number of Missing Observations: 72173

-

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

|  |  | Count |     | E1-E4 | E5-E9 | W1-W5 | O1-O3 | O4-O6 | Row |
|--|--|-------|-----|-------|-------|-------|-------|-------|-----|
|  |  | Col   | Pct |       |       |       |       |       |     |

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

Number of Missing Observations: 75183

-

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

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

Number of Missing Observations: 75452

-

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

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

Number of Missing Observations: 73000

-

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



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

Number of Missing Observations: 73483

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

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

Number of Missing Observations: 75257

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

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

Number of Missing Observations: 80956

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

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

Number of Missing Observations: 79105

Q16 Personnel morale is poor by XCPAY2 Recode 5 level paygrade

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

Number of Missing Observations: 84230

Q17 Leadership does only what the law require by XCPAY2 Recode 5  
level paygrade

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

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|                                       |        |        |      |       |       |        |
|---------------------------------------|--------|--------|------|-------|-------|--------|
| Column                                | 268057 | 319182 | 8209 | 36528 | 54471 | 686447 |
| Total                                 | 39.0   | 46.5   | 1.2  | 5.3   | 7.9   | 100.0  |
| Number of Missing Observations: 81083 |        |        |      |       |       |        |
| -                                     |        |        |      |       |       |        |

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

|                                       | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|---------------------------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                                       |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q18                                   |                  |                |                |              |               |               |                 |
| Strongly agree                        | 1                | 68425<br>25.5  | 77989<br>24.3  | 1979<br>24.1 | 7366<br>20.0  | 14822<br>27.1 | 170581<br>24.8  |
| Agree                                 | 2                | 126212<br>47.1 | 189630<br>59.1 | 4955<br>60.2 | 23428<br>63.6 | 31974<br>58.5 | 376199<br>54.7  |
| No opinion                            | 3                | 64540<br>24.1  | 47218<br>14.7  | 1128<br>13.7 | 5239<br>14.2  | 7048<br>12.9  | 125173<br>18.2  |
| Disagree                              | 4                | 5436<br>2.0    | 4802<br>1.5    | 126<br>1.5   | 710<br>1.9    | 635<br>1.2    | 11709<br>1.7    |
| Strongly disagree                     | 5                | 3213<br>1.2    | 1112<br>.3     | 41<br>.5     | 85<br>.2      | 194<br>.4     | 4645<br>.7      |
| Column<br>Total                       |                  | 267825<br>38.9 | 320751<br>46.6 | 8228<br>1.2  | 36828<br>5.4  | 54673<br>7.9  | 688306<br>100.0 |
| Number of Missing Observations: 79224 |                  |                |                |              |               |               |                 |
| -                                     |                  |                |                |              |               |               |                 |

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

|                                       | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|---------------------------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                                       |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q19                                   |                  |                |                |              |               |               |                 |
| Strongly agree                        | 1                | 58951<br>21.9  | 65922<br>20.6  | 1633<br>19.9 | 7144<br>19.4  | 14077<br>25.7 | 147726<br>21.4  |
| Agree                                 | 2                | 125787<br>46.8 | 166243<br>51.9 | 4349<br>53.0 | 21335<br>58.0 | 30187<br>55.1 | 347901<br>50.5  |
| No opinion                            | 3                | 74048<br>27.6  | 76257<br>23.8  | 1852<br>22.6 | 7350<br>20.0  | 9471<br>17.3  | 168979<br>24.5  |
| Disagree                              | 4                | 7575<br>2.8    | 8994<br>2.8    | 305<br>3.7   | 811<br>2.2    | 655<br>1.2    | 18340<br>2.7    |
| Strongly disagree                     | 5                | 2336<br>.9     | 2980<br>.9     | 74<br>.9     | 174<br>.5     | 403<br>.7     | 5966<br>.9      |
| Column<br>Total                       |                  | 268697<br>39.0 | 320397<br>46.5 | 8212<br>1.2  | 36814<br>5.3  | 54792<br>8.0  | 688913<br>100.0 |
| Number of Missing Observations: 78617 |                  |                |                |              |               |               |                 |
| -                                     |                  |                |                |              |               |               |                 |

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

|                | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total   |
|----------------|------------------|----------------|----------------|--------------|---------------|---------------|----------------|
|                |                  | 1              | 2              | 3            | 4             | 5             |                |
| Q20            |                  |                |                |              |               |               |                |
| Strongly agree | 1                | 63064<br>23.5  | 64234<br>20.1  | 1480<br>18.0 | 7430<br>20.2  | 12314<br>22.5 | 148522<br>21.6 |
| Agree          | 2                | 105415<br>39.3 | 155595<br>48.6 | 4013<br>48.9 | 17992<br>48.8 | 26735<br>48.9 | 309750<br>45.0 |
| No opinion     | 3                | 93074<br>34.7  | 91393<br>28.6  | 2471<br>30.1 | 10728<br>29.1 | 15007<br>27.4 | 212673<br>30.9 |
|                | 4                | 4325           | 6410           | 141          | 528           | 538           | 11943          |

|                   |   |                |                |             |              |              |                 |
|-------------------|---|----------------|----------------|-------------|--------------|--------------|-----------------|
| Disagree          |   | 1.6            | 2.0            | 1.7         | 1.4          | 1.0          | 1.7             |
| Strongly disagree | 5 | 2041<br>.8     | 2273<br>.7     | 106<br>1.3  | 153<br>.4    | 132<br>.2    | 4706<br>.7      |
| Column<br>Total   |   | 267920<br>39.0 | 319904<br>46.5 | 8212<br>1.2 | 36832<br>5.4 | 54726<br>8.0 | 687593<br>100.0 |

Number of Missing Observations: 79937

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

|                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q21               |                  |                |                |              |               |               |                 |
| Strongly agree    | 1                | 48650<br>18.3  | 50780<br>15.9  | 1112<br>13.5 | 5954<br>16.2  | 10631<br>19.5 | 117126<br>17.1  |
| Agree             | 2                | 97376<br>36.5  | 140873<br>44.2 | 3840<br>46.8 | 17726<br>48.1 | 27403<br>50.3 | 287218<br>41.9  |
| No opinion        | 3                | 105000<br>39.4 | 103216<br>32.4 | 2439<br>29.7 | 10947<br>29.7 | 13894<br>25.5 | 235496<br>34.4  |
| Disagree          | 4                | 11789<br>4.4   | 18766<br>5.9   | 572<br>7.0   | 1769<br>4.8   | 2052<br>3.8   | 34949<br>5.1    |
| Strongly disagree | 5                | 3706<br>1.4    | 5297<br>1.7    | 249<br>3.0   | 438<br>1.2    | 536<br>1.0    | 10226<br>1.5    |
| Column<br>Total   |                  | 266521<br>38.9 | 318932<br>46.6 | 8211<br>1.2  | 36834<br>5.4  | 54517<br>8.0  | 685015<br>100.0 |

Number of Missing Observations: 82515

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

|                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q22               |                  |                |                |              |               |               |                 |
| Strongly agree    | 1                | 20181<br>7.6   | 18607<br>5.8   | 448<br>5.4   | 1100<br>3.0   | 1480<br>2.7   | 41815<br>6.1    |
| Agree             | 2                | 41511<br>15.6  | 56827<br>17.8  | 1520<br>18.4 | 5614<br>15.2  | 7542<br>13.8  | 113014<br>16.5  |
| No opinion        | 3                | 136892<br>51.3 | 149187<br>46.7 | 3749<br>45.4 | 17170<br>46.6 | 24153<br>44.2 | 331151<br>48.3  |
| Disagree          | 4                | 54635<br>20.5  | 76036<br>23.8  | 2047<br>24.8 | 10375<br>28.2 | 17132<br>31.4 | 160225<br>23.4  |
| Strongly disagree | 5                | 13434<br>5.0   | 18733<br>5.9   | 497<br>6.0   | 2558<br>6.9   | 4322<br>7.9   | 39543<br>5.8    |
| Column<br>Total   |                  | 266652<br>38.9 | 319390<br>46.6 | 8261<br>1.2  | 36817<br>5.4  | 54629<br>8.0  | 685748<br>100.0 |

Number of Missing Observations: 81782

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

|                | Count<br>Col Pct | E1-E4         | E5-E9         | W1-W5        | 01-03        | 04-06        | Row<br>Total   |
|----------------|------------------|---------------|---------------|--------------|--------------|--------------|----------------|
|                |                  | 1             | 2             | 3            | 4            | 5            |                |
| Q23            |                  |               |               |              |              |              |                |
| Strongly agree | 1                | 16722<br>6.3  | 14664<br>4.6  | 330<br>4.0   | 1156<br>3.1  | 1458<br>2.7  | 34330<br>5.0   |
| Agree          | 2                | 47373<br>17.7 | 58048<br>18.2 | 1449<br>17.6 | 6668<br>18.1 | 9047<br>16.6 | 122584<br>17.9 |

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|                   |   |        |        |      |       |       |        |
|-------------------|---|--------|--------|------|-------|-------|--------|
| No opinion        | 3 | 144842 | 153784 | 3965 | 17796 | 24366 | 344753 |
|                   |   | 54.3   | 48.2   | 48.0 | 48.2  | 44.6  | 50.3   |
| Disagree          | 4 | 47489  | 76243  | 2124 | 9345  | 16206 | 151407 |
|                   |   | 17.8   | 23.9   | 25.7 | 25.3  | 29.7  | 22.1   |
| Strongly disagree | 5 | 10524  | 16262  | 387  | 1943  | 3498  | 32614  |
|                   |   | 3.9    | 5.1    | 4.7  | 5.3   | 6.4   | 4.8    |
| Column Total      |   | 266950 | 319001 | 8255 | 36908 | 54575 | 685688 |
| Total             |   | 38.9   | 46.5   | 1.2  | 5.4   | 8.0   | 100.0  |

Number of Missing Observations: 81842

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

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

Number of Missing Observations: 81883

-

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

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

Number of Missing Observations: 85459

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

| Q26 |  | Count<br>Col Pct | E1-E4 | E5-E9 | W1-W5 | O1-O3 | O4-O6 | Row<br>Total |
|-----|--|------------------|-------|-------|-------|-------|-------|--------------|
|     |  |                  | 1     | 2     | 3     | 4     | 5     |              |

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

Number of Missing Observations: 85579

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

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

Number of Missing Observations: 84193

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

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

Number of Missing Observations: 90408

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Q29 Emergency procedures rarely tested by XCPAY2 Recode 5 level paygrade

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|                 |                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-----------------|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                 |                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q29             | Strongly agree    | 1                | 17235<br>6.5   | 12858<br>4.1   | 359<br>4.4   | 940<br>2.6    | 1045<br>1.9   | 32437<br>4.8    |
|                 | Agree             | 2                | 37450<br>14.2  | 50212<br>15.9  | 1456<br>17.7 | 5434<br>14.9  | 5490<br>10.1  | 100042<br>14.8  |
|                 | No opinion        | 3                | 133804<br>50.7 | 130376<br>41.3 | 3147<br>38.3 | 15054<br>41.3 | 18657<br>34.3 | 301038<br>44.4  |
|                 | Disagree          | 4                | 59373<br>22.5  | 97176<br>30.8  | 2804<br>34.1 | 11970<br>32.9 | 22429<br>41.3 | 193752<br>28.6  |
|                 | Strongly disagree | 5                | 15855<br>6.0   | 24696<br>7.8   | 459<br>5.6   | 3036<br>8.3   | 6705<br>12.3  | 50751<br>7.5    |
| Column<br>Total |                   |                  | 263717<br>38.9 | 315318<br>46.5 | 8226<br>1.2  | 36434<br>5.4  | 54324<br>8.0  | 678020<br>100.0 |

Number of Missing Observations: 89510

Q30 Safety officer improves safety by XCPAY2 Recode 5 level paygrade

|                 |                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-----------------|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                 |                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q30             | Strongly agree    | 1                | 31070<br>11.8  | 29361<br>9.3   | 976<br>11.9  | 3422<br>9.4   | 6600<br>12.2  | 71430<br>10.5   |
|                 | Agree             | 2                | 79190<br>30.0  | 112930<br>35.8 | 3309<br>40.4 | 13579<br>37.4 | 23305<br>43.1 | 232312<br>34.3  |
|                 | No opinion        | 3                | 138082<br>52.4 | 150440<br>47.6 | 3361<br>41.0 | 17261<br>47.5 | 21688<br>40.1 | 330832<br>48.8  |
|                 | Disagree          | 4                | 11555<br>4.4   | 18612<br>5.9   | 474<br>5.8   | 1715<br>4.7   | 2102<br>3.9   | 34458<br>5.1    |
|                 | Strongly disagree | 5                | 3683<br>1.4    | 4418<br>1.4    | 69<br>.8     | 353<br>1.0    | 436<br>.8     | 8960<br>1.3     |
| Column<br>Total |                   |                  | 263579<br>38.9 | 315761<br>46.6 | 8189<br>1.2  | 36330<br>5.4  | 54132<br>8.0  | 677992<br>100.0 |

Number of Missing Observations: 89538

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

|                 |                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-----------------|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                 |                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q31             | Strongly agree    | 1                | 44339<br>16.8  | 41477<br>13.2  | 1239<br>15.2 | 4888<br>13.4  | 10399<br>19.2 | 102342<br>15.1  |
|                 | Agree             | 2                | 98402<br>37.4  | 147689<br>46.8 | 3987<br>48.8 | 19361<br>53.3 | 30115<br>55.5 | 299553<br>44.2  |
|                 | No opinion        | 3                | 103463<br>39.3 | 104364<br>33.1 | 2443<br>29.9 | 10823<br>29.8 | 11786<br>21.7 | 232879<br>34.4  |
|                 | Disagree          | 4                | 12432<br>4.7   | 16161<br>5.1   | 391<br>4.8   | 905<br>2.5    | 1479<br>2.7   | 31368<br>4.6    |
|                 | Strongly disagree | 5                | 4609<br>1.8    | 5549<br>1.8    | 104<br>1.3   | 380<br>1.0    | 481<br>.9     | 11123<br>1.6    |
| Column<br>Total |                   |                  | 263244<br>38.9 | 315240<br>46.5 | 8163<br>1.2  | 36358<br>5.4  | 54260<br>8.0  | 677265<br>100.0 |

Number of Missing Observations: 90265

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

|                 |                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-----------------|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                 |                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q32             | Strongly agree    | 1                | 45029<br>17.2  | 41901<br>13.3  | 1246<br>15.2 | 4757<br>13.1  | 9278<br>17.2  | 102210<br>15.1  |
|                 | Agree             | 2                | 98415<br>37.5  | 146058<br>46.3 | 3749<br>45.9 | 17593<br>48.5 | 27422<br>50.8 | 293238<br>43.4  |
|                 | No opinion        | 3                | 106085<br>40.5 | 110674<br>35.1 | 2832<br>34.7 | 12392<br>34.2 | 15319<br>28.4 | 247302<br>36.6  |
|                 | Disagree          | 4                | 9184<br>3.5    | 12900<br>4.1   | 275<br>3.4   | 1244<br>3.4   | 1542<br>2.9   | 25143<br>3.7    |
|                 | Strongly disagree | 5                | 3465<br>1.3    | 3604<br>1.1    | 69<br>.8     | 262<br>.7     | 430<br>.8     | 7831<br>1.2     |
| Column<br>Total |                   |                  | 262178<br>38.8 | 315138<br>46.6 | 8172<br>1.2  | 36248<br>5.4  | 53989<br>8.0  | 675725<br>100.0 |

Number of Missing Observations: 91805

Q33 Preventive maintenance operates poorly by XCPAY2 Recode 5 level paygrade

|                 |                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-----------------|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                 |                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q33             | Strongly agree    | 1                | 12156<br>4.6   | 12628<br>4.0   | 261<br>3.2   | 843<br>2.3    | 863<br>1.6    | 26751<br>4.0    |
|                 | Agree             | 2                | 33360<br>12.7  | 39242<br>12.5  | 1086<br>13.3 | 4195<br>11.6  | 4911<br>9.1   | 82794<br>12.3   |
|                 | No opinion        | 3                | 123585<br>47.1 | 129662<br>41.2 | 3123<br>38.2 | 15521<br>42.9 | 21052<br>38.9 | 292943<br>43.4  |
|                 | Disagree          | 4                | 72130<br>27.5  | 104397<br>33.2 | 2836<br>34.7 | 12572<br>34.7 | 20456<br>37.8 | 212391<br>31.4  |
|                 | Strongly disagree | 5                | 21341<br>8.1   | 28582<br>9.1   | 864<br>10.6  | 3066<br>8.5   | 6776<br>12.5  | 60629<br>9.0    |
| Column<br>Total |                   |                  | 262572<br>38.9 | 314512<br>46.6 | 8170<br>1.2  | 36197<br>5.4  | 54058<br>8.0  | 675509<br>100.0 |

Number of Missing Observations: 92021

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

|                 |                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-----------------|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                 |                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q34             | Strongly agree    | 1                | 32229<br>12.3  | 31951<br>10.2  | 1004<br>12.4 | 3482<br>9.6   | 8166<br>15.1  | 76832<br>11.4   |
|                 | Agree             | 2                | 69590<br>26.6  | 110334<br>35.1 | 3355<br>41.4 | 14214<br>39.3 | 24332<br>45.0 | 221824<br>32.9  |
|                 | No opinion        | 3                | 140273<br>53.7 | 141903<br>45.2 | 2976<br>36.7 | 16191<br>44.7 | 18719<br>34.6 | 320062<br>47.5  |
|                 | Disagree          | 4                | 14854<br>5.7   | 23692<br>7.5   | 629<br>7.8   | 1728<br>4.8   | 2367<br>4.4   | 43271<br>6.4    |
|                 | Strongly disagree | 5                | 4309<br>1.6    | 6396<br>2.0    | 146<br>1.8   | 590<br>1.6    | 489<br>.9     | 11930<br>1.8    |
| Column<br>Total |                   |                  | 261255<br>38.8 | 314276<br>46.6 | 8110<br>1.2  | 36205<br>5.4  | 54073<br>8.0  | 673919<br>100.0 |

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Number of Missing Observations: 93611

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

|                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q35               |                  |                |                |              |               |               |                 |
| Strongly agree    | 1                | 28767<br>11.1  | 30530<br>9.7   | 1089<br>13.5 | 2923<br>8.0   | 6081<br>11.3  | 69390<br>10.3   |
| Agree             | 2                | 61214<br>23.5  | 90533<br>28.9  | 2733<br>33.8 | 9887<br>27.2  | 17974<br>33.4 | 182342<br>27.1  |
| No opinion        | 3                | 145926<br>56.1 | 157939<br>50.4 | 3462<br>42.8 | 19336<br>53.1 | 24610<br>45.7 | 351274<br>52.3  |
| Disagree          | 4                | 17552<br>6.7   | 24947<br>8.0   | 545<br>6.7   | 3450<br>9.5   | 4446<br>8.3   | 50940<br>7.6    |
| Strongly disagree | 5                | 6660<br>2.6    | 9352<br>3.0    | 260<br>3.2   | 803<br>2.2    | 765<br>1.4    | 17841<br>2.7    |
| Column Total      |                  | 260120<br>38.7 | 313301<br>46.6 | 8091<br>1.2  | 36399<br>5.4  | 53876<br>8.0  | 671786<br>100.0 |

Number of Missing Observations: 95744

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

|                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q36               |                  |                |                |              |               |               |                 |
| Strongly agree    | 1                | 12676<br>4.8   | 7432<br>2.4    | 237<br>2.9   | 469<br>1.3    | 454<br>.8     | 21267<br>3.1    |
| Agree             | 2                | 28549<br>10.9  | 33516<br>10.6  | 1092<br>13.3 | 3082<br>8.5   | 4770<br>8.9   | 71009<br>10.5   |
| No opinion        | 3                | 121027<br>46.3 | 126122<br>39.9 | 2917<br>35.5 | 13471<br>37.0 | 18541<br>34.4 | 282077<br>41.7  |
| Disagree          | 4                | 75659<br>28.9  | 120320<br>38.1 | 3181<br>38.7 | 15743<br>43.2 | 23357<br>43.3 | 238259<br>35.2  |
| Strongly disagree | 5                | 23705<br>9.1   | 28706<br>9.1   | 785<br>9.6   | 3652<br>10.0  | 6775<br>12.6  | 63623<br>9.4    |
| Column Total      |                  | 261616<br>38.7 | 316095<br>46.7 | 8212<br>1.2  | 36416<br>5.4  | 53897<br>8.0  | 676235<br>100.0 |

Number of Missing Observations: 91295

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

|                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total   |
|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|----------------|
|                   |                  | 1              | 2              | 3            | 4             | 5             |                |
| Q37               |                  |                |                |              |               |               |                |
| Strongly agree    | 1                | 27509<br>10.5  | 24453<br>7.8   | 647<br>7.9   | 3205<br>8.8   | 6008<br>11.1  | 61822<br>9.1   |
| Agree             | 2                | 86356<br>32.8  | 128407<br>40.7 | 3722<br>45.2 | 16282<br>44.8 | 26511<br>49.1 | 261277<br>38.6 |
| No opinion        | 3                | 137716<br>52.4 | 143348<br>45.5 | 3370<br>40.9 | 15781<br>43.4 | 19952<br>37.0 | 320167<br>47.3 |
| Disagree          | 4                | 8591<br>3.3    | 15246<br>4.8   | 430<br>5.2   | 961<br>2.6    | 1359<br>2.5   | 26586<br>3.9   |
| Strongly disagree | 5                | 2879<br>1.1    | 3796<br>1.2    | 62<br>.8     | 139<br>.4     | 166<br>.3     | 7042<br>1.0    |

| Column Total | 263050<br>38.9 | 315250<br>46.6 | 8230<br>1.2 | 36367<br>5.4 | 53996<br>8.0 | 676894<br>100.0 |
|--------------|----------------|----------------|-------------|--------------|--------------|-----------------|
|--------------|----------------|----------------|-------------|--------------|--------------|-----------------|

Number of Missing Observations: 90636

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

|                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q38               |                  |                |                |              |               |               |                 |
| Strongly agree    | 1                | 39315<br>15.1  | 36174<br>11.5  | 859<br>10.5  | 3835<br>10.5  | 6979<br>13.0  | 87162<br>12.9   |
| Agree             | 2                | 106909<br>41.0 | 145204<br>46.1 | 3762<br>45.8 | 17185<br>47.3 | 25577<br>47.6 | 298635<br>44.3  |
| No opinion        | 3                | 103211<br>39.5 | 115949<br>36.8 | 3090<br>37.6 | 13825<br>38.0 | 19433<br>36.2 | 255507<br>37.9  |
| Disagree          | 4                | 8810<br>3.4    | 14249<br>4.5   | 387<br>4.7   | 1398<br>3.8   | 1522<br>2.8   | 26366<br>3.9    |
| Strongly disagree | 5                | 2776<br>1.1    | 3224<br>1.0    | 115<br>1.4   | 125<br>.3     | 187<br>.3     | 6428<br>1.0     |
| Column Total      |                  | 261021<br>38.7 | 314799<br>46.7 | 8213<br>1.2  | 36366<br>5.4  | 53698<br>8.0  | 674098<br>100.0 |

Number of Missing Observations: 93432

Q39 Medical facilities are sufficient by XCPAY2 Recode 5 level paygrade

|                   | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-------------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|                   |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q39               |                  |                |                |              |               |               |                 |
| Strongly agree    | 1                | 37906<br>14.5  | 32157<br>10.2  | 748<br>9.1   | 4510<br>12.4  | 7607<br>14.1  | 82928<br>12.3   |
| Agree             | 2                | 86308<br>32.9  | 113983<br>36.1 | 3299<br>40.4 | 15094<br>41.5 | 23746<br>44.1 | 242429<br>35.8  |
| No opinion        | 3                | 111420<br>42.5 | 115033<br>36.4 | 2959<br>36.2 | 13006<br>35.8 | 16255<br>30.2 | 258673<br>38.3  |
| Disagree          | 4                | 17636<br>6.7   | 34887<br>11.1  | 948<br>11.6  | 2814<br>7.7   | 4525<br>8.4   | 60810<br>9.0    |
| Strongly disagree | 5                | 9006<br>3.4    | 19596<br>6.2   | 221<br>2.7   | 923<br>2.5    | 1654<br>3.1   | 31399<br>4.6    |
| Column Total      |                  | 262277<br>38.8 | 315657<br>46.7 | 8174<br>1.2  | 36346<br>5.4  | 53787<br>8.0  | 676239<br>100.0 |

Number of Missing Observations: 91291

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

|                | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total   |
|----------------|------------------|----------------|----------------|--------------|---------------|---------------|----------------|
|                |                  | 1              | 2              | 3            | 4             | 5             |                |
| Q40            |                  |                |                |              |               |               |                |
| Strongly agree | 1                | 14045<br>5.3   | 10022<br>3.2   | 238<br>2.9   | 584<br>1.6    | 640<br>1.2    | 25529<br>3.8   |
| Agree          | 2                | 25282<br>9.6   | 30985<br>9.8   | 656<br>8.0   | 2001<br>5.5   | 2469<br>4.6   | 61392<br>9.1   |
| No opinion     | 3                | 134611<br>51.3 | 141833<br>44.9 | 3325<br>40.7 | 14433<br>39.8 | 18457<br>34.2 | 312658<br>46.2 |

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

Number of Missing Observations: 90988

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

|     |                   | Count        |     |        |        |       |       |       |           |
|-----|-------------------|--------------|-----|--------|--------|-------|-------|-------|-----------|
|     |                   | Col          | Pct | E1-E4  | E5-E9  | W1-W5 | 01-03 | 04-06 |           |
|     |                   |              |     | 1      | 2      | 3     | 4     | 5     | Row Total |
| Q41 | Strongly agree    | 1            |     | 32194  | 33169  | 1157  | 3686  | 8271  | 78477     |
|     |                   |              |     | 12.3   | 10.5   | 14.2  | 10.1  | 15.4  | 11.6      |
|     | Agree             | 2            |     | 70106  | 112734 | 3513  | 13900 | 23434 | 223686    |
|     |                   |              |     | 26.8   | 35.7   | 43.0  | 38.2  | 43.5  | 33.1      |
|     | No opinion        | 3            |     | 139581 | 138881 | 2843  | 16307 | 19252 | 316863    |
|     |                   |              |     | 53.3   | 44.0   | 34.8  | 44.8  | 35.8  | 46.9      |
|     | Disagree          | 4            |     | 14919  | 23022  | 562   | 2126  | 2371  | 43000     |
|     |                   |              |     | 5.7    | 7.3    | 6.9   | 5.8   | 4.4   | 6.4       |
|     | Strongly disagree | 5            |     | 4876   | 7969   | 92    | 352   | 481   | 13769     |
|     |                   |              |     | 1.9    | 2.5    | 1.1   | 1.0   | .9    | 2.0       |
|     |                   | Column Total |     | 261675 | 315774 | 8168  | 36370 | 53808 | 675796    |
|     |                   |              |     | 38.7   | 46.7   | 1.2   | 5.4   | 8.0   | 100.0     |

Number of Missing Observations: 91734

-

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

|     |                   | Count        |        |        |       |       |       |        |       |
|-----|-------------------|--------------|--------|--------|-------|-------|-------|--------|-------|
|     |                   | Col          | Pct    | E1-E4  | E5-E9 | W1-W5 | 01-03 | 04-06  | Row   |
|     |                   |              |        | 1      | 2     | 3     | 4     | 5      | Total |
| Q42 | Strongly agree    | 1            | 26026  | 24815  | 603   | 2724  | 5364  | 59533  |       |
|     |                   |              | 10.0   | 8.0    | 7.5   | 7.6   | 10.1  | 8.9    |       |
|     | Agree             | 2            | 77845  | 112636 | 3007  | 13813 | 23080 | 230381 |       |
|     |                   |              | 30.0   | 36.1   | 37.4  | 38.5  | 43.3  | 34.5   |       |
|     | No opinion        | 3            | 128115 | 130147 | 3081  | 13592 | 16797 | 291731 |       |
|     |                   |              | 49.4   | 41.7   | 38.3  | 37.9  | 31.5  | 43.6   |       |
|     | Disagree          | 4            | 20056  | 30349  | 1074  | 4610  | 6094  | 62182  |       |
|     |                   |              | 7.7    | 9.7    | 13.4  | 12.8  | 11.4  | 9.3    |       |
|     | Strongly disagree | 5            | 7119   | 14108  | 276   | 1142  | 2017  | 24662  |       |
|     |                   |              | 2.7    | 4.5    | 3.4   | 3.2   | 3.8   | 3.7    |       |
|     |                   | Column Total | 259162 | 312055 | 8042  | 35881 | 53351 | 668490 |       |
|     |                   |              | 38.8   | 46.7   | 1.2   | 5.4   | 8.0   | 100.0  |       |

Number of Missing Observations: 99040

-

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

|                | Count<br>Col Pct | E1-E4 | E5-E9 | W1-W5 | 01-03 | 04-06 | Row<br>Total |
|----------------|------------------|-------|-------|-------|-------|-------|--------------|
|                |                  | 1     | 2     | 3     | 4     | 5     |              |
| Q43            | 1                | 13091 | 6485  | 135   | 353   | 436   | 20501        |
|                |                  | 5.0   | 2.1   | 1.6   | 1.0   | .8    | 3.0          |
| Strongly agree | 2                | 19285 | 18612 | 496   | 1022  | 1305  | 40720        |

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

Number of Missing Observations: 91967

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Q44 Supervisors always investigate accidents by XCPAY2 Recode 5 level paygrade

|     |                | Count<br>Col Pct | E1-E4          | E5-E9          | W1-W5        | 01-03         | 04-06         | Row<br>Total    |
|-----|----------------|------------------|----------------|----------------|--------------|---------------|---------------|-----------------|
|     |                |                  | 1              | 2              | 3            | 4             | 5             |                 |
| Q44 | Strongly agree | 1                | 30414<br>11.6  | 32641<br>10.4  | 1067<br>13.2 | 3916<br>10.8  | 8396<br>15.7  | 76435<br>11.3   |
|     |                | 2                | 89252<br>34.0  | 129412<br>41.3 | 3417<br>42.3 | 15988<br>43.9 | 25320<br>47.3 | 263388<br>39.1  |
|     | Agree          | 3                | 129969<br>49.5 | 132242<br>42.2 | 3157<br>39.1 | 15442<br>42.4 | 17793<br>33.2 | 298602<br>44.3  |
|     |                | 4                | 9845<br>3.8    | 15281<br>4.9   | 316<br>3.9   | 713<br>2.0    | 1560<br>2.9   | 27715<br>4.1    |
|     | Disagree       | 5                | 2921<br>1.1    | 3538<br>1.1    | 119<br>1.5   | 347<br>1.0    | 454<br>.8     | 7379<br>1.1     |
|     |                | Column<br>Total  | 262401<br>39.0 | 313114<br>46.5 | 8077<br>1.2  | 36405<br>5.4  | 53522<br>7.9  | 673519<br>100.0 |

Number of Missing Observations: 94011

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

|     |                   | Count<br>Col Pct | E1-E4         | E5-E9          | W1-W5          | 01-03        | 04-06         |               |
|-----|-------------------|------------------|---------------|----------------|----------------|--------------|---------------|---------------|
|     |                   |                  | 1             | 2              | 3              | 4            | 5             | Row<br>Total  |
| Q45 |                   |                  |               |                |                |              |               |               |
|     | Strongly agree    | 1                | 37204<br>14.2 | 31882<br>10.1  | 711<br>8.7     | 3883<br>10.6 | 7010<br>12.9  | 80690<br>11.9 |
|     |                   | Agree            | 2             | 106687<br>40.7 | 150347<br>47.6 | 4266<br>52.2 | 19271<br>52.8 | 30420<br>56.0 |
|     | No opinion        |                  | 3             | 101917<br>38.8 | 103884<br>32.9 | 2348<br>28.7 | 10769<br>29.5 | 13185<br>24.3 |
|     |                   | Disagree         | 4             | 13254<br>5.0   | 22503<br>7.1   | 652<br>8.0   | 2093<br>5.7   | 3001<br>5.5   |
|     | Strongly disagree |                  | 5             | 3386<br>1.3    | 7468<br>2.4    | 192<br>2.4   | 484<br>1.3    | 729<br>1.3    |
|     |                   | Column<br>Total  |               | 262447<br>38.7 | 316085<br>46.7 | 8169<br>1.2  | 36500<br>5.4  | 54345<br>8.0  |

Number of Missing Observations: 89984

-

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

|  | Count<br>Col Pct | E1-E4 | E5-E9 | W1-W5 | 01-03 | 04-06 | Row<br>Total |
|--|------------------|-------|-------|-------|-------|-------|--------------|
|  |                  | 1     | 2     | 3     | 4     | 5     |              |

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

Number of Missing Observations: 88638

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

|                   |   |                  |        |       |       |       |       |              |
|-------------------|---|------------------|--------|-------|-------|-------|-------|--------------|
|                   |   | Count<br>Col Pct | E1-E4  | E5-E9 | W1-W5 | O1-O3 | O4-O6 | Row<br>Total |
|                   |   |                  | 1      | 2     | 3     | 4     | 5     |              |
| Q47               |   |                  |        |       |       |       |       |              |
|                   | 1 | 13443            | 7350   | 91    | 519   | 681   |       | 22085        |
| Strongly agree    |   | 5.1              | 2.3    | 1.1   | 1.4   | 1.3   |       | 3.3          |
|                   | 2 | 20822            | 26145  | 712   | 2565  | 3535  |       | 53778        |
| Agree             |   | 7.9              | 8.3    | 8.7   | 7.0   | 6.5   |       | 7.9          |
|                   | 3 | 121762           | 127563 | 3118  | 13907 | 16793 |       | 283143       |
| No opinion        |   | 46.2             | 40.4   | 38.3  | 38.0  | 31.0  |       | 41.7         |
|                   | 4 | 70717            | 117234 | 3459  | 15602 | 24580 |       | 231592       |
| Disagree          |   | 26.8             | 37.1   | 42.5  | 42.6  | 45.4  |       | 34.1         |
|                   | 5 | 36878            | 37564  | 769   | 4047  | 8573  |       | 87832        |
| Strongly disagree |   | 14.0             | 11.9   | 9.4   | 11.0  | 15.8  |       | 12.9         |
|                   |   |                  |        |       |       |       |       |              |
| Column Total      |   | 263623           | 315856 | 8149  | 36639 | 54162 |       | 678430       |
|                   |   | 38.9             | 46.6   | 1.2   | 5.4   | 8.0   |       | 100.0        |

Number of Missing Observations: 89100

-

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

|                |   |                  |        |       |       |       |       |              |
|----------------|---|------------------|--------|-------|-------|-------|-------|--------------|
|                |   | Count<br>Col Pct | E1-E4  | E5-E9 | W1-W5 | O1-O3 | O4-O6 | Row<br>Total |
|                |   |                  | 1      | 2     | 3     | 4     | 5     |              |
| Q48            |   |                  |        |       |       |       |       |              |
|                | 1 | 47710            | 50292  | 1330  | 5795  | 10780 |       | 115907       |
| Strongly agree |   | 18.1             | 15.9   | 16.3  | 15.8  | 19.9  |       | 17.1         |
|                | 2 | 101683           | 152355 | 4105  | 19428 | 28643 |       | 306214       |
| Agree          |   | 38.6             | 48.1   | 50.2  | 53.1  | 52.8  |       | 45.1         |
|                | 3 | 105388           | 101455 | 2331  | 10601 | 13525 |       | 233301       |
| No opinion     |   | 40.0             | 32.1   | 28.5  | 29.0  | 24.9  |       | 34.4         |
|                | 4 | 6689             | 9271   | 328   | 522   | 1070  |       | 17879        |
|                |   |                  |        |       |       |       |       |              |

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

Number of Missing Observations: 88523

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

|                   |   |                  |        |       |       |       |       |              |
|-------------------|---|------------------|--------|-------|-------|-------|-------|--------------|
|                   |   | Count<br>Col Pct | E1-E4  | E5-E9 | W1-W5 | O1-O3 | O4-O6 | Row<br>Total |
|                   |   |                  | 1      | 2     | 3     | 4     | 5     |              |
| Q49               |   |                  |        |       |       |       |       |              |
|                   | 1 | 31926            | 30221  | 803   | 3187  | 6699  |       | 72837        |
| Strongly agree    |   | 12.1             | 9.6    | 9.8   | 8.7   | 12.4  |       | 10.7         |
|                   | 2 | 68517            | 103613 | 2880  | 11787 | 19855 |       | 206653       |
| Agree             |   | 26.0             | 32.8   | 35.1  | 32.3  | 36.7  |       | 30.5         |
|                   | 3 | 144060           | 150862 | 3395  | 18363 | 23378 |       | 340059       |
| No opinion        |   | 54.7             | 47.7   | 41.4  | 50.4  | 43.2  |       | 50.1         |
|                   | 4 | 13239            | 24349  | 992   | 2681  | 3563  |       | 44825        |
| Disagree          |   | 5.0              | 7.7    | 12.1  | 7.4   | 6.6   |       | 6.6          |
|                   | 5 | 5648             | 6913   | 135   | 425   | 628   |       | 13748        |
| Strongly disagree |   | 2.1              | 2.2    | 1.6   | 1.2   | 1.2   |       | 2.0          |
|                   |   |                  |        |       |       |       |       |              |
| Column Total      |   | 263390           | 315959 | 8205  | 36444 | 54123 |       | 678121       |
|                   |   | 38.8             | 46.6   | 1.2   | 5.4   | 8.0   |       | 100.0        |

Number of Missing Observations: 89409

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

|                   |   |                  |        |       |       |       |       |              |
|-------------------|---|------------------|--------|-------|-------|-------|-------|--------------|
|                   |   | Count<br>Col Pct | E1-E4  | E5-E9 | W1-W5 | O1-O3 | O4-O6 | Row<br>Total |
|                   |   |                  | 1      | 2     | 3     | 4     | 5     |              |
| Q50               |   |                  |        |       |       |       |       |              |
|                   | 1 | 14965            | 10272  | 122   | 571   | 936   |       | 26866        |
| Strongly agree    |   | 5.7              | 3.3    | 1.5   | 1.6   | 1.7   |       | 4.0          |
|                   | 2 | 32509            | 40908  | 1231  | 4790  | 4955  |       | 84393        |
| Agree             |   | 12.4             | 13.0   | 15.1  | 13.2  | 9.1   |       | 12.5         |
|                   | 3 | 136268           | 149007 | 3354  | 17023 | 21954 |       | 327605       |
| No opinion        |   | 51.9             | 47.3   | 41.1  | 46.8  | 40.5  |       | 48.4         |
|                   | 4 | 63281            | 94648  | 2882  | 11547 | 20961 |       | 193318       |
| Disagree          |   | 24.1             | 30.0   | 35.3  | 31.7  | 38.6  |       | 28.6         |
|                   | 5 | 15735            | 20417  | 579   | 2478  | 5450  |       | 44659        |
| Strongly disagree |   | 6.0              | 6.5    | 7.1   | 6.8   | 10.0  |       | 6.6          |
|                   |   |                  |        |       |       |       |       |              |
| Column Total      |   | 262758           | 315252 | 8166  | 36410 | 54255 |       | 676841       |
|                   |   | 38.8             | 46.6   | 1.2   | 5.4   | 8.0   |       | 100.0        |

Number of Missing Observations: 90689

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## Appendix G – Response Distributions by Work Location

Q1 Personnel identify hazards by WORKLOC Location

| Other                                 | Count<br>Col Pct | Office     | Shop      | Maintenance | Outdoors  | Flightline | Ship    | Clinic/Hospital |
|---------------------------------------|------------------|------------|-----------|-------------|-----------|------------|---------|-----------------|
|                                       |                  |            |           |             |           |            |         |                 |
| Row                                   |                  | 1          | 2         | 3           | 4         | 5          | 6       | 7               |
| 8   Total                             |                  |            |           |             |           |            |         |                 |
| Q1                                    |                  |            |           |             |           |            |         |                 |
| 25865   258439<br>Strongly agree      | 36.8   37.6      | 1   99035  | 2   25996 | 3   28889   | 4   46480 | 5   18479  | 6   846 | 7   12849       |
| 24732   297126<br>Agree               | 35.2   43.2      | 1   128164 | 2   24474 | 3   30287   | 4   54915 | 5   19268  | 6   570 | 7   14716       |
| 16782   107214<br>No opinion          | 23.9   15.6      | 3   45968  | 4   8594  | 5   8234    | 6   18763 | 7   4074   | 8   760 | 9   4039        |
| 2202   21420<br>Disagree              | 3.1   3.1        | 4   7503   | 5   1666  | 6   2635    | 7   5268  | 8   804    | 9   72  | 10   1270       |
| 710   3958<br>Strongly disagree       | 1.0   .6         | 5   1412   | 6   189   | 7   383     | 8   816   | 9   223    | 10      | 11   225        |
| Column Total                          |                  | 282083     | 60918     | 70428       | 126242    | 42848      | 2248    | 33099           |
| 70291   688156<br>Total               | 10.2   100.0     | 41.0       | 8.9       | 10.2        | 18.3      | 6.2        | .3      | 4.8             |
| Number of Missing Observations: 79374 |                  |            |           |             |           |            |         |                 |

Q2 Frequent contact between personnel and 1 by WORKLOC Location

| Other                                 | Count<br>Col Pct | Office     | Shop      | Maintenance | Outdoors  | Flightline | Ship    | Clinic/Hospital |
|---------------------------------------|------------------|------------|-----------|-------------|-----------|------------|---------|-----------------|
|                                       |                  |            |           |             |           |            |         |                 |
| Row                                   |                  | 1          | 2         | 3           | 4         | 5          | 6       | 7               |
| 8   Total                             |                  |            |           |             |           |            |         |                 |
| Q2                                    |                  |            |           |             |           |            |         |                 |
| 18810   176764<br>Strongly agree      | 26.9   25.7      | 1   70415  | 2   17943 | 3   19924   | 4   29950 | 5   11175  | 6   674 | 7   7873        |
| 24034   310110<br>Agree               | 34.3   45.2      | 2   135115 | 3   25815 | 4   30700   | 5   58516 | 6   20332  | 7   668 | 8   14929       |
| 16492   122706<br>No opinion          | 23.6   17.9      | 3   48250  | 4   11823 | 5   11608   | 6   21031 | 7   6477   | 8   739 | 9   6286        |
| 8771   59327<br>Disagree              | 12.5   8.6       | 4   22572  | 5   4177  | 6   5395    | 7   12247 | 8   3315   | 9   98  | 10   2752       |
| Column Total                          |                  | 282083     | 60918     | 70428       | 126242    | 42848      | 2248    | 33099           |
| 70291   688156<br>Total               | 10.2   100.0     | 41.0       | 8.9       | 10.2        | 18.3      | 6.2        | .3      | 4.8             |
| Number of Missing Observations: 79374 |                  |            |           |             |           |            |         |                 |

|                                       |              |          |         |          |          |          |         |           |
|---------------------------------------|--------------|----------|---------|----------|----------|----------|---------|-----------|
| 1884   17662<br>Strongly disagree     | 2.7   2.6    | 5   5525 | 6   961 | 7   2366 | 8   4378 | 9   1460 | 10   68 | 11   1019 |
| Column Total                          |              | 281877   | 60718   | 69994    | 126121   | 42758    | 2248    | 32859     |
| 69991   686568<br>Total               | 10.2   100.0 | 41.1     | 8.8     | 10.2     | 18.4     | 6.2      | .3      | 4.8       |
| Number of Missing Observations: 80962 |              |          |         |          |          |          |         |           |

Q3 Safety takes a back seat to production by WORKLOC Location

| Other                                 | Count<br>Col Pct | Office     | Shop      | Maintenance | Outdoors  | Flightline | Ship     | Clinic/Hospital |
|---------------------------------------|------------------|------------|-----------|-------------|-----------|------------|----------|-----------------|
|                                       |                  |            |           |             |           |            |          |                 |
| Row                                   |                  | 1          | 2         | 3           | 4         | 5          | 6        | 7               |
| 8   Total                             |                  |            |           |             |           |            |          |                 |
| Q3                                    |                  |            |           |             |           |            |          |                 |
| 5349   34368<br>Strongly agree        | 7.7   5.0        | 1   9657   | 2   4074  | 3   4320    | 4   7691  | 5   1659   | 6   41   | 7   1577        |
| 7201   68008<br>Agree                 | 10.4   9.9       | 2   28857  | 3   5290  | 4   5270    | 5   15523 | 6   3468   | 7   3    | 8   2396        |
| 18419   148486<br>No opinion          | 26.6   21.7      | 3   60272  | 4   12815 | 5   15947   | 6   26604 | 7   7336   | 8   899  | 9   6194        |
| 24822   276179<br>Disagree            | 35.8   40.3      | 4   117766 | 5   23244 | 6   25301   | 7   50230 | 8   18689  | 9   910  | 10   15217      |
| 13563   157674<br>Strongly disagree   | 19.6   23.0      | 5   64564  | 6   15124 | 7   18906   | 8   25865 | 9   11738  | 10   395 | 11   7519       |
| Column Total                          |                  | 281116     | 60547     | 69744       | 125913    | 42890      | 2248     | 32903           |
| 69354   684715<br>Total               | 10.1   100.0     | 41.1       | 8.8       | 10.2        | 18.4      | 6.3        | .3       | 4.8             |
| Number of Missing Observations: 82815 |                  |            |           |             |           |            |          |                 |

Q4 Personnel revise safety & health practice by WORKLOC Location

| Other                                 | Count<br>Col Pct | Office    | Shop      | Maintenance | Outdoors  | Flightline | Ship    | Clinic/Hospital |
|---------------------------------------|------------------|-----------|-----------|-------------|-----------|------------|---------|-----------------|
|                                       |                  |           |           |             |           |            |         |                 |
| Row                                   |                  | 1         | 2         | 3           | 4         | 5          | 6       | 7               |
| 8   Total                             |                  |           |           |             |           |            |         |                 |
| Q4                                    |                  |           |           |             |           |            |         |                 |
| 10150   94658<br>Strongly agree       | 14.8   14.0      | 1   34637 | 2   10570 | 3   12074   | 4   15292 | 5   6679   | 6   415 | 7   4840        |
| Column Total                          |                  | 281116    | 60547     | 69744       | 125913    | 42890      | 2248    | 32903           |
| 69354   684715<br>Total               | 10.1   100.0     | 41.1      | 8.8       | 10.2        | 18.4      | 6.3        | .3      | 4.8             |
| Number of Missing Observations: 82815 |                  |           |           |             |           |            |         |                 |



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|---------------------------------------|--------|--------|--------|-------|--------|-------|-------|-------|-------|--|
|                                       |        | 2      | 110417 | 23141 | 26315  | 50514 | 16356 | 641   | 13274 |  |
| 23029                                 | 263688 |        | 39.7   | 38.5  | 38.0   | 40.4  | 38.6  | 28.5  | 40.7  |  |
| Agree                                 |        |        |        |       |        |       |       |       |       |  |
| 33.7                                  | 38.9   |        |        |       |        |       |       |       |       |  |
|                                       |        | 3      | 98137  | 19302 | 23355  | 39968 | 14252 | 1069  | 11179 |  |
| 26863                                 | 234127 |        | 35.3   | 32.1  | 33.7   | 32.0  | 33.7  | 47.6  | 34.2  |  |
| No opinion                            |        |        |        |       |        |       |       |       |       |  |
| 39.3                                  | 34.5   |        |        |       |        |       |       |       |       |  |
|                                       |        | 4      | 30207  | 6193  | 5863   | 13240 | 3857  | 122   | 2279  |  |
| 6537                                  | 68298  |        | 10.9   | 10.3  | 8.5    | 10.6  | 9.1   | 5.4   | 7.0   |  |
| Disagree                              |        |        |        |       |        |       |       |       |       |  |
| 9.6                                   | 10.1   |        |        |       |        |       |       |       |       |  |
|                                       |        | 5      | 4773   | 939   | 1612   | 5916  | 1204  |       | 1078  |  |
| 1837                                  | 17358  |        | 1.7    | 1.6   | 2.3    | 4.7   | 2.8   |       | 3.3   |  |
| Strongly disagree                     |        |        |        |       |        |       |       |       |       |  |
| 2.7                                   | 2.6    |        |        |       |        |       |       |       |       |  |
|                                       |        |        |        |       |        |       |       |       |       |  |
| Column                                |        | 278172 | 60145  | 69220 | 124930 | 42348 | 2248  | 32650 |       |  |
| 68417                                 | 678130 | Total  | 41.0   | 8.9   | 10.2   | 18.4  | 6.2   | .3    | 4.8   |  |
| 10.1                                  | 100.0  |        |        |       |        |       |       |       |       |  |
| Number of Missing Observations: 89400 |        |        |        |       |        |       |       |       |       |  |

Q5 Supervisor maintain high safety standard by WORKLOC Location

|                   |        | Count<br>Col Pct | Office | Shop  | Mainten<br>ance | Outdoors<br>/Field | Flight<br>line | Ship | Clinic/H<br>ospital |
|-------------------|--------|------------------|--------|-------|-----------------|--------------------|----------------|------|---------------------|
| Other             | Row    |                  | 1      | 2     | 3               | 4                  | 5              | 6    | 7                   |
| 8                 | Total  |                  |        |       |                 |                    |                |      |                     |
| Q5                |        |                  |        |       |                 |                    |                |      |                     |
| 16740             | 170282 | 1                | 63680  | 20147 | 22333           | 25269              | 13275          | 565  | 8273                |
| Strongly agree    |        |                  | 22.7   | 33.2  | 32.0            | 20.0               | 31.0           | 25.1 | 25.1                |
| 24.0              | 24.9   |                  |        |       |                 |                    |                |      |                     |
|                   |        | 2                | 135388 | 24401 | 28486           | 62707              | 19902          | 650  | 14861               |
| 27094             | 313490 |                  | 48.2   | 40.3  | 40.9            | 49.7               | 46.5           | 28.9 | 45.0                |
| 38.8              | 45.8   |                  |        |       |                 |                    |                |      |                     |
|                   |        | 3                | 67987  | 12980 | 15264           | 29712              | 7760           | 971  | 8093                |
| 20570             | 163337 |                  | 24.2   | 21.4  | 21.9            | 23.6               | 18.1           | 43.2 | 24.5                |
| 29.5              | 23.8   |                  |        |       |                 |                    |                |      |                     |
|                   |        | 4                | 9123   | 1855  | 2507            | 5064               | 1208           | 53   | 1079                |
| 4029              | 24917  |                  | 3.2    | 3.1   | 3.6             | 4.0                | 2.8            | 2.4  | 3.3                 |
| Disagree          |        |                  |        |       |                 |                    |                |      |                     |
| 5.8               | 3.6    |                  |        |       |                 |                    |                |      |                     |
|                   |        | 5                | 4612   | 1214  | 1109            | 3296               | 676            | 10   | 705                 |
| 1399              | 13020  |                  | 1.6    | 2.0   | 1.6             | 2.6                | 1.6            | .4   | 2.1                 |
| Strongly disagree |        |                  |        |       |                 |                    |                |      |                     |
| 2.0               | 1.9    |                  |        |       |                 |                    |                |      |                     |
|                   |        | Column           | 280790 | 60596 | 69699           | 126049             | 42822          | 2248 | 33011               |
| 69832             | 685046 |                  |        |       |                 |                    |                |      |                     |
| Total             |        |                  | 41.0   | 8.8   | 10.2            | 18.4               | 6.3            | .3   | 4.8                 |
| 10.2              | 100.0  |                  |        |       |                 |                    |                |      |                     |

Number of Missing Observations: 82484

Q6 Inspections made at regular intervals by WORKLOC Location

|                                 |                  |     |        |       |             |          |        |      |                 |
|---------------------------------|------------------|-----|--------|-------|-------------|----------|--------|------|-----------------|
| Other                           | Count<br>Col Pct | Row | Office | Shop  | Maintenance | Outdoors | Flight | Ship | Clinic/Hospital |
|                                 |                  |     |        |       |             |          |        |      |                 |
| 8                               | Total            |     | 1      | 2     | 3           | 4        | 5      | 6    | 7               |
| Q6                              |                  |     |        |       |             |          |        |      |                 |
| 10798<br>Strongly agree<br>15.6 | 103574<br>15.1   | 1   | 38494  | 10445 | 13256       | 16371    | 7696   | 511  | 6003            |
|                                 |                  |     | 13.7   | 17.3  | 19.0        | 13.0     | 18.0   | 22.7 | 18.3            |
| 16628<br>Agree<br>24.0          | 241562<br>35.3   | 2   | 103930 | 22954 | 26637       | 43200    | 16803  | 440  | 10970           |
|                                 |                  |     | 36.9   | 38.0  | 38.3        | 34.3     | 39.3   | 19.6 | 33.4            |

|                                       |  |        |        |       |       |        |       |      |       |
|---------------------------------------|--|--------|--------|-------|-------|--------|-------|------|-------|
|                                       |  |        |        |       |       |        |       |      |       |
| 33374   267851                        |  | 3      | 110938 | 21840 | 23550 | 50681  | 13568 | 1145 | 12755 |
| No opinion                            |  |        | 39.4   | 36.2  | 33.8  | 40.3   | 31.8  | 50.9 | 38.8  |
| 48.1   39.1                           |  |        |        |       |       |        |       |      |       |
|                                       |  |        |        |       |       |        |       |      |       |
| 6323   54436                          |  | 4      | 22605  | 4054  | 4495  | 10905  | 3642  | 152  | 2259  |
| Disagree                              |  |        | 8.0    | 6.7   | 6.5   | 8.7    | 8.5   | 6.8  | 6.9   |
| 9.1   8.0                             |  |        |        |       |       |        |       |      |       |
|                                       |  |        |        |       |       |        |       |      |       |
| 2300   16977                          |  | 5      | 5349   | 1088  | 1649  | 4752   | 995   |      | 844   |
| Strongly disagree                     |  |        | 1.9    | 1.8   | 2.4   | 3.8    | 2.3   |      | 2.6   |
| 3.3   2.5                             |  |        |        |       |       |        |       |      |       |
|                                       |  |        |        |       |       |        |       |      |       |
| 69422                                 |  | Column | 281316 | 60382 | 69588 | 125909 | 42705 | 2248 | 32831 |
| 684400                                |  | Total  | 41.1   | 8.8   | 10.2  | 18.4   | 6.2   | .3   | 4.8   |
| 10.1   100.0                          |  |        |        |       |       |        |       |      |       |
|                                       |  |        |        |       |       |        |       |      |       |
| Number of Missing Observations: 83130 |  |        |        |       |       |        |       |      |       |

Q7 Leadership safety views seldom communicate by WORKLOC Location

| Other | Count<br>Col Pct | Row                         | Office | Shop   | Maintena | Outdoors | Flight | Ship  | Clinic/H |       |
|-------|------------------|-----------------------------|--------|--------|----------|----------|--------|-------|----------|-------|
|       |                  |                             |        |        | nice     | /Field   | ne     |       | ospital  |       |
| 8     | Total            |                             | 1      | 2      | 3        | 4        | 5      | 6     | 7        |       |
| Q7    |                  |                             |        |        |          |          |        |       |          |       |
| 6032  | 54120            | Strongly agree<br>8.7   7.9 | 1      | 17744  | 7409     | 7334     | 9114   | 2775  | 31       | 3681  |
|       |                  |                             |        | 6.3    | 12.3     | 10.5     | 7.2    | 6.5   | 1.4      | 11.2  |
| 8.7   | 7.9              |                             |        |        |          |          |        |       |          |       |
|       |                  |                             |        |        |          |          |        |       |          |       |
|       |                  | 2                           | 1      | 50561  | 8340     | 10764    | 21752  | 6348  | 175      | 4172  |
| 12136 | 114248           |                             |        | 18.0   | 13.8     | 15.4     | 17.3   | 14.9  | 7.9      | 12.7  |
| 17.4  | 16.7             |                             |        |        |          |          |        |       |          |       |
|       |                  |                             |        |        |          |          |        |       |          |       |
|       |                  | 3                           | 1      | 71103  | 17998    | 20060    | 33596  | 8007  | 1115     | 8166  |
| 27906 | 187950           |                             |        | 25.3   | 29.8     | 28.7     | 26.7   | 18.8  | 50.6     | 24.9  |
| 40.0  | 27.5             |                             |        |        |          |          |        |       |          |       |
|       |                  |                             |        |        |          |          |        |       |          |       |
|       |                  | 4                           | 1      | 101394 | 18239    | 21856    | 45140  | 16814 | 646      | 12110 |
| 17180 | 233379           |                             |        | 36.1   | 30.2     | 31.3     | 35.8   | 39.4  | 29.3     | 37.0  |
| 24.6  | 34.1             |                             |        |        |          |          |        |       |          |       |
|       |                  |                             |        |        |          |          |        |       |          |       |
|       |                  | 5                           | 1      | 40066  | 8488     | 9805     | 16372  | 8753  | 237      | 4621  |
| 6468  | 94810            |                             |        | 14.3   | 14.0     | 14.0     | 13.0   | 20.5  | 10.8     | 14.1  |
| 9.3   | 13.9             |                             |        |        |          |          |        |       |          |       |
|       |                  |                             |        |        |          |          |        |       |          |       |
|       |                  | Column                      | 280867 | 60475  | 69819    | 125973   | 42697  | 2204  | 32750    |       |
| 69722 | 684507           | Total                       | 41.0   | 8.8    | 10.2     | 18.4     | 6.2    | .3    | 4.8      |       |
| 10.2  | 100.0            |                             |        |        |          |          |        |       |          |       |

Number of Missing Observations: 83023

Q8 Safety meetings held less often than necessary by WORKLOC Location

|                               |                  |     |        |       |             |          |        |      |                 |
|-------------------------------|------------------|-----|--------|-------|-------------|----------|--------|------|-----------------|
| Other                         | Count<br>Col Pct | Row | Office | Shop  | Maintenance | Outdoors | Flight | Ship | Clinic/Hospital |
|                               |                  |     |        |       |             |          |        |      |                 |
| 8                             | Total            |     | 1      | 2     | 3           | 4        | 5      | 6    | 7               |
| Q8                            |                  |     |        |       |             |          |        |      |                 |
| 5729<br>Strongly agree<br>8.2 | 41080<br>6.0     | 1   | 16440  | 4511  | 3869        | 7074     | 1744   | 82   | 1632            |
|                               |                  |     | 5.9    | 7.4   | 5.5         | 5.6      | 4.1    | 3.6  | 5.0             |
| 14795<br>Agree<br>21.3        | 132008<br>19.3   | 2   | 54978  | 10227 | 13744       | 26376    | 5568   | 215  | 6104            |
|                               |                  |     | 19.7   | 16.9  | 19.7        | 21.0     | 13.0   | 9.6  | 18.9            |
| 29174<br>No opinion<br>42.0   | 269948<br>39.6   | 3   | 113883 | 20764 | 25980       | 50561    | 14586  | 1147 | 13852           |
|                               |                  |     | 40.7   | 34.2  | 37.3        | 40.2     | 34.1   | 51.0 | 42.8            |

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|                                       |        |       |       |        |       |       |       |      |      |  |
|---------------------------------------|--------|-------|-------|--------|-------|-------|-------|------|------|--|
| 15887                                 | 194762 | 4     | 78460 | 21005  | 20518 | 33848 | 15264 | 745  | 9034 |  |
| Disagree                              |        |       | 28.1  | 34.6   | 29.4  | 26.9  | 35.7  | 33.2 | 27.9 |  |
| 22.9                                  | 28.5   |       |       |        |       |       |       |      |      |  |
| 3899                                  | 44585  | 5     | 15773 | 4119   | 5624  | 7792  | 5561  | 59   | 1758 |  |
| Strongly disagree                     |        |       | 5.6   | 6.8    | 8.1   | 6.2   | 13.0  | 2.6  | 5.4  |  |
| 5.6                                   | 6.5    |       |       |        |       |       |       |      |      |  |
| Column                                | 279534 | 60627 | 69735 | 125652 | 42723 | 2248  | 32380 |      |      |  |
| 69484                                 | 682382 | Total | 41.0  | 8.9    | 10.2  | 18.4  | 6.3   | .3   | 4.7  |  |
| 10.2                                  | 100.0  |       |       |        |       |       |       |      |      |  |
| Number of Missing Observations: 85148 |        |       |       |        |       |       |       |      |      |  |

Q9 Good teamwork exists within unit by WORKLOC Location

|                                       |        |                   |        |        |          |          |        |         |          |  |
|---------------------------------------|--------|-------------------|--------|--------|----------|----------|--------|---------|----------|--|
| Other                                 | Count  | Col Pct           | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |  |
|                                       |        |                   |        |        | nce      | /Field   | ne     |         | ospital  |  |
| Row                                   |        |                   | 1      | 2      | 3        | 4        | 5      | 6       | 7        |  |
| 8   Total                             |        |                   |        |        |          |          |        |         |          |  |
| Q9                                    |        |                   |        |        |          |          |        |         |          |  |
| 1                                     | 59762  | 16650             | 15794  | 31361  | 11010    | 672      | 7500   |         |          |  |
| 15388                                 | 158137 | Strongly agree    | 21.4   | 27.6   | 22.8     | 25.2     | 26.0   | 29.9    | 23.1     |  |
| 22.1                                  | 23.3   |                   |        |        |          |          |        |         |          |  |
| 2                                     | 143712 | 27781             | 32293  | 59704  | 21095    | 778      | 15972  |         |          |  |
| 28536                                 | 329872 | Agree             | 51.6   | 46.1   | 46.6     | 47.9     | 49.9   | 34.6    | 49.2     |  |
| 41.0                                  | 48.6   |                   |        |        |          |          |        |         |          |  |
| 3                                     | 51100  | 11574             | 13681  | 21557  | 6629     | 726      | 5075   |         |          |  |
| 18486                                 | 128828 | No opinion        | 18.3   | 19.2   | 19.7     | 17.3     | 15.7   | 32.3    | 15.6     |  |
| 26.6                                  | 19.0   |                   |        |        |          |          |        |         |          |  |
| 4                                     | 18345  | 2971              | 4959   | 7472   | 2686     | 62       | 2609   |         |          |  |
| 4641                                  | 43746  | Disagree          | 6.6    | 4.9    | 7.2      | 6.0      | 6.3    | 2.8     | 8.0      |  |
| 6.7                                   | 6.4    |                   |        |        |          |          |        |         |          |  |
| 5                                     | 5740   | 1271              | 2597   | 4521   | 894      | 10       | 1276   |         |          |  |
| 2495                                  | 18803  | Strongly disagree | 2.1    | 2.1    | 3.7      | 3.6      | 2.1    | .4      | 3.9      |  |
| 3.6                                   | 2.8    |                   |        |        |          |          |        |         |          |  |
| Column                                | 278659 | 60248             | 69323  | 124615 | 42315    | 2248     | 32433  |         |          |  |
| 69545                                 | 679387 | Total             | 41.0   | 8.9    | 10.2     | 18.3     | 6.2    | .3      | 4.8      |  |
| 10.2                                  | 100.0  |                   |        |        |          |          |        |         |          |  |
| Number of Missing Observations: 88143 |        |                   |        |        |          |          |        |         |          |  |

Q10 Leadership shows that it cares about saf by WORKLOC Location

|           |        |                |        |       |          |          |        |         |          |  |
|-----------|--------|----------------|--------|-------|----------|----------|--------|---------|----------|--|
| Other     | Count  | Col Pct        | Office | Shop  | Maintena | Outdoors | Flight | li Ship | Clinic/H |  |
|           |        |                |        |       | nce      | /Field   | ne     |         | ospital  |  |
| Row       |        |                | 1      | 2     | 3        | 4        | 5      | 6       | 7        |  |
| 8   Total |        |                |        |       |          |          |        |         |          |  |
| Q10       |        |                |        |       |          |          |        |         |          |  |
| 1         | 65481  | 18145          | 18410  | 28906 | 11556    | 535      | 6988   |         |          |  |
| 14235     | 164256 | Strongly agree | 23.5   | 30.0  | 26.4     | 23.1     | 27.1   | 23.8    | 21.6     |  |
| 20.7      | 24.2   |                |        |       |          |          |        |         |          |  |
| 2         | 140360 | 26601          | 31200  | 60789 | 20016    | 775      | 16870  |         |          |  |
| 26747     | 323359 | Agree          | 50.5   | 44.0  | 44.7     | 48.7     | 47.0   | 34.5    | 52.1     |  |
| 38.8      | 47.6   |                |        |       |          |          |        |         |          |  |
| 3         | 55824  | 12994          | 15411  | 23534 | 7938     | 848      | 6173   |         |          |  |
| 22545     | 145266 | No opinion     | 20.1   | 21.5  | 22.1     | 18.8     | 18.6   | 37.7    | 19.0     |  |
| 32.7      | 21.4   |                |        |       |          |          |        |         |          |  |
| 4         | 12589  | 1764           | 2738   | 6606  | 1917     | 80       | 1343   |         |          |  |
| 3269      | 30307  | Disagree       | 4.5    | 2.9   | 3.9      | 5.3      | 4.5    | 3.6     | 4.1      |  |
| 4.7       | 4.5    |                |        |       |          |          |        |         |          |  |

|                                       |        |       |       |        |       |      |       |    |      |  |
|---------------------------------------|--------|-------|-------|--------|-------|------|-------|----|------|--|
| 2091                                  | 16170  | 5     | 3800  | 886    | 2090  | 5080 | 1178  | 10 | 1036 |  |
| Strongly disagree                     |        |       | 1.4   | 1.5    | 3.0   | 4.1  | 2.8   | .4 | 3.2  |  |
| 3.0                                   | 2.4    |       |       |        |       |      |       |    |      |  |
| Column                                | 278054 | 60390 | 69849 | 124915 | 42606 | 2248 | 32411 |    |      |  |
| 68886                                 | 679358 | Total | 40.9  | 8.9    | 10.3  | 18.4 | 6.3   | .3 | 4.8  |  |
| 10.1                                  | 100.0  |       |       |        |       |      |       |    |      |  |
| Number of Missing Observations: 88172 |        |       |       |        |       |      |       |    |      |  |

Q11 My actions can protect other personnel by WORKLOC Location

|                                       |        |                   |        |        |          |          |        |         |          |  |
|---------------------------------------|--------|-------------------|--------|--------|----------|----------|--------|---------|----------|--|
| Other                                 | Count  | Col Pct           | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |  |
|                                       |        |                   |        |        | nce      | /Field   | ne     |         | ospital  |  |
| Row                                   |        |                   | 1      | 2      | 3        | 4        | 5      | 6       | 7        |  |
| 8   Total                             |        |                   |        |        |          |          |        |         |          |  |
| Q11                                   |        |                   |        |        |          |          |        |         |          |  |
| 1                                     | 89343  | 23742             | 24280  | 44259  | 16749    | 939      | 10015  |         |          |  |
| 20612                                 | 229940 | Strongly agree    | 32.0   | 39.2   | 34.8     | 35.3     | 39.3   | 42.8    | 30.8     |  |
| 29.7                                  | 33.7   |                   |        |        |          |          |        |         |          |  |
| 2                                     | 153426 | 28336             | 34570  | 64429  | 21833    | 628      | 18636  |         |          |  |
| 31003                                 | 352861 | Agree             | 54.9   | 46.8   | 49.6     | 51.3     | 51.2   | 28.6    | 57.4     |  |
| 44.7                                  | 51.7   |                   |        |        |          |          |        |         |          |  |
| 3                                     | 34427  | 7626              | 8656   | 14539  | 3734     | 616      | 3364   |         |          |  |
| 16636                                 | 89599  | No opinion        | 12.3   | 12.6   | 12.4     | 11.6     | 8.8    | 28.1    | 10.4     |  |
| 24.0                                  | 13.1   |                   |        |        |          |          |        |         |          |  |
| 4                                     | 1619   | 623               | 1048   | 1421   | 274      | 12       | 320    |         |          |  |
| 691                                   | 6008   | Disagree          | .6     | 1.0    | 1.5      | 1.1      | .6     | .5      | 1.0      |  |
| 1.0                                   | .9     |                   |        |        |          |          |        |         |          |  |
| 5                                     | 780    | 251               | 1153   | 888    | 79       |          | 154    |         |          |  |
| 405                                   | 3711   | Strongly disagree | .3     | .4     | 1.7      | .7       | .2     |         | .5       |  |
| .6                                    | .5     |                   |        |        |          |          |        |         |          |  |
| Column                                | 279596 | 60579             | 69708  | 125537 | 42669    | 2195     | 32489  |         |          |  |
| 69346                                 | 682118 | Total             | 41.0   | 8.9    | 10.2     | 18.4     | 6.3    | .3      | 4.8      |  |
| 10.2                                  | 100.0  |                   |        |        |          |          |        |         |          |  |
| Number of Missing Observations: 85412 |        |                   |        |        |          |          |        |         |          |  |

Q12 My supervisors behavior is unsafe by WORKLOC Location

|           |        |                   |        |       |          |          |        |         |          |  |
|-----------|--------|-------------------|--------|-------|----------|----------|--------|---------|----------|--|
| Other     | Count  | Col Pct           | Office | Shop  | Maintena | Outdoors | Flight | li Ship | Clinic/H |  |
|           |        |                   |        |       | nce      | /Field   | ne     |         | ospital  |  |
| Row       |        |                   | 1      | 2     | 3        | 4        | 5      | 6       | 7        |  |
| 8   Total |        |                   |        |       |          |          |        |         |          |  |
| Q12       |        |                   |        |       |          |          |        |         |          |  |
| 1         | 7820   | 2503              | 2102   | 4638  | 779      | 21       | 915    |         |          |  |
| 3390      | 22169  | Strongly agree    | 2.8    | 4.1   | 3.0      | 3.7      | 1.8    | .9      | 2.8      |  |
| 4.9       | 3.3    |                   |        |       |          |          |        |         |          |  |
| 2         | 15028  | 3762              | 4389   | 12152 | 1896     | 14       | 2220   |         |          |  |
| 3559      | 43021  | Agree             | 5.4    | 6.2   | 6.3      | 9.7      | 4.5    | .6      | 6.8      |  |
| 5.1       | 6.3    |                   |        |       |          |          |        |         |          |  |
| 3         | 58729  | 11868             | 15954  | 28906 | 7600     | 841      | 6073   |         |          |  |
| 24611     | 154583 | No opinion        | 21.0   | 19.6  | 22.8     | 23.1     | 17.9   | 37.4    | 18.7     |  |
| 35.6      | 22.7   |                   |        |       |          |          |        |         |          |  |
| 4         | 123381 | 24910             | 29774  | 53284 | 17278    | 1130     | 14618  |         |          |  |
| 24792     | 289167 | Disagree          | 44.2   | 41.1  | 42.6     | 42.6     | 40.7   | 50.3    | 45.0     |  |
| 35.8      | 42.4   |                   |        |       |          |          |        |         |          |  |
| 5         | 74425  | 17560             | 17746  | 26098 | 14938    | 241      | 8683   |         |          |  |
| 12845     | 172535 | Strongly disagree | 26.6   | 29.0  | 25.4     | 20.9     | 35.2   | 10.7    | 26.7     |  |
| 18.6      | 25.3   |                   |        |       |          |          |        |         |          |  |

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

Number of Missing Observations: 86054

Q13 Des. personnel trained in emergency prac by WORKLOC Location

| Other          | Count<br>Col Pct  | Office | Shop  | Maintena<br>nce | Outdoors<br>/Field | Flightli<br>ne | Ship | Clinic/H<br>ospital |
|----------------|-------------------|--------|-------|-----------------|--------------------|----------------|------|---------------------|
| Row            |                   | 1      | 2     | 3               | 4                  | 5              | 6    | 7                   |
| 8   Total      |                   |        |       |                 |                    |                |      |                     |
| Q13            |                   |        |       |                 |                    |                |      |                     |
| 10389   104558 | Strongly agree    | 13.7   | 18.8  | 15.8            | 15.5               | 18.6           | 22.7 | 18.6                |
| 15.0   15.4    |                   |        |       |                 |                    |                |      |                     |
| 20662   268545 | Agree             | 39.6   | 40.5  | 40.2            | 41.5               | 42.2           | 19.9 | 46.8                |
| 29.8   39.5    |                   |        |       |                 |                    |                |      |                     |
| 31773   238615 | No opinion        | 36.8   | 33.1  | 34.9            | 29.4               | 31.7           | 48.9 | 27.5                |
| 45.8   35.1    |                   |        |       |                 |                    |                |      |                     |
| 4888   52963   | Disagree          | 8.1    | 6.2   | 6.5             | 10.4               | 5.7            | 8.0  | 5.3                 |
| 7.0   7.8      |                   |        |       |                 |                    |                |      |                     |
| 1736   15141   | Strongly disagree | 1.9    | 1.4   | 2.6             | 3.3                | 1.8            | .4   | 1.8                 |
| 2.5   2.2      |                   |        |       |                 |                    |                |      |                     |
| 69449   679823 | Column Total      | 278498 | 60612 | 69873           | 124461             | 42430          | 2210 | 32290               |
| 10.2   100.0   |                   | 41.0   | 8.9   | 10.3            | 18.3               | 6.2            | .3   | 4.7                 |

Number of Missing Observations: 87707

Q14 Leadership published a written safety po by WORKLOC Location

| Other          | Count<br>Col Pct  | Office | Shop  | Maintena<br>nce | Outdoors<br>/Field | Flightli<br>ne | Ship | Clinic/H<br>ospital |
|----------------|-------------------|--------|-------|-----------------|--------------------|----------------|------|---------------------|
| Row            |                   | 1      | 2     | 3               | 4                  | 5              | 6    | 7                   |
| 8   Total      |                   |        |       |                 |                    |                |      |                     |
| Q14            |                   |        |       |                 |                    |                |      |                     |
| 7794   113814  | Strongly agree    | 16.9   | 20.0  | 19.1            | 14.7               | 24.1           | 20.4 | 15.4                |
| 11.6   16.9    |                   |        |       |                 |                    |                |      |                     |
| 19785   260182 | Agree             | 41.4   | 36.6  | 38.2            | 36.2               | 45.9           | 20.8 | 38.7                |
| 29.4   38.6    |                   |        |       |                 |                    |                |      |                     |
| 32156   236647 | No opinion        | 32.4   | 34.7  | 35.4            | 36.8               | 25.2           | 52.8 | 36.9                |
| 47.8   35.1    |                   |        |       |                 |                    |                |      |                     |
| 5056   46771   | Disagree          | 6.9    | 6.8   | 5.2             | 8.7                | 4.0            | 5.6  | 7.0                 |
| 7.5   6.9      |                   |        |       |                 |                    |                |      |                     |
| 2493   16984   | Strongly disagree | 2.3    | 1.9   | 2.1             | 3.6                | .9             | .4   | 2.0                 |
| 3.7   2.5      |                   |        |       |                 |                    |                |      |                     |
| 67283   674398 | Column Total      | 277228 | 59256 | 69324           | 124436             | 42384          | 2213 | 32273               |
| 10.0   100.0   |                   | 41.1   | 8.8   | 10.3            | 18.5               | 6.3            | .3   | 4.8                 |

Number of Missing Observations: 93132

Q15 Near miss accidents are investigated by WORKLOC Location

| Other          | Count<br>Col Pct  | Office | Shop  | Maintena<br>nce | Outdoors<br>/Field | Flightli<br>ne | Ship | Clinic/H<br>ospital |
|----------------|-------------------|--------|-------|-----------------|--------------------|----------------|------|---------------------|
| Row            |                   | 1      | 2     | 3               | 4                  | 5              | 6    | 7                   |
| 8   Total      |                   |        |       |                 |                    |                |      |                     |
| Q15            |                   |        |       |                 |                    |                |      |                     |
| 7932   93040   | Strongly agree    | 13.2   | 17.9  | 14.6            | 12.3               | 18.9           | 9.9  | 12.0                |
| 11.5   13.7    |                   |        |       |                 |                    |                |      |                     |
| 19058   231440 | Agree             | 34.5   | 30.7  | 36.3            | 33.8               | 44.3           | 35.2 | 34.7                |
| 27.5   34.1    |                   |        |       |                 |                    |                |      |                     |
| 35680   291497 | No opinion        | 44.8   | 43.0  | 38.7            | 40.2               | 27.9           | 45.0 | 48.7                |
| 51.5   43.0    |                   |        |       |                 |                    |                |      |                     |
| 5051   49976   | Disagree          | 6.4    | 6.7   | 8.4             | 10.3               | 6.8            | 9.6  | 3.9                 |
| 7.3   7.4      |                   |        |       |                 |                    |                |      |                     |
| 1524   12311   | Strongly disagree | 1.1    | 1.7   | 1.9             | 3.3                | 2.1            | .4   | .6                  |
| 2.2   1.8      |                   |        |       |                 |                    |                |      |                     |
| 69244   678265 | Column Total      | 277566 | 60074 | 69531           | 124452             | 42551          | 2239 | 32607               |
| 10.2   100.0   |                   | 40.9   | 8.9   | 10.3            | 18.3               | 6.3            | .3   | 4.8                 |

Number of Missing Observations: 89265

Q16 Personnel morale is poor by WORKLOC Location

| Other          | Count<br>Col Pct  | Office | Shop  | Maintena<br>nce | Outdoors<br>/Field | Flightli<br>ne | Ship | Clinic/H<br>ospital |
|----------------|-------------------|--------|-------|-----------------|--------------------|----------------|------|---------------------|
| Row            |                   | 1      | 2     | 3               | 4                  | 5              | 6    | 7                   |
| 8   Total      |                   |        |       |                 |                    |                |      |                     |
| Q16            |                   |        |       |                 |                    |                |      |                     |
| 8994   56628   | Strongly agree    | 6.4    | 8.6   | 9.9             | 9.5                | 8.6            | 3.4  | 8.1                 |
| 13.2   8.4     |                   |        |       |                 |                    |                |      |                     |
| 10313   104138 | Agree             | 15.9   | 14.8  | 14.0            | 16.5               | 15.5           | 6.9  | 14.0                |
| 15.1   15.5    |                   |        |       |                 |                    |                |      |                     |
| 23754   184323 | No opinion        | 25.9   | 28.7  | 31.7            | 24.0               | 25.6           | 39.7 | 27.4                |
| 34.8   27.4    |                   |        |       |                 |                    |                |      |                     |
| 18093   239775 | Disagree          | 38.1   | 35.5  | 32.6            | 35.9               | 37.3           | 40.4 | 37.5                |
| 26.5   35.6    |                   |        |       |                 |                    |                |      |                     |
| 7177   88159   | Strongly disagree | 13.8   | 12.4  | 11.9            | 14.1               | 13.0           | 9.7  | 13.0                |
| 10.5   13.1    |                   |        |       |                 |                    |                |      |                     |
| 68331   673023 | Column Total      | 274699 | 59833 | 68923           | 124100             | 42321          | 2222 | 32594               |
| 10.2   100.0   |                   | 40.8   | 8.9   | 10.2            | 18.4               | 6.3            | .3   | 4.8                 |

Number of Missing Observations: 94507

Q17 Leadership does only what the law requir by WORKLOC Location

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

Number of Missing Observations: 91227

Q18 Understand safety & health regulations by WORKLOC Location

| Other                            | Count<br>Col Pct | Office | Shop  | Maintena | Outdoors | Flightli | Ship | Clinic/H |
|----------------------------------|------------------|--------|-------|----------|----------|----------|------|----------|
|                                  |                  |        |       |          |          |          |      |          |
| Row                              |                  |        |       | nce      | /Field   | ne       |      | ospital  |
| 8   Total                        |                  | 1      | 2     | 3        | 4        | 5        | 6    | 7        |
| Q18                              |                  |        |       |          |          |          |      |          |
| 14419   166946<br>Strongly agree | 1                | 61295  | 18411 | 19679    | 29538    | 14839    | 556  | 8210     |
| 21.1   24.6                      |                  | 22.1   | 30.7  | 28.4     | 23.6     | 34.9     | 24.8 | 25.0     |
| 30177   371063<br>Agree          | 2                | 160955 | 31277 | 36102    | 70901    | 23222    | 822  | 17608    |
| 44.2   54.7                      |                  | 57.9   | 52.1  | 52.0     | 56.7     | 54.6     | 36.7 | 53.7     |
| 21391   124318<br>No opinion     | 3                | 48451  | 9551  | 12498    | 21555    | 4215     | 861  | 5796     |
| 31.3   18.3                      |                  | 17.4   | 15.9  | 18.0     | 17.2     | 9.9      | 38.4 | 17.7     |
| 1790   11373<br>Disagree         | 4                | 5493   | 593   | 538      | 2114     | 206      |      | 639      |
| 2.6   1.7                        |                  | 2.0    | 1.0   | .8       | 1.7      | .5       |      | 1.9      |
| 540   4475<br>Strongly disagree  | 5                | 1594   | 208   | 547      | 1015     | 45       |      | 526      |
| .8   .7                          |                  | .6     | .3    | .8       | .8       | .1       |      | 1.6      |
| Column                           |                  | 277787 | 60039 | 69364    | 125123   | 42528    | 2239 | 32779    |
| 68315   678174<br>Total          |                  | 41.0   | 8.9   | 10.2     | 18.5     | 6.3      | .3   | 4.8      |
| 10.1   100.0                     |                  |        |       |          |          |          |      |          |

Number of Missing Observations: 89356

Q19 Supervisors enforce safe job procedures by WORKLOC Location

| Other | Count<br>Col Pct | Office | Shop | Maintena | Outdoors | Flightli | Ship | Clinic/H |
|-------|------------------|--------|------|----------|----------|----------|------|----------|
|       |                  |        |      |          |          |          |      |          |
| Row   |                  |        |      | nce      | /Field   | ne       |      | ospital  |

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

Number of Missing Observations: 88752

Q20 Precautions used for hazardous mat. by WORKLOC Location

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

Number of Missing Observations: 89932

Q21 Adequate personnel to manage safety prog by WORKLOC Location

| Other         | Count<br>Col Pct | Office | Shop  | Maintena | Outdoors | Flightli | Ship | Clinic/H |
|---------------|------------------|--------|-------|----------|----------|----------|------|----------|
|               |                  |        |       |          |          |          |      |          |
| Row           |                  |        |       | nce      | /Field   | ne       |      | ospital  |
| 8   Total     |                  | 1      | 2     | 3        | 4        | 5        | 6    | 7        |
| Q21           |                  |        |       |          |          |          |      |          |
| 9222   114919 | 1                | 45358  | 14353 | 14308    | 16515    | 9708     | 452  | 5003     |

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|                                       |        |        |       |        |       |       |       |       |      |  |
|---------------------------------------|--------|--------|-------|--------|-------|-------|-------|-------|------|--|
| Strongly agree                        | 13.5   | 17.0   | 16.4  | 24.4   | 20.8  | 13.2  | 22.9  | 20.2  | 15.3 |  |
| 22658                                 | 283075 | 122575 | 22829 | 27730  | 52576 | 20227 | 585   | 13896 |      |  |
| Agree                                 | 33.1   | 41.9   | 44.3  | 38.8   | 40.3  | 42.1  | 47.7  | 26.2  | 42.5 |  |
| 32064                                 | 232422 | 94678  | 17929 | 22196  | 43890 | 9096  | 1085  | 11482 |      |  |
| No opinion                            | 46.8   | 34.4   | 34.2  | 30.5   | 32.3  | 35.2  | 21.5  | 48.5  | 35.1 |  |
| 3889                                  | 34525  | 11376  | 2617  | 3526   | 8719  | 2284  | 66    | 2069  |      |  |
| Disagree                              | 5.6    | 5.1    | 4.1   | 4.5    | 5.1   | 7.0   | 5.4   | 2.9   | 6.3  |  |
| 732                                   | 10053  | 2799   | 1074  | 1017   | 3113  | 1048  | 50    | 221   |      |  |
| Strongly disagree                     | 1.1    | 1.5    | 1.0   | 1.8    | 1.5   | 2.5   | 2.2   | .7    |      |  |
| Column                                | 276784 | 58802  | 68777 | 124812 | 42363 | 2239  | 32672 |       |      |  |
| 68544                                 | 674994 | 41.0   | 8.7   | 10.2   | 18.5  | 6.3   | .3    | 4.8   |      |  |
| Total                                 | 100.0  |        |       |        |       |       |       |       |      |  |
| 10.2                                  | 100.0  |        |       |        |       |       |       |       |      |  |
| Number of Missing Observations: 92536 |        |        |       |        |       |       |       |       |      |  |

Q22 Award program does not promote safety by WORKLOC Location

|                                       |         |        |       |          |          |        |       |         |          |  |
|---------------------------------------|---------|--------|-------|----------|----------|--------|-------|---------|----------|--|
| Count                                 | Col Pct | Office | Shop  | Maintena | Outdoors | Flight | li    | Ship    | Clinic/H |  |
| Other                                 |         |        |       | nce      | /Field   | ne     |       | ospital |          |  |
| Row                                   |         | 1      | 2     | 3        | 4        | 5      | 6     | 7       |          |  |
| 8   Total                             |         |        |       |          |          |        |       |         |          |  |
| Q22                                   |         |        |       |          |          |        |       |         |          |  |
| 1                                     | 15956   | 5697   | 5449  | 6067     | 1959     |        |       | 1805    |          |  |
| 4633                                  | 41567   | 5.8    | 9.5   | 7.9      | 4.8      | 4.6    |       | 5.5     |          |  |
| Strongly agree                        | 6.8     | 6.1    |       |          |          |        |       |         |          |  |
| 2                                     | 46994   | 8963   | 11114 | 24314    | 6794     | 297    |       | 4621    |          |  |
| 9281                                  | 112378  | 17.0   | 15.0  | 16.0     | 19.4     | 16.0   | 13.2  | 14.1    |          |  |
| Agree                                 | 13.5    | 16.6   |       |          |          |        |       |         |          |  |
| 3                                     | 133142  | 28088  | 31381 | 59595    | 17951    | 1176   |       | 16093   |          |  |
| 39023                                 | 326449  | 48.0   | 46.9  | 45.3     | 47.6     | 42.2   | 52.3  | 49.0    |          |  |
| No opinion                            | 57.0    | 48.2   |       |          |          |        |       |         |          |  |
| 4                                     | 66691   | 13710  | 17080 | 27683    | 12376    | 706    |       | 7759    |          |  |
| 12075                                 | 158080  | 24.1   | 22.9  | 24.7     | 22.1     | 29.1   | 31.4  | 23.6    |          |  |
| Disagree                              | 17.6    | 23.3   |       |          |          |        |       |         |          |  |
| 5                                     | 14334   | 3468   | 4246  | 7551     | 3409     | 69     |       | 2557    |          |  |
| 3489                                  | 39123   | 5.2    | 5.8   | 6.1      | 6.0      | 8.0    | 3.1   | 7.8     |          |  |
| Strongly disagree                     | 5.1     | 5.8    |       |          |          |        |       |         |          |  |
| Column                                | 277117  | 59927  | 69270 | 125210   | 42489    | 2248   | 32835 |         |          |  |
| 68502                                 | 677598  | 40.9   | 8.8   | 10.2     | 18.5     | 6.3    | .3    | 4.8     |          |  |
| Total                                 | 100.0   |        |       |          |          |        |       |         |          |  |
| 10.1                                  | 100.0   |        |       |          |          |        |       |         |          |  |
| Number of Missing Observations: 89932 |         |        |       |          |          |        |       |         |          |  |

Q23 Performance standards higher than safety by WORKLOC Location

|                |         |        |      |          |          |        |     |         |          |  |
|----------------|---------|--------|------|----------|----------|--------|-----|---------|----------|--|
| Count          | Col Pct | Office | Shop | Maintena | Outdoors | Flight | li  | Ship    | Clinic/H |  |
| Other          |         |        |      | nce      | /Field   | ne     |     | ospital |          |  |
| Row            |         | 1      | 2    | 3        | 4        | 5      | 6   | 7       |          |  |
| 8   Total      |         |        |      |          |          |        |     |         |          |  |
| Q23            |         |        |      |          |          |        |     |         |          |  |
| 1              | 12976   | 3812   | 4587 | 6046     | 1441     | 82     |     | 1128    |          |  |
| 4039           | 34111   | 4.7    | 6.4  | 6.6      | 4.8      | 3.4    | 3.6 | 3.5     |          |  |
| Strongly agree | 5.9     | 5.0    |      |          |          |        |     |         |          |  |
| 2              | 50729   | 10044  | 9450 | 25544    | 6173     | 335    |     | 6952    |          |  |
| 12397          | 121623  |        |      |          |          |        |     |         |          |  |

|                                       |        |       |       |        |       |      |       |       |      |  |
|---------------------------------------|--------|-------|-------|--------|-------|------|-------|-------|------|--|
| Agree                                 | 18.0   | 17.9  | 18.3  | 16.7   | 13.6  | 20.4 | 14.6  | 14.9  | 21.3 |  |
| 3                                     | 138829 | 29009 | 34845 | 62336  | 19456 | 1284 |       | 15745 |      |  |
| 38426                                 | 339931 | 50.0  | 48.4  | 50.2   | 49.8  | 45.9 | 57.1  | 48.2  |      |  |
| No opinion                            | 55.8   | 50.1  |       |        |       |      |       |       |      |  |
| 4                                     | 62507  | 13311 | 16909 | 25580  | 12238 | 477  |       | 7198  |      |  |
| 11791                                 | 150012 | 22.5  | 22.2  | 24.3   | 20.4  | 28.9 | 21.2  | 22.1  |      |  |
| Disagree                              | 17.1   | 22.1  |       |        |       |      |       |       |      |  |
| 5                                     | 12379  | 3804  | 3657  | 5686   | 3096  | 70   |       | 1618  |      |  |
| 2226                                  | 32536  | 4.5   | 6.3   | 5.3    | 4.5   | 7.3  | 3.1   | 5.0   |      |  |
| Strongly disagree                     | 3.2    | 4.8   |       |        |       |      |       |       |      |  |
| Column                                | 277420 | 59981 | 69448 | 125192 | 42403 | 2248 | 32642 |       |      |  |
| 68878                                 | 678211 | 40.9  | 8.8   | 10.2   | 18.5  | 6.3  | .3    | 4.8   |      |  |
| Total                                 | 100.0  |       |       |        |       |      |       |       |      |  |
| 10.2                                  | 100.0  |       |       |        |       |      |       |       |      |  |
| Number of Missing Observations: 89319 |        |       |       |        |       |      |       |       |      |  |

Q24 Super. understand job safety problems by WORKLOC Location

|                                       |         |        |       |          |          |        |       |         |          |  |
|---------------------------------------|---------|--------|-------|----------|----------|--------|-------|---------|----------|--|
| Count                                 | Col Pct | Office | Shop  | Maintena | Outdoors | Flight | li    | Ship    | Clinic/H |  |
| Other                                 |         |        |       | nce      | /Field   | ne     |       | ospital |          |  |
| Row                                   |         | 1      | 2     | 3        | 4        | 5      | 6     | 7       |          |  |
| 8   Total                             |         |        |       |          |          |        |       |         |          |  |
| Q24                                   |         |        |       |          |          |        |       |         |          |  |
| 1                                     | 38325   | 12253  | 13140 | 16610    | 9691     | 225    |       | 4168    |          |  |
| 8109                                  | 102520  | 13.8   | 20.5  | 19.0     | 13.3     | 22.8   | 10.0  | 12.7    |          |  |
| Strongly agree                        | 11.8    | 15.1   |       |          |          |        |       |         |          |  |
| 2                                     | 126702  | 27895  | 34501 | 60619    | 22820    | 831    |       | 16322   |          |  |
| 26545                                 | 316234  | 45.6   | 46.6  | 49.8     | 48.5     | 53.6   | 37.0  | 49.9    |          |  |
| Agree                                 | 38.5    | 46.6   |       |          |          |        |       |         |          |  |
| 3                                     | 103503  | 18026  | 18254 | 40806    | 8770     | 1117   |       | 11139   |          |  |
| 30751                                 | 232367  | 37.3   | 30.1  | 26.4     | 32.7     | 20.6   | 49.7  | 34.0    |          |  |
| No opinion                            | 44.6    | 34.3   |       |          |          |        |       |         |          |  |
| 4                                     | 6986    | 1340   | 2523  | 4263     | 970      | 66     |       | 666     |          |  |
| 2743                                  | 19556   | 2.5    | 2.2   | 3.6      | 3.4      | 2.3    | 2.9   | 2.0     |          |  |
| Disagree                              | 4.0     | 2.9    |       |          |          |        |       |         |          |  |
| 5                                     | 2154    | 395    | 797   | 2649     | 291      | 10     |       | 444     |          |  |
| 789                                   | 7529    | .8     | .7    | 1.2      | 2.1      | .7     | .4    | 1.4     |          |  |
| Strongly disagree                     | 1.1     | 1.1    |       |          |          |        |       |         |          |  |
| Column                                | 277669  | 59909  | 69214 | 124948   | 42543    | 2248   | 32739 |         |          |  |
| 68937                                 | 678206  | 40.9   | 8.8   | 10.2     | 18.4     | 6.3    | .3    | 4.8     |          |  |
| Total                                 | 100.0   |        |       |          |          |        |       |         |          |  |
| 10.2                                  | 100.0   |        |       |          |          |        |       |         |          |  |
| Number of Missing Observations: 89324 |         |        |       |          |          |        |       |         |          |  |

Q25 Personnel follow lock-/tagout procedures by WORKLOC Location

|                |         |        |       |          |          |        |      |         |          |  |
|----------------|---------|--------|-------|----------|----------|--------|------|---------|----------|--|
| Count          | Col Pct | Office | Shop  | Maintena | Outdoors | Flight | li   | Ship    | Clinic/H |  |
| Other          |         |        |       | nce      | /Field   | ne     |      | ospital |          |  |
| Row            |         | 1      | 2     | 3        | 4        | 5      | 6    | 7       |          |  |
| 8   Total      |         |        |       |          |          |        |      |         |          |  |
| Q25            |         |        |       |          |          |        |      |         |          |  |
| 1              | 27015   | 10164  | 10270 | 8339     | 7014     | 332    |      | 1850    |          |  |
| 6222           | 71206   | 9.8    | 17.0  | 14.9     | 6.7      | 16.6   | 14.8 | 5.7     |          |  |
| Strongly agree | 9.1     | 10.6   |       |          |          |        |      |         |          |  |
| 2              | 67545   | 20014  | 23334 | 30824    | 14521    | 634    |      | 7442    |          |  |
| 16557          | 180873  | 24.5   | 33.4  | 33.7     | 24.7     | 34.4   | 28.2 | 22.9    |          |  |
| Agree          | 24.3    | 26.8   |       |          |          |        |      |         |          |  |
| 3              | 164523  | 26734  | 29508 | 75247    | 18434    | 1145   |      | 21090   |          |  |
| 41030          | 377709  |        |       |          |          |        |      |         |          |  |

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|                                       |        |       |       |        |       |      |       |
|---------------------------------------|--------|-------|-------|--------|-------|------|-------|
| No opinion                            | 59.7   | 44.6  | 42.7  | 60.2   | 43.7  | 50.9 | 64.8  |
| 60.2                                  | 56.0   |       |       |        |       |      |       |
| 3153                                  | 32152  | 4     | 11846 | 2478   | 4352  | 7134 | 1597  |
| Disagree                              | 4.6    | 4.8   | 4.3   | 4.1    | 6.3   | 5.7  | 3.8   |
| 4.6                                   | 4.8    |       |       |        |       |      |       |
| 1241                                  | 12794  | 5     | 4707  | 490    | 1678  | 3384 | 595   |
| Strongly disagree                     | 1.8    | 1.9   | 1.7   | .8     | 2.4   | 2.7  | 1.4   |
| 1.8                                   | 1.9    |       |       |        |       |      |       |
| Column                                | 275635 | 59880 | 69142 | 124928 | 42161 | 2248 | 32534 |
| 68204                                 | 674733 | Total | 40.9  | 8.9    | 10.2  | 18.5 | 6.2   |
| 10.1                                  | 100.0  |       |       |        |       | .3   | 4.8   |
| Number of Missing Observations: 92797 |        |       |       |        |       |      |       |

Q26 Safety training is part of orientation by WORKLOC Location

| Count<br>Col Pct                      |        | Office            | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |       |
|---------------------------------------|--------|-------------------|--------|----------|----------|--------|---------|----------|-------|
| Other                                 |        |                   |        | nce      | /Field   | ne     |         | ospital  |       |
| Row                                   |        | 1                 | 2      | 3        | 4        | 5      | 6       | 7        |       |
| 8                                     | Total  |                   |        |          |          |        |         |          |       |
| Q26                                   |        |                   |        |          |          |        |         |          |       |
|                                       |        | 1                 | 39097  | 15141    | 15279    | 15158  | 12053   | 560      | 5563  |
| 9051                                  | 111903 | Strongly agree    | 14.2   | 25.4     | 22.3     | 12.2   | 28.4    | 24.9     | 16.9  |
| 13.2                                  | 16.6   |                   |        |          |          |        |         |          |       |
|                                       |        | 2                 | 102109 | 23070    | 28646    | 46335  | 18266   | 489      | 13018 |
| 18602                                 | 250535 | Agree             | 37.0   | 38.8     | 41.8     | 37.2   | 43.1    | 21.8     | 39.6  |
| 27.1                                  | 37.1   |                   |        |          |          |        |         |          |       |
|                                       |        | 3                 | 104457 | 18619    | 19176    | 46279  | 9770    | 884      | 11059 |
| 31699                                 | 241943 | No opinion        | 37.8   | 31.3     | 28.0     | 37.2   | 23.1    | 39.3     | 33.6  |
| 46.2                                  | 35.9   |                   |        |          |          |        |         |          |       |
|                                       |        | 4                 | 24527  | 2092     | 4234     | 11976  | 2039    | 305      | 2572  |
| 7036                                  | 54780  | Disagree          | 8.9    | 3.5      | 6.2      | 9.6    | 4.8     | 13.6     | 7.8   |
| 10.3                                  | 8.1    |                   |        |          |          |        |         |          |       |
|                                       |        | 5                 | 5846   | 582      | 1235     | 4817   | 240     | 10       | 656   |
| 2184                                  | 15569  | Strongly disagree | 2.1    | 1.0      | 1.8      | 3.9    | .6      | .4       | 2.0   |
| 3.2                                   | 2.3    |                   |        |          |          |        |         |          |       |
|                                       |        | Column            | 276037 | 59504    | 68570    | 124565 | 42368   | 2248     | 32867 |
| 68571                                 | 674730 | Total             | 40.9   | 8.8      | 10.2     | 18.5   | 6.3     | .3       | 4.9   |
| 10.2                                  | 100.0  |                   |        |          |          |        |         |          |       |
| Number of Missing Observations: 92800 |        |                   |        |          |          |        |         |          |       |

Q27 Leadership is sincere about personnel sa by WORKLOC Location

|                |         |        |      |          |          |        |         |          |
|----------------|---------|--------|------|----------|----------|--------|---------|----------|
| Count          | Col Pct | Office | Shop | Maintena | Outdoors | Flight | li Ship | Clinic/H |
| Other          |         |        |      | nce      | /Field   | ne     |         | ospital  |
| Row            |         | 1      | 2    | 3        | 4        | 5      | 6       | 7        |
| 8              | Total   |        |      |          |          |        |         |          |
| Q27            |         |        |      |          |          |        |         |          |
| 1              | 11978   | 142872 | 17.4 | 21.1     | 20.6     | 29.0   | 23.1    | 17.5     |
| Strongly agree | 17.4    | 21.1   |      |          |          |        |         |          |
| 2              | 25553   | 313844 | 37.1 | 46.4     | 48.7     | 41.9   | 47.0    | 46.9     |
| Agree          | 37.1    | 46.4   |      |          |          |        |         |          |
| 3              | 26114   | 185981 | 37.9 | 27.5     | 27.1     | 26.2   | 24.9    | 28.2     |
| No opinion     | 37.9    | 27.5   |      |          |          |        |         |          |
| 4              | 4522    | 24134  |      |          | 7.676    | 1174   | 2571    | 5606     |
|                |         |        |      |          | 1381     | 15     | 1189    |          |

|                                       |        |       |       |        |       |      |       |
|---------------------------------------|--------|-------|-------|--------|-------|------|-------|
| Disagree                              | 2.8    | 2.0   | 3.7   | 4.5    | 3.3   | .7   | 3.6   |
| 6.6                                   | 3.6    |       |       |        |       |      |       |
| 5                                     | 2428   | 606   | 878   | 3659   | 508   | 10   | 609   |
| 690                                   | 9388   |       |       |        |       |      |       |
| Strongly disagree                     | 1.0    | 1.4   | .9    | 1.0    | 1.3   | 2.9  | 1.2   |
| 1.0                                   | 1.4    |       |       |        |       | .4   | 1.9   |
| Column                                | 276244 | 59837 | 69065 | 124898 | 42419 | 2248 | 32652 |
| 68858                                 | 676220 | Total | 40.9  | 8.8    | 10.2  | 18.5 | 6.3   |
| 10.2                                  | 100.0  |       |       |        |       | .3   | 4.8   |
| Number of Missing Observations: 91310 |        |       |       |        |       |      |       |

Q28 Supervisors seldom act on worker sugg. by WORKLOC Location

|                                       |        | Count  |       |     | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |       |
|---------------------------------------|--------|--------|-------|-----|--------|--------|----------|----------|--------|---------|----------|-------|
| Other                                 | Col    | Pct    |       |     |        |        | nce      | /Field   | ne     |         | ospital  |       |
| Row                                   |        |        |       | 1   | 2      | 3      | 4        | 5        | 6      | 7       |          |       |
| 8                                     | Total  |        |       |     |        |        |          |          |        |         |          |       |
| Q28                                   |        |        |       |     |        |        |          |          |        |         |          |       |
| 3426                                  |        | 25005  |       |     | 1      | 9304   | 3637     | 3423     | 3305   | 1122    | 10       | 778   |
| Strongly agree                        |        | 5.0    | 3.7   |     |        | 3.4    | 6.1      | 5.0      | 2.7    | 2.7     | .4       | 2.4   |
|                                       |        |        |       |     |        |        |          |          |        |         |          |       |
| 5965                                  |        | 54524  |       |     | 2      | 20242  | 3687     | 5434     | 13523  | 2691    | 3        | 2978  |
| Agree                                 |        | 8.8    | 8.1   |     |        | 7.4    | 6.2      | 8.0      | 11.0   | 6.4     | .1       | 9.1   |
|                                       |        |        |       |     |        |        |          |          |        |         |          |       |
| 35569                                 |        | 276419 |       |     | 3      | 113046 | 23512    | 25940    | 50900  | 12849   | 1609     | 12993 |
| No opinion                            |        | 52.4   | 41.3  |     |        | 41.1   | 39.3     | 38.2     | 41.6   | 30.5    | 71.6     | 39.7  |
|                                       |        |        |       |     |        |        |          |          |        |         |          |       |
| 17257                                 |        | 233955 |       |     | 4      | 98380  | 20705    | 24980    | 42444  | 18196   | 437      | 11557 |
| Disagree                              |        | 25.4   | 34.9  |     |        | 35.8   | 34.6     | 36.8     | 34.7   | 43.2    | 19.4     | 35.3  |
|                                       |        |        |       |     |        |        |          |          |        |         |          |       |
| 5696                                  |        | 80146  |       |     | 5      | 33974  | 8227     | 8148     | 12284  | 7221    | 189      | 4406  |
| Strongly disagree                     |        | 8.4    | 12.0  |     |        | 12.4   | 13.8     | 12.0     | 10.0   | 17.2    | 8.4      | 13.5  |
|                                       |        |        |       |     |        |        |          |          |        |         |          |       |
| Column                                |        | 274947 | 59768 |     |        | 67924  | 122456   | 42079    | 2248   | 32713   |          |       |
| 67914                                 | 670049 | Total  | 41.0  | 8.9 |        |        | 10.1     | 18.3     | 6.3    | .3      | 4.9      |       |
| 10.1                                  | 100.0  |        |       |     |        |        |          |          |        |         |          |       |
| Number of Missing Observations: 97481 |        |        |       |     |        |        |          |          |        |         |          |       |

Q29 Emergency procedures rarely tested by WORKLOC Location

|                |         |        |      |          |          |        |         |          |
|----------------|---------|--------|------|----------|----------|--------|---------|----------|
| Count          | Col Pct | Office | Shop | Maintena | Outdoors | Flight | li Ship | Clinic/H |
| Other          |         |        |      | nce      | /Field   | ne     |         | ospital  |
| Row            |         | 1      | 2    | 3        | 4        | 5      | 6       | 7        |
| 8              | Total   |        |      |          |          |        |         |          |
| Q29            |         |        |      |          |          |        |         |          |
| 1              | 4402    | 32259  | 6.4  | 4.8      | 13291    | 3408   | 3085    | 6110     |
| Strongly agree | 6.4     | 4.8    |      |          |          |        |         |          |
| 2              | 10809   | 99186  | 15.8 | 14.7     | 39004    | 7593   | 9306    | 24266    |
| Agree          | 15.8    | 14.7   |      |          |          |        |         |          |
| 3              | 37023   | 299706 | 54.1 | 44.5     | 120298   | 26703  | 30311   | 56097    |
| No opinion     | 54.1    | 44.5   |      |          |          |        |         |          |
| 4              | 12799   | 192222 | 18.7 | 28.5     | 79675    | 17049  | 20868   | 32765    |
| Disagree       | 18.7    | 28.5   |      |          |          |        |         |          |
| 5              | 3375    | 50397  |      |          | 22878    | 4831   | 5616    | 5242     |
|                |         |        |      |          | 4700     | 128    | 3628    |          |

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

Number of Missing Observations: 93759

Q80 Safety officer improves safety by WORKLOC Location

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

Number of Missing Observations: 93578

Q81 Leadership sets fine safety example by WORKLOC Location

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

|       |       |     |      |      |     |    |     |
|-------|-------|-----|------|------|-----|----|-----|
| Total | 40.9  | 8.9 | 10.3 | 18.4 | 6.3 | .3 | 4.8 |
| 10.0  | 100.0 |     |      |      |     |    |     |

Number of Missing Observations: 94141

Q82 Supervisors fits safety into performance by WORKLOC Location

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

Number of Missing Observations: 95763

Q83 Preventive maintenance operates poorly by WORKLOC Location

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

Number of Missing Observations: 95745

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Q34 Leadership participates in safety activity by WORKLOC Location

| Count<br>Col Pct  | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |
|-------------------|--------|--------|----------|----------|--------|---------|----------|
| Other             | nce    | /Field | ne       | ospital  |        |         |          |
| Row               | 1      | 2      | 3        | 4        | 5      | 6       | 7        |
| 8   Total         |        |        |          |          |        |         |          |
| Q34               |        |        |          |          |        |         |          |
| 1                 | 32338  | 8272   | 9396     | 9878     | 6370   | 374     | 3190     |
| 6397   76215      |        |        |          |          |        |         |          |
| Strongly agree    | 11.8   | 13.9   | 13.6     | 8.0      | 15.1   | 16.7    | 9.9      |
| 9.4   11.4        |        |        |          |          |        |         |          |
| 2                 | 95244  | 19311  | 22964    | 37213    | 16994  | 435     | 11596    |
| 16427   220185    |        |        |          |          |        |         |          |
| Agree             | 34.8   | 32.3   | 33.2     | 30.2     | 40.3   | 19.3    | 35.9     |
| 24.2   32.9       |        |        |          |          |        |         |          |
| 3                 | 126240 | 27522  | 32152    | 62855    | 15904  | 1170    | 14836    |
| 38007   318685    |        |        |          |          |        |         |          |
| No opinion        | 46.1   | 46.1   | 46.4     | 51.0     | 37.7   | 52.1    | 45.9     |
| 56.1   47.5       |        |        |          |          |        |         |          |
| 4                 | 16310  | 3270   | 3892     | 9748     | 1978   | 259     | 2018     |
| 5749   43223      |        |        |          |          |        |         |          |
| Disagree          | 6.0    | 5.5    | 5.6      | 7.9      | 4.7    | 11.5    | 6.2      |
| 8.5   6.4         |        |        |          |          |        |         |          |
| 5                 | 3419   | 1331   | 847      | 3519     | 931    | 10      | 664      |
| 1207   11928      |        |        |          |          |        |         |          |
| Strongly disagree | 1.2    | 2.2    | 1.2      | 2.9      | 2.2    | .4      | 2.1      |
| 1.8   1.8         |        |        |          |          |        |         |          |
| Column            | 273551 | 59706  | 69251    | 123213   | 42178  | 2248    | 32303    |
| 67787   670296    |        |        |          |          |        |         |          |
| Total             | 40.8   | 8.9    | 10.3     | 18.4     | 6.3    | .3      | 4.8      |
| 10.1   100.0      |        |        |          |          |        |         |          |

Number of Missing Observations: 97294

Q35 Safety officer has high status by WORKLOC Location

| Count<br>Col Pct  | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |
|-------------------|--------|--------|----------|----------|--------|---------|----------|
| Other             | nce    | /Field | ne       | ospital  |        |         |          |
| Row               | 1      | 2      | 3        | 4        | 5      | 6       | 7        |
| 8   Total         |        |        |          |          |        |         |          |
| Q35               |        |        |          |          |        |         |          |
| 1                 | 30775  | 8209   | 7873     | 6992     | 5588   | 337     | 2813     |
| 5829   68419      |        |        |          |          |        |         |          |
| Strongly agree    | 11.3   | 13.8   | 11.4     | 5.7      | 13.2   | 15.0    | 8.8      |
| 8.7   10.2        |        |        |          |          |        |         |          |
| 2                 | 74433  | 14547  | 19888    | 33842    | 14258  | 375     | 9893     |
| 13772   181008    |        |        |          |          |        |         |          |
| Agree             | 27.3   | 24.5   | 28.8     | 27.5     | 33.7   | 16.7    | 31.0     |
| 20.4   27.1       |        |        |          |          |        |         |          |
| 3                 | 143253 | 32350  | 35661    | 62967    | 18874  | 1326    | 15619    |
| 39932   349983    |        |        |          |          |        |         |          |
| No opinion        | 52.5   | 54.5   | 51.6     | 51.2     | 44.6   | 59.0    | 48.9     |
| 59.3   52.4       |        |        |          |          |        |         |          |
| 4                 | 19300  | 2945   | 4055     | 13477    | 2510   | 102     | 2826     |
| 5612   50828      |        |        |          |          |        |         |          |
| Disagree          | 7.1    | 5.0    | 5.9      | 11.0     | 5.9    | 4.6     | 8.9      |
| 8.3   7.6         |        |        |          |          |        |         |          |
| 5                 | 5020   | 1315   | 1657     | 5598     | 1131   | 108     | 768      |
| 2243   17840      |        |        |          |          |        |         |          |
| Strongly disagree | 1.8    | 2.2    | 2.4      | 4.6      | 2.7    | 4.8     | 2.4      |
| 3.3   2.7         |        |        |          |          |        |         |          |
| Column            | 272781 | 59367  | 69134    | 122877   | 42362  | 2248    | 31920    |
| 67390   668077    |        |        |          |          |        |         |          |
| Total             | 40.8   | 8.9    | 10.3     | 18.4     | 6.3    | .3      | 4.8      |
| 10.1   100.0      |        |        |          |          |        |         |          |

Number of Missing Observations: 99453

Q36 Hazards not fixed quickly are ignored by WORKLOC Location

| Count<br>Col Pct | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |
|------------------|--------|--------|----------|----------|--------|---------|----------|
| Other            | nce    | /Field | ne       | ospital  |        |         |          |

| Row               | 1      | 2     | 3     | 4      | 5     | 6    | 7     |
|-------------------|--------|-------|-------|--------|-------|------|-------|
| 8   Total         |        |       |       |        |       |      |       |
| Q36               |        |       |       |        |       |      |       |
| 1                 | 8055   | 3425  | 1700  | 3676   | 642   | 10   | 886   |
| 2718   21111      |        |       |       |        |       |      |       |
| Strongly agree    | 2.9    | 5.7   | 2.5   | 3.0    | 1.5   | .4   | 2.7   |
| 4.0   3.1         |        |       |       |        |       |      |       |
| 2                 | 26202  | 5093  | 6639  | 19302  | 3238  | 75   | 2519  |
| 7898   70966      |        |       |       |        |       |      |       |
| Agree             | 9.5    | 8.5   | 9.6   | 15.6   | 7.6   | 3.4  | 7.8   |
| 11.6   10.6       |        |       |       |        |       |      |       |
| 3                 | 118156 | 24288 | 25498 | 51790  | 13889 | 1045 | 12901 |
| 33240   280806    |        |       |       |        |       |      |       |
| No opinion        | 43.0   | 40.6  | 36.8  | 41.9   | 32.7  | 47.4 | 39.8  |
| 49.0   41.8       |        |       |       |        |       |      |       |
| 4                 | 98092  | 19801 | 26986 | 39626  | 18939 | 1015 | 12856 |
| 19356   236670    |        |       |       |        |       |      |       |
| Disagree          | 35.7   | 33.1  | 38.9  | 32.1   | 44.6  | 46.0 | 39.7  |
| 28.5   35.2       |        |       |       |        |       |      |       |
| 5                 | 24530  | 7263  | 8480  | 9085   | 5728  | 60   | 3222  |
| 4657   63025      |        |       |       |        |       |      |       |
| Strongly disagree | 8.9    | 12.1  | 12.2  | 7.4    | 13.5  | 2.7  | 9.9   |
| 6.9   9.4         |        |       |       |        |       |      |       |
| Column            | 275034 | 59870 | 69303 | 123479 | 42436 | 2205 | 32383 |
| 67870   672579    |        |       |       |        |       |      |       |
| Total             | 40.9   | 8.9   | 10.3  | 18.4   | 6.3   | .3   | 4.8   |
| 10.1   100.0      |        |       |       |        |       |      |       |

Number of Missing Observations: 94951

Q37 Personnel take part in accident invest. by WORKLOC Location

| Count<br>Col Pct  | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |
|-------------------|--------|--------|----------|----------|--------|---------|----------|
| Other             | nce    | /Field | ne       | ospital  |        |         |          |
| Row               | 1      | 2      | 3        | 4        | 5      | 6       | 7        |
| 8   Total         |        |        |          |          |        |         |          |
| Q37               |        |        |          |          |        |         |          |
| 1                 | 25268  | 6907   | 6589     | 9242     | 4547   | 68      | 2661     |
| 5902   61183      |        |        |          |          |        |         |          |
| Strongly agree    | 9.2    | 11.5   | 9.5      | 7.4      | 10.7   | 3.0     | 8.2      |
| 8.6   9.1         |        |        |          |          |        |         |          |
| 2                 | 108452 | 21145  | 27174    | 49605    | 18784  | 1076    | 13169    |
| 20205   259610    |        |        |          |          |        |         |          |
| Agree             | 39.5   | 35.3   | 39.3     | 39.9     | 44.3   | 47.9    | 40.8     |
| 29.6   38.6       |        |        |          |          |        |         |          |
| 3                 | 130706 | 28931  | 31265    | 57114    | 16646  | 1046    | 14459    |
| 38635   318800    |        |        |          |          |        |         |          |
| No opinion        | 47.6   | 48.3   | 45.3     | 45.9     | 39.2   | 46.5    | 44.8     |
| 56.6   47.4       |        |        |          |          |        |         |          |
| 4                 | 8641   | 2476   | 3296     | 6152     | 1728   | 49      | 1582     |
| 2661   26586      |        |        |          |          |        |         |          |
| Disagree          | 3.1    | 4.1    | 4.8      | 4.9      | 4.1    | 2.2     | 4.9      |
| 3.9   3.9         |        |        |          |          |        |         |          |
| 5                 | 1612   | 416    | 740      | 2304     | 721    | 10      | 393      |
| 846   7042        |        |        |          |          |        |         |          |
| Strongly disagree | .6     | .7     | 1.1      | 1.9      | 1.7    | .4      | 1.2      |
| 1.2   1.0         |        |        |          |          |        |         |          |
| Column            | 274679 | 59876  | 69065    | 124416   | 42426  | 2248    | 32263    |
| 68249   673221    |        |        |          |          |        |         |          |
| Total             | 40.8   | 8.9    | 10.3     | 18.5     | 6.3    | .3      | 4.8      |
| 10.1   100.0      |        |        |          |          |        |         |          |

Number of Missing Observations: 94309

Q38 Training by supervisor helps job safety by WORKLOC Location

| Count<br>Col Pct | Office | Shop   | Maintena | Outdoors | Flight | li Ship | Clinic/H |
|------------------|--------|--------|----------|----------|--------|---------|----------|
| Other            | nce    | /Field | ne       | ospital  |        |         |          |
| Row              | 1      | 2      | 3        | 4        | 5      | 6       | 7        |
| 8   Total        |        |        |          |          |        |         |          |
| Q38              |        |        |          |          |        |         |          |



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|                                                       |   |                                                        |
|-------------------------------------------------------|---|--------------------------------------------------------|
| 8076   86554<br>Strongly agree<br>11.9   12.9         | 1 | 32634   11395   11272   11284   7677   382   3833      |
|                                                       |   | 11.9   19.1   16.5   9.1   18.1   17.0   11.8          |
| -----+-----+-----+-----+-----+-----+-----+-----+----- |   |                                                        |
| 23640   296736<br>Agree<br>35.0   44.3                | 2 | 116318   25319   32690   61457   21647   697   14968   |
|                                                       |   | 42.5   42.4   47.9   49.5   51.1   31.0   46.3         |
| -----+-----+-----+-----+-----+-----+-----+-----+----- |   |                                                        |
| 31317   254433<br>No opinion<br>46.3   38.0           | 3 | 114321   20633   20698   43539   11130   1094   11701  |
|                                                       |   | 41.7   34.5   30.3   35.1   26.3   48.7   36.2         |
| -----+-----+-----+-----+-----+-----+-----+-----+----- |   |                                                        |
| 3995   26286<br>Disagree<br>5.9   3.9                 | 4 | 8979   1979   2824   5849   1393   65   1202           |
|                                                       |   | 3.3   3.3   4.1   4.7   3.3   2.9   3.7                |
| -----+-----+-----+-----+-----+-----+-----+-----+----- |   |                                                        |
| 573   6426<br>Strongly disagree<br>.8   1.0           | 5 | 1581   438   722   1930   522   10   651               |
|                                                       |   | .6   .7   1.1   1.6   1.2   .4   2.0                   |
| -----+-----+-----+-----+-----+-----+-----+-----+----- |   |                                                        |
| 67601   670435<br>Total                               |   | 273833   59764   68206   124059   42370   2248   32354 |
| 10.1   100.0                                          |   | 40.8   8.9   10.2   18.5   6.3   .3   4.8              |

Number of Missing Observations: 97095

Q39 Medical facilities are sufficient by WORKLOC Location

| Other | Count  |                   | Office | Shop  | Maintenance | Outdoors | Flight | Ship | Clinic/Hospital |
|-------|--------|-------------------|--------|-------|-------------|----------|--------|------|-----------------|
|       | Col    | Pct               |        |       |             |          |        |      |                 |
| 8     | Row    |                   | 1      | 2     | 3           | 4        | 5      | 6    | 7               |
| Q39   | Total  |                   |        |       |             |          |        |      |                 |
| 6749  | 81624  | 1                 | 31802  | 10026 | 7935        | 14692    | 4272   | 350  | 5798            |
| 10.0  | 12.1   | Strongly agree    | 11.6   | 16.7  | 11.4        | 11.8     | 10.1   | 15.6 | 18.0            |
| 19985 | 241419 | 2                 | 104293 | 17505 | 24635       | 47528    | 14909  | 482  | 12081           |
| 29.6  | 35.9   | Agree             | 38.0   | 29.2  | 35.5        | 38.2     | 35.3   | 21.5 | 37.4            |
| 31423 | 257657 | 3                 | 108168 | 25026 | 25707       | 43574    | 12492  | 1171 | 10097           |
| 46.5  | 38.3   | No opinion        | 39.4   | 41.8  | 37.1        | 35.0     | 29.6   | 52.1 | 31.3            |
| 6629  | 60564  | 4                 | 20628  | 4607  | 7342        | 12499    | 5627   | 174  | 3060            |
| 9.8   | 9.0    | Disagree          | 7.5    | 7.7   | 10.6        | 10.0     | 13.3   | 7.7  | 9.5             |
| 2761  | 31298  | 5                 | 9543   | 2725  | 3757        | 6250     | 4968   | 70   | 1224            |
| 4.1   | 4.7    | Strongly disagree | 3.5    | 4.5   | 5.4         | 5.0      | 11.8   | 3.1  | 3.8             |
| 67547 | 672561 | Column            | 274434 | 59887 | 69376       | 124542   | 42268  | 2248 | 32259           |
| 10.0  | 100.0  | Total             | 40.8   | 8.9   | 10.3        | 18.5     | 6.3    | .3   | 4.8             |

Number of Missing Observations: 94969

Q40 Leadership ignores safety during promotion by WORKLOC Location

| Other          | Count |      | Office | Shop | Maintenance | Outdoors | Flight | Ship | Clinic/Hospital |
|----------------|-------|------|--------|------|-------------|----------|--------|------|-----------------|
|                | Col   | Pct  |        |      |             |          |        |      |                 |
| Row            |       |      |        |      |             |          |        |      |                 |
| 8   Total      |       |      | 1      | 2    | 3           | 4        | 5      | 6    | 7               |
| Q40            |       |      |        |      |             |          |        |      |                 |
| 3380   25162   | 1     | 8912 | 2899   | 2282 | 5760        | 996      | 10     | 925  |                 |
| Strongly agree |       | 3.2  | 4.9    | 3.3  | 4.6         | 2.4      | .4     | 2.9  |                 |
| 4.9   3.7      |       |      |        |      |             |          |        |      |                 |

|                                                 |        |                                                        |
|-------------------------------------------------|--------|--------------------------------------------------------|
| 4958   61311<br>Agree<br>7.2   9.1              | 2      | 20670   6342   7727   16242   2769   188   2416        |
|                                                 |        | 7.5   10.6   11.2   13.0   6.5   8.4   7.6             |
| -----+-----                                     |        |                                                        |
| 38379   310937<br>No opinion<br>56.1   46.2     | 3      | 125615   27252   30377   57041   17045   1156   14072  |
|                                                 |        | 45.7   45.7   43.8   45.8   40.3   51.4   44.2         |
| -----+-----                                     |        |                                                        |
| 17328   205567<br>Disagree<br>25.3   30.5       | 4      | 88198   16756   21630   33829   15737   805   11283    |
|                                                 |        | 32.1   28.1   31.2   27.2   37.2   35.8   35.4         |
| -----+-----                                     |        |                                                        |
| 4380   69948<br>Strongly disagree<br>6.4   10.4 | 5      | 31256   6362   7264   11671   5751   89   3175         |
|                                                 |        | 11.4   10.7   10.5   9.4   13.6   3.9   10.0           |
| -----+-----                                     |        |                                                        |
| 68425   672925<br>Total<br>10.2   100.0         | Column | 274650   59611   69280   124542   42298   2248   31871 |
|                                                 |        | 40.8   8.9   10.3   18.5   6.3   .3   4.7              |
| Number of Missing Observations: 94605           |        |                                                        |

Number of Missing Observations: 94605

Q41 Safety officer is readily available by WORKLOC Location

| Other                                 | Count             |     | Office | Shop  | Maintenance | Outdoors | Flight | Ship | Clinic/Hospital |
|---------------------------------------|-------------------|-----|--------|-------|-------------|----------|--------|------|-----------------|
|                                       | Col               | Pct |        |       |             |          |        |      |                 |
| Row                                   |                   |     |        |       |             |          |        |      |                 |
| 8   Total                             |                   |     | 1      | 2     | 3           | 4        | 5      | 6    | 7               |
| Q41                                   |                   |     |        |       |             |          |        |      |                 |
| 7710   77818                          | Strongly agree    |     | 1      | 2     | 3           | 4        | 5      | 6    | 7               |
| 11.3   11.6                           |                   |     | 33364  | 8456  | 7851        | 9937     | 6820   | 377  | 3302            |
|                                       |                   |     |        |       |             |          |        |      |                 |
| 17154   223163                        | Agree             |     | 2      |       |             |          |        |      |                 |
| 25.0   33.2                           |                   |     | 96193  | 18459 | 22045       | 39949    | 17677  | 343  | 11344           |
|                                       |                   |     |        |       |             |          |        |      |                 |
| 38327   314434                        | No opinion        |     | 3      |       |             |          |        |      |                 |
| 55.9   46.8                           |                   |     | 126014 | 27654 | 33562       | 58520    | 14152  | 1325 | 14880           |
|                                       |                   |     |        |       |             |          |        |      |                 |
| 3892   42920                          | Disagree          |     | 4      |       |             |          |        |      |                 |
| 5.7   6.4                             |                   |     | 15651  | 3504  | 4237        | 10901    | 2383   | 193  | 2159            |
|                                       |                   |     |        |       |             |          |        |      |                 |
| 1421   13767                          | Strongly disagree |     | 5      |       |             |          |        |      |                 |
| 2.1   2.0                             |                   |     | 3296   | 868   | 1610        | 4863     | 1225   | 10   | 475             |
|                                       |                   |     |        |       |             |          |        |      |                 |
| Column                                |                   |     | 274518 | 58941 | 69305       | 124169   | 42257  | 2248 | 32160           |
| 68504                                 | 672103            |     |        |       |             |          |        |      |                 |
| Total                                 |                   |     | 40.8   | 8.8   | 10.3        | 18.5     | 6.3    | .3   | 4.8             |
| 10.2                                  | 100.0             |     |        |       |             |          |        |      |                 |
| Number of Missing Observations: 95427 |                   |     |        |       |             |          |        |      |                 |

Number of Missing Observations: 95427

Q42 This unit has a stable workforce by WORKLOC Location

| Other                                       | Count<br>Col Pct | Office | Shop  | Maintenance | Outdoors<br>/Field | Flight<br>ne | Ship | Clinic/H<br>ospital | Row |
|---------------------------------------------|------------------|--------|-------|-------------|--------------------|--------------|------|---------------------|-----|
|                                             |                  |        |       |             |                    |              |      |                     |     |
| 8   Total<br>Q42                            |                  | 1      | 2     | 3           | 4                  | 5            | 6    | 7                   |     |
|                                             |                  |        |       |             |                    |              |      |                     |     |
| 4967   58951<br>Strongly agree<br>7.4   8.9 | 1                | 26792  | 6566  | 6385        | 7366               | 4004         | 395  | 2477                |     |
|                                             |                  | 9.8    | 11.1  | 9.3         | 6.0                | 9.5          | 17.6 | 8.0                 |     |
|                                             |                  |        |       |             |                    |              |      |                     |     |
| 16912   228924<br>Agree<br>25.0   34.4      | 2                | 101020 | 18326 | 24512       | 42146              | 14957        | 560  | 10491               |     |
|                                             |                  | 37.1   | 31.0  | 35.8        | 34.6               | 35.6         | 24.9 | 33.8                |     |
|                                             |                  |        |       |             |                    |              |      |                     |     |

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|                                        |        |   |        |       |       |        |       |      |       |  |
|----------------------------------------|--------|---|--------|-------|-------|--------|-------|------|-------|--|
| 35745                                  | 290286 | 3 | 113187 | 27892 | 29110 | 53801  | 16655 | 1059 | 12838 |  |
| No opinion                             |        |   | 41.5   | 47.2  | 42.5  | 44.1   | 39.6  | 47.1 | 41.3  |  |
| 52.9                                   | 43.7   |   |        |       |       |        |       |      |       |  |
| 7407                                   | 62104  | 4 | 23926  | 4399  | 5789  | 12808  | 3892  | 234  | 3649  |  |
| Disagree                               |        |   | 8.8    | 7.4   | 8.5   | 10.5   | 9.3   | 10.4 | 11.7  |  |
| 11.0                                   | 9.3    |   |        |       |       |        |       |      |       |  |
| 2481                                   | 24580  | 5 | 7598   | 1923  | 2654  | 5785   | 2524  |      | 1614  |  |
| Strongly disagree                      |        |   | 2.8    | 3.3   | 3.9   | 4.7    | 6.0   |      | 5.2   |  |
| 3.7                                    | 3.7    |   |        |       |       |        |       |      |       |  |
| Column                                 |        |   | 272524 | 59106 | 68450 | 121906 | 42032 | 2248 | 31069 |  |
| 67512                                  | 664845 |   | 41.0   | 8.9   | 10.3  | 18.3   | 6.3   | .3   | 4.7   |  |
| 10.2                                   | 100.0  |   |        |       |       |        |       |      |       |  |
| Number of Missing Observations: 102685 |        |   |        |       |       |        |       |      |       |  |

Q43 Personnel afraid to report problems by WORKLOC Location

|                                       |        |        |     |        |       |          |          |        |      |       |          |
|---------------------------------------|--------|--------|-----|--------|-------|----------|----------|--------|------|-------|----------|
| Other                                 | Count  | Col    | Pct | Office | Shop  | Maintena | Outdoors | Flight | li   | Ship  | Clinic/H |
|                                       |        |        |     |        |       | nce      | /Field   | ne     |      |       | ospital  |
| Row                                   |        |        |     | 1      | 2     | 3        | 4        | 5      | 6    | 7     |          |
| 8   Total                             |        |        |     |        |       |          |          |        |      |       |          |
| Q43                                   |        |        |     |        |       |          |          |        |      |       |          |
| 1                                     | 3663   | 20345  |     | 7158   | 3212  | 1348     | 3831     | 410    | 70   | 651   |          |
| Strongly agree                        |        |        |     | 2.6    | 5.4   | 2.0      | 3.1      | 1.0    | 3.1  | 2.0   |          |
| 5.3                                   | 3.0    |        |     |        |       |          |          |        |      |       |          |
| 2                                     | 4958   | 40683  |     | 14285  | 2526  | 3829     | 12113    | 1769   | 18   | 1183  |          |
| Agree                                 |        |        |     | 5.2    | 4.3   | 5.6      | 9.8      | 4.2    | .8   | 3.7   |          |
| 7.2                                   | 6.1    |        |     |        |       |          |          |        |      |       |          |
| 3                                     | 30506  | 233981 |     | 93436  | 20231 | 23739    | 44094    | 9764   | 958  | 11254 |          |
| No opinion                            |        |        |     | 34.0   | 34.3  | 34.5     | 35.6     | 23.2   | 42.6 | 34.8  |          |
| 44.4                                  | 34.8   |        |     |        |       |          |          |        |      |       |          |
| 4                                     | 21451  | 281799 |     | 118483 | 23919 | 30168    | 50110    | 21985  | 788  | 14894 |          |
| Disagree                              |        |        |     | 43.1   | 40.5  | 43.8     | 40.4     | 52.2   | 35.1 | 46.1  |          |
| 31.2                                  | 41.9   |        |     |        |       |          |          |        |      |       |          |
| 5                                     | 8131   | 95120  |     | 41305  | 9139  | 9752     | 13827    | 8208   | 414  | 4345  |          |
| Strongly disagree                     |        |        |     | 15.0   | 15.5  | 14.2     | 11.2     | 19.5   | 18.4 | 13.4  |          |
| 11.8                                  | 14.2   |        |     |        |       |          |          |        |      |       |          |
| Column                                |        |        |     | 274668 | 59028 | 68837    | 123976   | 42136  | 2248 | 32327 |          |
| 68709                                 | 671928 |        |     | 40.9   | 8.8   | 10.2     | 18.5     | 6.3    | .3   | 4.8   |          |
| 10.2                                  | 100.0  |        |     |        |       |          |          |        |      |       |          |
| Number of Missing Observations: 95602 |        |        |     |        |       |          |          |        |      |       |          |

Q44 Supervisors always investigate accidents by WORKLOC Location

|                |       |        |     |        |       |          |          |        |      |       |          |
|----------------|-------|--------|-----|--------|-------|----------|----------|--------|------|-------|----------|
| Other          | Count | Col    | Pct | Office | Shop  | Maintena | Outdoors | Flight | li   | Ship  | Clinic/H |
|                |       |        |     |        |       | nce      | /Field   | ne     |      |       | ospital  |
| Row            |       |        |     | 1      | 2     | 3        | 4        | 5      | 6    | 7     |          |
| 8   Total      |       |        |     |        |       |          |          |        |      |       |          |
| Q44            |       |        |     |        |       |          |          |        |      |       |          |
| 1              | 6851  | 75930  |     | 30168  | 8675  | 9558     | 10371    | 7117   | 391  | 2800  |          |
| Strongly agree |       |        |     | 11.0   | 14.6  | 13.9     | 8.4      | 17.0   | 21.1 | 8.8   |          |
| 10.0           | 11.3  |        |     |        |       |          |          |        |      |       |          |
| 2              | 22197 | 261348 |     | 106378 | 22520 | 26754    | 52262    | 18306  | 662  | 12269 |          |
| Agree          |       |        |     | 38.8   | 37.9  | 38.9     | 42.3     | 43.6   | 35.7 | 38.5  |          |
| 32.5           | 39.0  |        |     |        |       |          |          |        |      |       |          |
| 3              | 35458 | 297636 |     | 126049 | 25260 | 28487    | 52445    | 14009  | 743  | 15184 |          |
| No opinion     |       |        |     | 46.0   | 42.5  | 41.4     | 42.4     | 33.4   | 40.1 | 47.6  |          |
| 51.9           | 44.4  |        |     |        |       |          |          |        |      |       |          |

|                                       |        |   |        |       |       |        |       |      |       |  |
|---------------------------------------|--------|---|--------|-------|-------|--------|-------|------|-------|--|
| 3370                                  | 27645  | 4 | 9243   | 2615  | 3468  | 5783   | 1939  | 47   | 1180  |  |
| Disagree                              |        |   | 3.4    | 4.4   | 5.0   | 4.7    | 4.6   | 2.5  | 3.7   |  |
| 4.9                                   | 4.1    |   |        |       |       |        |       |      |       |  |
| 492                                   | 7377   | 5 | 2095   | 427   | 572   | 2751   | 589   | 10   | 442   |  |
| Strongly disagree                     |        |   | .8     | .7    | .8    | 2.2    | 1.4   | .5   | 1.4   |  |
| .7                                    | 1.1    |   |        |       |       |        |       |      |       |  |
| Column                                |        |   | 273932 | 59498 | 68838 | 123612 | 41960 | 1852 | 31875 |  |
| 68368                                 | 669936 |   | 40.9   | 8.9   | 10.3  | 18.5   | 6.3   | .3   | 4.8   |  |
| 10.2                                  | 100.0  |   |        |       |       |        |       |      |       |  |
| Number of Missing Observations: 97594 |        |   |        |       |       |        |       |      |       |  |

Q45 Environmental cond. kept at good levels by WORKLOC Location

|                                       |        |        |     |        |       |          |          |        |      |       |          |
|---------------------------------------|--------|--------|-----|--------|-------|----------|----------|--------|------|-------|----------|
| Other                                 | Count  | Col    | Pct | Office | Shop  | Maintena | Outdoors | Flight | li   | Ship  | Clinic/H |
|                                       |        |        |     |        |       | nce      | /Field   | ne     |      |       | ospital  |
| Row                                   |        |        |     | 1      | 2     | 3        | 4        | 5      | 6    | 7     |          |
| 8   Total                             |        |        |     |        |       |          |          |        |      |       |          |
| Q45                                   |        |        |     |        |       |          |          |        |      |       |          |
| 1                                     | 7344   | 79620  |     | 31572  | 9795  | 10754    | 11149    | 5477   | 362  | 3167  |          |
| Strongly agree                        |        |        |     | 11.5   | 16.3  | 15.6     | 9.0      | 12.9   | 16.4 | 9.8   |          |
| 10.7                                  | 11.8   |        |     |        |       |          |          |        |      |       |          |
| 2                                     | 25728  | 309673 |     | 132572 | 25379 | 29892    | 58599    | 21663  | 622  | 15219 |          |
| Agree                                 |        |        |     | 48.2   | 42.2  | 43.3     | 47.2     | 51.1   | 28.2 | 47.0  |          |
| 37.4                                  | 45.9   |        |     |        |       |          |          |        |      |       |          |
| 3                                     | 30126  | 231113 |     | 90564  | 20114 | 23643    | 42975    | 11459  | 1033 | 11199 |          |
| No opinion                            |        |        |     | 32.9   | 33.5  | 34.2     | 34.6     | 27.0   | 46.8 | 34.6  |          |
| 43.8                                  | 34.3   |        |     |        |       |          |          |        |      |       |          |
| 4                                     | 4282   | 41483  |     | 16214  | 3581  | 3796     | 8772     | 2591   | 190  | 2057  |          |
| Disagree                              |        |        |     | 5.9    | 6.0   | 5.5      | 7.1      | 6.1    | 8.6  | 6.4   |          |
| 6.2                                   | 6.2    |        |     |        |       |          |          |        |      |       |          |
| 5                                     | 1277   | 12168  |     | 3951   | 1209  | 994      | 2784     | 1215   |      | 738   |          |
| Strongly disagree                     |        |        |     | 1.4    | 2.0   | 1.4      | 2.2      | 2.9    |      | 2.3   |          |
| 1.9                                   | 1.8    |        |     |        |       |          |          |        |      |       |          |
| Column                                |        |        |     | 274874 | 60078 | 69079    | 124280   | 42405  | 2207 | 32379 |          |
| 68757                                 | 674058 |        |     | 40.8   | 8.9   | 10.2     | 18.4     | 6.3    | .3   | 4.8   |          |
| 10.2                                  | 100.0  |        |     |        |       |          |          |        |      |       |          |
| Number of Missing Observations: 93472 |        |        |     |        |       |          |          |        |      |       |          |

Q46 Personnel dont use necessary PPE by WORKLOC Location

|                |       |        |     |        |       |          |          |        |      |       |          |
|----------------|-------|--------|-----|--------|-------|----------|----------|--------|------|-------|----------|
| Other          | Count | Col    | Pct | Office | Shop  | Maintena | Outdoors | Flight | li   | Ship  | Clinic/H |
|                |       |        |     |        |       | nce      | /Field   | ne     |      |       | ospital  |
| Row            |       |        |     | 1      | 2     | 3        | 4        | 5      | 6    | 7     |          |
| 8   Total      |       |        |     |        |       |          |          |        |      |       |          |
| Q46            |       |        |     |        |       |          |          |        |      |       |          |
| 1              | 2904  | 19903  |     | 8049   | 2421  | 2278     | 2816     | 790    | 70   | 576   |          |
| Strongly agree |       |        |     | 2.9    | 4.0   | 3.3      | 2.3      | 1.9    | 3.1  | 1.8   |          |
| 4.2            | 2.9   |        |     |        |       |          |          |        |      |       |          |
| 2              | 8724  | 80845  |     | 28303  | 7988  | 8738     | 19427    | 4124   | 266  | 3275  |          |
| Agree          |       |        |     | 10.2   | 13.3  | 12.6     | 15.6     | 9.7    | 11.8 | 10.2  |          |
| 12.7           | 12.0  |        |     |        |       |          |          |        |      |       |          |
| 3              | 33636 | 271403 |     | 117804 | 21716 | 24248    | 49988    | 11374  | 907  | 11729 |          |
| No opinion     |       |        |     | 42.6   | 36.3  | 35.1     | 40.2     | 26.7   | 40.3 | 36.5  |          |
| 48.9           | 40.2  |        |     |        |       |          |          |        |      |       |          |
| 4              | 17783 | 234647 |     | 95671  | 19773 | 26868    | 40917    | 20362  | 639  | 12634 |          |
| Disagree       |       |        |     | 34.6   | 33.0  | 38.8     | 32.9     | 47.9   | 28.4 | 39.3  |          |
| 25.9           | 34.7  |        |     |        |       |          |          |        |      |       |          |

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|                   |        |       |       |        |       |       |       |      |      |
|-------------------|--------|-------|-------|--------|-------|-------|-------|------|------|
| 5690              | 68609  | 5     | 26429 | 7945   | 7041  | 11305 | 5878  | 366  | 3954 |
| Strongly disagree | 8.3    | 10.2  | 9.6   | 13.3   | 10.2  | 9.1   | 13.8  | 16.3 | 12.3 |
| Column Total      | 276257 | 59843 | 69174 | 124453 | 42528 | 2248  | 32167 |      |      |
| 68738             | 675408 | 10.2  | 100.0 | 40.9   | 8.9   | 10.2  | 18.4  | 6.3  | .3   |
| 10.2              | 100.0  |       |       |        |       |       |       |      |      |

Number of Missing Observations: 92122

Q47 Job stress is significant problem for me by WORKLOC Location

| Other          | Count Col Pct     | Office | Shop  | Mainten | Outdoors | Flight | Ship  | Clinic/H |
|----------------|-------------------|--------|-------|---------|----------|--------|-------|----------|
| Row            |                   |        |       | nce     | /Field   | ne     |       | ospital  |
| 8   Total      |                   | 1      | 2     | 3       | 4        | 5      | 6     | 7        |
| Q47            |                   |        |       |         |          |        |       |          |
| 1              | 8570              | 2436   | 2056  | 3776    | 570      |        | 901   |          |
| 3776   22085   | Strongly agree    | 3.1    | 4.1   | 3.0     | 3.0      | 1.3    |       | 2.8      |
| 5.5   3.3      |                   |        |       |         |          |        |       |          |
| 2              | 21172             | 3373   | 4660  | 14420   | 2528     | 43     | 2661  |          |
| 4912   53769   | Agree             | 7.7    | 5.6   | 6.7     | 11.6     | 6.0    | 1.9   | 8.3      |
| 7.2   8.0      |                   |        |       |         |          |        |       |          |
| 3              | 114154            | 25587  | 28704 | 48856   | 13927    | 1252   | 13594 |          |
| 35020   281094 | No opinion        | 41.4   | 42.8  | 41.2    | 39.2     | 33.0   | 55.7  | 42.3     |
| 51.1   41.6    |                   |        |       |         |          |        |       |          |
| 4              | 101008            | 18586  | 25797 | 39469   | 18666    | 526    | 10896 |          |
| 15728   230676 | Disagree          | 36.6   | 31.1  | 37.0    | 31.7     | 44.2   | 23.4  | 33.9     |
| 22.9   34.2    |                   |        |       |         |          |        |       |          |
| 5              | 31103             | 9748   | 8432  | 17987   | 6551     | 427    | 4104  |          |
| 9112   87464   | Strongly disagree | 11.3   | 16.3  | 12.1    | 14.4     | 15.5   | 19.0  | 12.8     |
| 13.3   13.0    |                   |        |       |         |          |        |       |          |
| Column Total   | 276007            | 59730  | 69649 | 124509  | 42242    | 2248   | 32155 |          |
| 68548          | 675087            | 10.2   | 100.0 | 40.9    | 8.8      | 10.3   | 18.4  | 6.3      |
| 10.2           | 100.0             |        |       |         |          |        |       |          |

Number of Missing Observations: 92443

Q48 Leadership insists supervisor think safe by WORKLOC Location

| Other          | Count Col Pct     | Office | Shop  | Mainten | Outdoors | Flight | Ship  | Clinic/H |
|----------------|-------------------|--------|-------|---------|----------|--------|-------|----------|
| Row            |                   |        |       | nce     | /Field   | ne     |       | ospital  |
| 8   Total      |                   | 1      | 2     | 3       | 4        | 5      | 6     | 7        |
| Q48            |                   |        |       |         |          |        |       |          |
| 1              | 44530             | 13748  | 13873 | 17889   | 9506     | 510    | 4480  |          |
| 10040   114577 | Strongly agree    | 16.1   | 22.9  | 20.0    | 14.4     | 22.4   | 22.8  | 13.9     |
| 14.6   17.0    |                   |        |       |         |          |        |       |          |
| 2              | 126857            | 24318  | 30422 | 60963   | 21569    | 772    | 15467 |          |
| 24765   305132 | Agree             | 45.9   | 40.6  | 43.9    | 49.0     | 50.7   | 34.5  | 47.9     |
| 36.0   45.2    |                   |        |       |         |          |        |       |          |
| 3              | 97085             | 20262  | 23054 | 40178   | 10052    | 935    | 10853 |          |
| 29990   232410 | No opinion        | 35.2   | 33.8  | 33.3    | 32.3     | 23.6   | 41.8  | 33.6     |
| 43.6   34.4    |                   |        |       |         |          |        |       |          |
| 4              | 5940              | 1119   | 1330  | 3832    | 1036     | 12     | 1144  |          |
| 3466   17879   | Disagree          | 2.2    | 1.9   | 1.9     | 3.1      | 2.4    | .5    | 3.5      |
| 5.0   2.6      |                   |        |       |         |          |        |       |          |
| 5              | 1755              | 506    | 598   | 1584    | 344      | 10     | 318   |          |
| 589   5705     | Strongly disagree | .6     | .8    | .9      | 1.3      | .8     | .4    | 1.0      |
| .9   .8        |                   |        |       |         |          |        |       |          |

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

Number of Missing Observations: 91828

Q49 Leadership sets goals-hold all accountable by WORKLOC Location

| Other          | Count Col Pct     | Office | Shop  | Mainten | Outdoors | Flight | Ship  | Clinic/H |
|----------------|-------------------|--------|-------|---------|----------|--------|-------|----------|
| Row            |                   |        |       | nce     | /Field   | ne     |       | ospital  |
| 8   Total      |                   | 1      | 2     | 3       | 4        | 5      | 6     | 7        |
| Q49            |                   |        |       |         |          |        |       |          |
| 1              | 28757             | 9740   | 7936  | 8513    | 5846     | 415    | 3461  |          |
| 7045   71714   | Strongly agree    | 10.4   | 16.2  | 11.4    | 6.9      | 13.8   | 18.5  | 10.8     |
| 10.3   10.6    |                   |        |       |         |          |        |       |          |
| 2              | 87249             | 15707  | 23025 | 39180   | 14081    | 403    | 11012 |          |
| 15010   205668 | Agree             | 31.6   | 26.1  | 33.2    | 31.5     | 33.2   | 17.9  | 34.4     |
| 21.9   30.5    |                   |        |       |         |          |        |       |          |
| 3              | 137384            | 30173  | 32402 | 62878   | 18750    | 1129   | 15380 |          |
| 40796   338893 | No opinion        | 49.8   | 50.2  | 46.7    | 50.6     | 44.2   | 50.2  | 48.0     |
| 59.6   50.2    |                   |        |       |         |          |        |       |          |
| 4              | 18402             | 3417   | 4868  | 9968    | 2430     | 228    | 1438  |          |
| 4051   44800   | Disagree          | 6.7    | 5.7   | 7.0     | 8.0      | 5.7    | 10.1  | 4.5      |
| 5.9   6.6      |                   |        |       |         |          |        |       |          |
| 5              | 4238              | 1063   | 1146  | 3699    | 1292     | 72     | 723   |          |
| 1513   13747   | Strongly disagree | 1.5    | 1.8   | 1.7     | 3.0      | 3.0    | 3.2   | 2.3      |
| 2.2   2.0      |                   |        |       |         |          |        |       |          |
| Column Total   | 276030            | 60100  | 69377 | 124238  | 42400    | 2248   | 32014 |          |
| 68414          | 674822            | 10.1   | 100.0 | 40.9    | 8.9      | 10.3   | 18.4  | 6.3      |
| 10.1           | 100.0             |        |       |         |          |        |       |          |

Number of Missing Observations: 92708

Q50 Personnel rarely dev. safety requirement by WORKLOC Location

| Other          | Count Col Pct     | Office | Shop  | Mainten | Outdoors | Flight | Ship  | Clinic/H |
|----------------|-------------------|--------|-------|---------|----------|--------|-------|----------|
| Row            |                   |        |       | nce     | /Field   | ne     |       | ospital  |
| 8   Total      |                   | 1      | 2     | 3       | 4        | 5      | 6     | 7        |
| Q50            |                   |        |       |         |          |        |       |          |
| 1              | 10339             | 1997   | 3075  | 4013    | 1173     | 10     | 1002  |          |
| 4341   25950   | Strongly agree    | 3.7    | 3.4   | 4.5     | 3.2      | 2.8    | .4    | 3.1      |
| 6.3   3.9      |                   |        |       |         |          |        |       |          |
| 2              | 32011             | 7788   | 8339  | 20978   | 4419     | 420    | 3555  |          |
| 6699   84211   | Agree             | 11.6   | 13.2  | 12.1    | 16.9     | 10.4   | 18.7  | 11.0     |
| 9.8   12.5     |                   |        |       |         |          |        |       |          |
| 3              | 137224            | 28662  | 30032 | 58066   | 17654    | 973    | 15442 |          |
| 38374   326428 | No opinion        | 49.8   | 48.6  | 43.5    | 46.7     | 41.7   | 43.3  | 47.9     |
| 55.9   48.5    |                   |        |       |         |          |        |       |          |
| 4              | 76989             | 16085  | 22224 | 35513   | 14920    | 506    | 10054 |          |
| 16297   192587 | Disagree          | 27.9   | 27.3  | 32.2    | 28.6     | 35.3   | 22.5  | 31.2     |
| 23.7   28.6    |                   |        |       |         |          |        |       |          |
| 5              | 19193             | 4437   | 5356  | 5760    | 4138     | 339    | 2208  |          |
| 2975   44405   | Strongly disagree | 7.0    | 7.5   | 7.8     | 4.6      | 9.8    | 15.1  | 6.8      |
| 4.3   6.6      |                   |        |       |         |          |        |       |          |
| Column Total   | 275756            | 58970  | 69025 | 124330  | 42304    | 2248   | 32260 |          |
| 68686          | 673580            | 10.2   | 100.0 | 40.9    | 8.8      | 10.2   | 18.5  | 6.3      |
| 10.2           | 100.0             |        |       |         |          |        |       |          |

Number of Missing Observations: 93950

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## Appendix H – Response Distributions by Reserve Component

Q1 Personnel identify hazards by XSRRC Recode- Member Component

| Forc                                  | Count<br>Col Pct | Army   | Nat    | Army Res | Navy Res | Marine C | Air | Nati | Air |
|---------------------------------------|------------------|--------|--------|----------|----------|----------|-----|------|-----|
| Reserv                                | Row              | 1      | 2      | 3        | 4        | 5        |     |      |     |
| 6   Total                             |                  |        |        |          |          |          |     |      |     |
| Q1                                    |                  |        |        |          |          |          |     |      |     |
| 25758   265877                        | 1                | 114125 | 55321  | 21904    | 9211     | 39559    |     |      |     |
| Strongly agree                        |                  | 39.0   | 34.3   | 39.1     | 28.3     | 41.0     |     |      |     |
| 38.6   37.7                           |                  |        |        |          |          |          |     |      |     |
| 30358   304155                        | 2                | 121762 | 70805  | 24143    | 14177    | 42909    |     |      |     |
| Agree                                 |                  | 41.6   | 43.9   | 43.1     | 43.5     | 44.5     |     |      |     |
| 45.5   43.1                           |                  |        |        |          |          |          |     |      |     |
| 8575   110241                         | 3                | 46954  | 27559  | 8080     | 7655     | 11418    |     |      |     |
| No opinion                            |                  | 16.0   | 17.1   | 14.4     | 23.5     | 11.8     |     |      |     |
| 12.9   15.6                           |                  |        |        |          |          |          |     |      |     |
| 1702   21645                          | 4                | 8893   | 6316   | 1654     | 1128     | 1951     |     |      |     |
| Disagree                              |                  | 3.0    | 3.9    | 3.0      | 3.5      | 2.0      |     |      |     |
| 2.6   3.1                             |                  |        |        |          |          |          |     |      |     |
| 279   3964                            | 5                | 1249   | 1195   | 255      | 397      | 590      |     |      |     |
| Strongly disagree                     |                  | .4     | .7     | .5       | 1.2      | .6       |     |      |     |
| .4   .6                               |                  |        |        |          |          |          |     |      |     |
| Column                                |                  | 292983 | 161196 | 56037    | 32568    | 96426    |     |      |     |
| 66672   705882                        | Total            | 41.5   | 22.8   | 7.9      | 4.6      | 13.7     |     |      |     |
| 9.4   100.0                           |                  |        |        |          |          |          |     |      |     |
| Number of Missing Observations: 61648 |                  |        |        |          |          |          |     |      |     |

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

| Forc           | Count<br>Col Pct | Army   | Nat   | Army Res | Navy Res | Marine C | Air | Nati | Air |
|----------------|------------------|--------|-------|----------|----------|----------|-----|------|-----|
| Reserv         | Row              | 1      | 2     | 3        | 4        | 5        |     |      |     |
| 6   Total      |                  |        |       |          |          |          |     |      |     |
| Q2             |                  |        |       |          |          |          |     |      |     |
| 16504   181746 | 1                | 78750  | 36250 | 16199    | 7140     | 26902    |     |      |     |
| Strongly agree |                  | 27.0   | 22.5  | 29.0     | 21.9     | 28.0     |     |      |     |
| 24.8   25.8    |                  |        |       |          |          |          |     |      |     |
| 31556   317978 | 2                | 129181 | 72710 | 26358    | 13947    | 44226    |     |      |     |
| Agree          |                  | 44.2   | 45.2  | 47.3     | 42.8     | 46.1     |     |      |     |
| 47.4   45.2    |                  |        |       |          |          |          |     |      |     |
| 12051   125297 | 3                | 48074  | 32995 | 8814     | 8222     | 15140    |     |      |     |
| No opinion     |                  | 16.5   | 20.5  | 15.8     | 25.2     | 15.8     |     |      |     |
| 18.1   17.8    |                  |        |       |          |          |          |     |      |     |
| 4780   60660   | 4                | 28575  | 14253 | 3331     | 2607     | 7113     |     |      |     |

|                                       |        |        |       |       |       |
|---------------------------------------|--------|--------|-------|-------|-------|
| Disagree                              | 9.8    | 8.9    | 6.0   | 8.0   | 7.4   |
| 7.2   8.6                             |        |        |       |       |       |
| 5   7398                              | 4633   | 1077   | 668   | 2584  |       |
| 1636   17995                          |        |        |       |       |       |
| Strongly disagree                     | 2.5    | 2.9    | 1.9   | 2.0   | 2.7   |
| 2.5   2.6                             |        |        |       |       |       |
| Column                                | 291978 | 160842 | 55780 | 32583 | 95965 |
| 66528   703676                        | Total  | 41.5   | 22.9  | 7.9   | 4.6   |
| 9.5   100.0                           |        |        |       |       |       |
| Number of Missing Observations: 63854 |        |        |       |       |       |

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

| Forc                                  | Count<br>Col Pct | Army   | Nat   | Army Res | Navy Res | Marine C | Air | Nati | Air |
|---------------------------------------|------------------|--------|-------|----------|----------|----------|-----|------|-----|
| Reserv                                | Row              | 1      | 2     | 3        | 4        | 5        |     |      |     |
| 6   Total                             |                  |        |       |          |          |          |     |      |     |
| Q3                                    |                  |        |       |          |          |          |     |      |     |
| 2117   36120                          | 1                | 19307  | 7729  | 1600     | 1655     | 3712     |     |      |     |
| Strongly agree                        |                  | 6.6    | 4.8   | 2.9      | 5.1      | 3.9      |     |      |     |
| 3.2   5.2                             |                  |        |       |          |          |          |     |      |     |
| 4917   70191                          | 2                | 33068  | 18465 | 4212     | 4181     | 5347     |     |      |     |
| Agree                                 |                  | 11.4   | 11.5  | 7.6      | 12.9     | 5.6      |     |      |     |
| 7.4   10.0                            |                  |        |       |          |          |          |     |      |     |
| 11884   152301                        | 3                | 66763  | 36317 | 10223    | 10021    | 17093    |     |      |     |
| No opinion                            |                  | 22.9   | 22.7  | 18.4     | 30.9     | 17.8     |     |      |     |
| 17.9   21.7                           |                  |        |       |          |          |          |     |      |     |
| 27869   282649                        | 4                | 112582 | 65143 | 24216    | 11432    | 41406    |     |      |     |
| Disagree                              |                  | 38.7   | 40.7  | 43.6     | 35.2     | 43.1     |     |      |     |
| 42.1   40.3                           |                  |        |       |          |          |          |     |      |     |
| 19464   159839                        | 5                | 59228  | 32299 | 15231    | 5188     | 28430    |     |      |     |
| Strongly disagree                     |                  | 20.4   | 20.2  | 27.5     | 16.0     | 29.6     |     |      |     |
| 29.4   22.8                           |                  |        |       |          |          |          |     |      |     |
| Column                                | 290949           | 159953 | 55482 | 32478    | 95988    |          |     |      |     |
| 66251   701100                        | Total            | 41.5   | 22.8  | 7.9      | 4.6      | 13.7     |     |      |     |
| 9.4   100.0                           |                  |        |       |          |          |          |     |      |     |
| Number of Missing Observations: 66430 |                  |        |       |          |          |          |     |      |     |

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

| Forc      | Count<br>Col Pct | Army | Nat | Army Res | Navy Res | Marine C | Air | Nati | Air |
|-----------|------------------|------|-----|----------|----------|----------|-----|------|-----|
| Reserv    | Row              | 1    | 2   | 3        | 4        | 5        |     |      |     |
| 6   Total |                  |      |     |          |          |          |     |      |     |

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

Q5 Supervisor maintain high safety standard by XSRRC Recode-  
Member Component

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

Q6 Inspections made at regular intervals by XSRRC Recode-  
Member Component

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

Q7 Leadership safety views seldom communic by XSRRC Recode-  
Member Component

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

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

Number of Missing Observations: 68462

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

|                   |        |        |       |       |       |  |  |  |  |
|-------------------|--------|--------|-------|-------|-------|--|--|--|--|
| Count             |        |        |       |       |       |  |  |  |  |
| Col Pct           |        |        |       |       |       |  |  |  |  |
| Forc              |        |        |       |       |       |  |  |  |  |
| Reserv            |        |        |       |       |       |  |  |  |  |
| Row               |        |        |       |       |       |  |  |  |  |
| 6   Total         |        |        |       |       |       |  |  |  |  |
| Q8                |        |        |       |       |       |  |  |  |  |
| 1                 | 20808  | 10093  | 2886  | 1361  | 4291  |  |  |  |  |
| 2093   41532      |        |        |       |       |       |  |  |  |  |
| Strongly agree    | 7.2    | 6.3    | 5.2   | 4.3   | 4.5   |  |  |  |  |
| 3.2   6.0         |        |        |       |       |       |  |  |  |  |
| 2                 | 63721  | 32816  | 10609 | 4289  | 14803 |  |  |  |  |
| 8303   134541     |        |        |       |       |       |  |  |  |  |
| Agree             | 22.2   | 20.6   | 19.1  | 13.4  | 15.5  |  |  |  |  |
| 12.6   19.3       |        |        |       |       |       |  |  |  |  |
| 3                 | 109817 | 67718  | 23237 | 15731 | 35187 |  |  |  |  |
| 24885   276575    |        |        |       |       |       |  |  |  |  |
| No opinion        | 38.3   | 42.5   | 41.9  | 49.2  | 36.8  |  |  |  |  |
| 37.7   39.8       |        |        |       |       |       |  |  |  |  |
| 4                 | 77589  | 40721  | 15183 | 8469  | 32371 |  |  |  |  |
| 23660   197992    |        |        |       |       |       |  |  |  |  |
| Disagree          | 27.0   | 25.6   | 27.4  | 26.5  | 33.8  |  |  |  |  |
| 35.8   28.5       |        |        |       |       |       |  |  |  |  |
| 5                 | 15099  | 7894   | 3524  | 2104  | 9006  |  |  |  |  |
| 7104   44731      |        |        |       |       |       |  |  |  |  |
| Strongly disagree | 5.3    | 5.0    | 6.4   | 6.6   | 9.4   |  |  |  |  |
| 10.8   6.4        |        |        |       |       |       |  |  |  |  |
| Column            | 287033 | 159242 | 55440 | 31954 | 95658 |  |  |  |  |
| 66044   695372    |        |        |       |       |       |  |  |  |  |
| Total             | 41.3   | 22.9   | 8.0   | 4.6   | 13.8  |  |  |  |  |
| 9.5               | 100.0  |        |       |       |       |  |  |  |  |

Number of Missing Observations: 72158

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

|                |        |        |       |       |       |  |  |  |  |
|----------------|--------|--------|-------|-------|-------|--|--|--|--|
| Count          |        |        |       |       |       |  |  |  |  |
| Col Pct        |        |        |       |       |       |  |  |  |  |
| Forc           |        |        |       |       |       |  |  |  |  |
| Reserv         |        |        |       |       |       |  |  |  |  |
| Row            |        |        |       |       |       |  |  |  |  |
| 6   Total      |        |        |       |       |       |  |  |  |  |
| Q9             |        |        |       |       |       |  |  |  |  |
| 1              | 68383  | 31360  | 14480 | 7736  | 25293 |  |  |  |  |
| 14178   161431 |        |        |       |       |       |  |  |  |  |
| Strongly agree | 23.9   | 19.7   | 26.2  | 24.4  | 26.7  |  |  |  |  |
| 21.6   23.3    |        |        |       |       |       |  |  |  |  |
| Column         | 287033 | 159242 | 55440 | 31954 | 95658 |  |  |  |  |
| 66044   695372 |        |        |       |       |       |  |  |  |  |
| Total          | 41.3   | 22.9   | 8.0   | 4.6   | 13.8  |  |  |  |  |
| 9.5            | 100.0  |        |       |       |       |  |  |  |  |

|                   |        |        |       |       |       |       |  |  |  |
|-------------------|--------|--------|-------|-------|-------|-------|--|--|--|
| 34372   336381    | 2      | 137024 | 74810 | 27770 | 14179 | 48226 |  |  |  |
| Agree             |        |        |       |       |       |       |  |  |  |
| 52.4   48.6       |        |        |       |       |       |       |  |  |  |
| 3                 | 55165  | 33698  | 8962  | 7537  | 14147 |       |  |  |  |
| 11807   131316    |        |        |       |       |       |       |  |  |  |
| No opinion        | 19.3   | 21.2   | 16.2  | 23.8  | 14.9  |       |  |  |  |
| 18.0   19.0       |        |        |       |       |       |       |  |  |  |
| 4                 | 17393  | 13898  | 3124  | 1505  | 4917  |       |  |  |  |
| 3532   44368      |        |        |       |       |       |       |  |  |  |
| Disagree          | 6.1    | 8.7    | 5.7   | 4.7   | 5.2   |       |  |  |  |
| 5.4   6.4         |        |        |       |       |       |       |  |  |  |
| 5                 | 7797   | 5441   | 838   | 764   | 2308  |       |  |  |  |
| 1719   18866      |        |        |       |       |       |       |  |  |  |
| Strongly disagree | 2.7    | 3.4    | 1.5   | 2.4   | 2.4   |       |  |  |  |
| 2.6   2.7         |        |        |       |       |       |       |  |  |  |
| Column            | 285761 | 159208 | 55173 | 31721 | 94891 |       |  |  |  |
| 65608   692362    |        |        |       |       |       |       |  |  |  |
| Total             | 41.3   | 23.0   | 8.0   | 4.6   | 13.7  |       |  |  |  |
| 9.5               | 100.0  |        |       |       |       |       |  |  |  |

Number of Missing Observations: 75168

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

|                   |        |        |       |       |       |  |  |  |  |
|-------------------|--------|--------|-------|-------|-------|--|--|--|--|
| Count             |        |        |       |       |       |  |  |  |  |
| Col Pct           |        |        |       |       |       |  |  |  |  |
| Forc              |        |        |       |       |       |  |  |  |  |
| Reserv            |        |        |       |       |       |  |  |  |  |
| Row               |        |        |       |       |       |  |  |  |  |
| 6   Total         |        |        |       |       |       |  |  |  |  |
| Q10               |        |        |       |       |       |  |  |  |  |
| 1                 | 70084  | 31991  | 14292 | 6980  | 26684 |  |  |  |  |
| 17145   167175    |        |        |       |       |       |  |  |  |  |
| Strongly agree    | 24.5   | 20.2   | 26.0  | 21.9  | 28.1  |  |  |  |  |
| 26.1   24.2       |        |        |       |       |       |  |  |  |  |
| 2                 | 132983 | 76950  | 26984 | 14297 | 47487 |  |  |  |  |
| 32235   330936    |        |        |       |       |       |  |  |  |  |
| Agree             | 46.4   | 48.6   | 49.1  | 44.8  | 50.1  |  |  |  |  |
| 49.0   47.8       |        |        |       |       |       |  |  |  |  |
| 3                 | 60682  | 37600  | 10987 | 8868  | 16021 |  |  |  |  |
| 13040   147197    |        |        |       |       |       |  |  |  |  |
| No opinion        | 21.2   | 23.8   | 20.0  | 27.8  | 16.9  |  |  |  |  |
| 19.8   21.3       |        |        |       |       |       |  |  |  |  |
| 4                 | 14020  | 7950   | 1938  | 1084  | 3602  |  |  |  |  |
| 2014   30608      |        |        |       |       |       |  |  |  |  |
| Disagree          | 4.9    | 5.0    | 3.5   | 3.4   | 3.8   |  |  |  |  |
| 3.1   4.4         |        |        |       |       |       |  |  |  |  |
| 5                 | 8660   | 3737   | 720   | 685   | 1013  |  |  |  |  |
| 1361   16177      |        |        |       |       |       |  |  |  |  |
| Strongly disagree | 3.0    | 2.4    | 1.3   | 2.1   | 1.1   |  |  |  |  |
| 2.1   2.3         |        |        |       |       |       |  |  |  |  |
| Column            | 286429 | 158228 | 54921 | 31913 | 94807 |  |  |  |  |
| 65794   692093    |        |        |       |       |       |  |  |  |  |
| Total             | 41.4   | 22.9   | 7.9   | 4.6   | 13.7  |  |  |  |  |
| 9.5               | 100.0  |        |       |       |       |  |  |  |  |

Number of Missing Observations: 75437

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

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|                                       |        | Count   |          |          |          |          |         |     |      |
|---------------------------------------|--------|---------|----------|----------|----------|----------|---------|-----|------|
|                                       |        | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |      |
| Forc                                  | Reserv | Row     | ional    | Gu       | erve     | erve     | orps    | Res | onal |
|                                       |        |         | 1        | 2        | 3        | 4        | 5       |     |      |
| 6                                     | Total  |         |          |          |          |          |         |     |      |
| Q11                                   |        |         |          |          |          |          |         |     |      |
| 24153                                 | 235649 | 1       | 99371    | 48672    | 19612    | 9528     | 34312   |     |      |
| Strongly agree                        |        |         | 34.7     | 30.5     | 35.4     | 29.8     | 35.9    |     |      |
| 36.5                                  | 33.9   |         |          |          |          |          |         |     |      |
| 34791                                 | 359018 | 2       | 145394   | 83423    | 28365    | 15217    | 51827   |     |      |
| Agree                                 |        |         | 50.8     | 52.3     | 51.2     | 47.7     | 54.3    |     |      |
| 52.6                                  | 51.7   |         |          |          |          |          |         |     |      |
| 6521                                  | 90077  | 3       | 37304    | 24602    | 6756     | 6745     | 8148    |     |      |
| No opinion                            |        |         | 13.0     | 15.4     | 12.2     | 21.1     | 8.5     |     |      |
| 9.9                                   | 13.0   |         |          |          |          |          |         |     |      |
| 498                                   | 6091   | 4       | 2329     | 1714     | 351      | 286      | 912     |     |      |
| Disagree                              |        |         | .8       | 1.1      | .6       | .9       | 1.0     |     |      |
| .8                                    | .9     |         |          |          |          |          |         |     |      |
| 159                                   | 3711   | 5       | 1705     | 1103     | 278      | 144      | 321     |     |      |
| Strongly disagree                     |        |         | .6       | .7       | .5       | .5       | .3      |     |      |
| .2                                    | .5     |         |          |          |          |          |         |     |      |
| Column                                |        |         | 286104   | 159515   | 55363    | 31921    | 95520   |     |      |
| 66124                                 | 694545 | Total   | 41.2     | 23.0     | 8.0      | 4.6      | 13.8    |     |      |
| 9.5                                   | 100.0  |         |          |          |          |          |         |     |      |
| Number of Missing Observations: 72985 |        |         |          |          |          |          |         |     |      |

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

|                |        | Count   |          |          |          |          |         |     |      |
|----------------|--------|---------|----------|----------|----------|----------|---------|-----|------|
|                |        | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |      |
| Forc           | Reserv | Row     | ional    | Gu       | erve     | erve     | orps    | Res | onal |
|                |        |         | 1        | 2        | 3        | 4        | 5       |     |      |
| 6              | Total  |         |          |          |          |          |         |     |      |
| Q12            |        |         |          |          |          |          |         |     |      |
| 981            | 22453  | 1       | 13081    | 4826     | 1079     | 595      | 1891    |     |      |
| Strongly agree |        |         | 4.6      | 3.0      | 1.9      | 1.9      | 2.0     |     |      |
| 1.5            | 3.2    |         |          |          |          |          |         |     |      |
| 2605           | 43650  | 2       | 23253    | 9332     | 2011     | 2569     | 3880    |     |      |
| Agree          |        |         | 8.1      | 5.9      | 3.6      | 8.0      | 4.1     |     |      |
| 3.9            | 6.3    |         |          |          |          |          |         |     |      |
| 11685          | 156071 | 3       | 67055    | 40637    | 11692    | 9504     | 15498   |     |      |
| No opinion     |        |         | 23.4     | 25.6     | 21.1     | 29.8     | 16.3    |     |      |
| 17.7           | 22.5   |         |          |          |          |          |         |     |      |
| 27727          | 295871 | 4       | 122197   | 69247    | 23442    | 12565    | 40694   |     |      |
| Disagree       |        |         | 42.7     | 43.6     | 42.3     | 39.4     | 42.7    |     |      |
| 41.9           | 42.6   |         |          |          |          |          |         |     |      |
| 23117          | 176018 | 5       | 60830    | 34859    | 17144    | 6682     | 33385   |     |      |

|                                       |        |        |       |       |       |
|---------------------------------------|--------|--------|-------|-------|-------|
| Strongly disagree                     | 21.2   | 21.9   | 31.0  | 20.9  | 35.0  |
| 35.0                                  | 25.4   |        |       |       |       |
| Column                                | 286416 | 158901 | 55368 | 31916 | 95348 |
| 66114                                 | 694062 |        |       |       |       |
| Total                                 | 41.3   | 22.9   | 8.0   | 4.6   | 13.7  |
| 9.5                                   | 100.0  |        |       |       |       |
| Number of Missing Observations: 73468 |        |        |       |       |       |

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

|                                       |        | Count   |          |          |          |          |         |     |      |
|---------------------------------------|--------|---------|----------|----------|----------|----------|---------|-----|------|
|                                       |        | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |      |
| Forc                                  | Reserv | Row     | ional    | Gu       | erve     | erve     | orps    | Res | onal |
|                                       |        |         | 1        | 2        | 3        | 4        | 5       |     |      |
| 6                                     | Total  |         |          |          |          |          |         |     |      |
| Q13                                   |        |         |          |          |          |          |         |     |      |
| 12061                                 | 108240 | 1       | 47080    | 16222    | 8554     | 4102     | 20221   |     |      |
| Strongly agree                        |        |         | 16.5     | 10.2     | 15.5     | 12.9     | 21.3    |     |      |
| 18.3                                  | 15.6   |         |          |          |          |          |         |     |      |
| 29360                                 | 272427 | 2       | 106585   | 58879    | 21822    | 11737    | 44044   |     |      |
| Agree                                 |        |         | 37.3     | 37.0     | 39.5     | 36.9     | 46.4    |     |      |
| 44.6                                  | 39.4   |         |          |          |          |          |         |     |      |
| 20085                                 | 242198 | 3       | 100425   | 63538    | 20001    | 12946    | 25202   |     |      |
| No opinion                            |        |         | 35.2     | 39.9     | 36.2     | 40.7     | 26.5    |     |      |
| 30.5                                  | 35.0   |         |          |          |          |          |         |     |      |
| 3225                                  | 54107  | 4       | 24452    | 15967    | 3666     | 2424     | 4373    |     |      |
| Disagree                              |        |         | 8.6      | 10.0     | 6.6      | 7.6      | 4.6     |     |      |
| 4.9                                   | 7.8    |         |          |          |          |          |         |     |      |
| 1059                                  | 15315  | 5       | 6878     | 4520     | 1170     | 591      | 1097    |     |      |
| Strongly disagree                     |        |         | 2.4      | 2.8      | 2.1      | 1.9      | 1.2     |     |      |
| 1.6                                   | 2.2    |         |          |          |          |          |         |     |      |
| Column                                |        |         | 285421   | 159126   | 55213    | 31799    | 94938   |     |      |
| 65791                                 | 692288 | Total   | 41.2     | 23.0     | 8.0      | 4.6      | 13.7    |     |      |
| 9.5                                   | 100.0  |         |          |          |          |          |         |     |      |
| Number of Missing Observations: 75242 |        |         |          |          |          |          |         |     |      |

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

|                |        | Count   |          |          |          |          |         |     |      |
|----------------|--------|---------|----------|----------|----------|----------|---------|-----|------|
|                |        | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |      |
| Forc           | Reserv | Row     | ional    | Gu       | erve     | erve     | orps    | Res | onal |
|                |        |         | 1        | 2        | 3        | 4        | 5       |     |      |
| 6              | Total  |         |          |          |          |          |         |     |      |
| Q14            |        |         |          |          |          |          |         |     |      |
| 13467          | 115536 | 1       | 46448    | 21071    | 8621     | 4357     | 21573   |     |      |
| Strongly agree |        |         | 16.5     | 13.4     | 15.6     | 13.7     | 22.8    |     |      |
| 20.6           | 16.8   |         |          |          |          |          |         |     |      |
| 28639          | 265874 | 2       | 105847   | 61672    | 19394    | 9127     | 41196   |     |      |
| Agree          |        |         | 37.5     | 39.1     | 35.2     | 28.7     | 43.5    |     |      |
| 43.7           | 38.7   |         |          |          |          |          |         |     |      |



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|                                       |        | Count  |        |        |       |          |          |
|---------------------------------------|--------|--------|--------|--------|-------|----------|----------|
|                                       |        | Col    | Pct    | Army   | Nat   | Army Res | Navy Res |
| Forc                                  | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| Reserv                                | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| 6                                     | Total  | 1      | 2      | 3      | 4     | 5        |          |
| Q15                                   |        |        |        |        |       |          |          |
| 19874                                 | 240556 | 3      | 99302  | 58438  | 20633 | 15327    | 26982    |
| No opinion                            |        |        | 35.2   | 37.1   | 37.4  | 48.2     | 28.5     |
| 30.3                                  | 35.0   |        |        |        |       |          |          |
| 2491                                  | 47498  | 4      | 21690  | 12376  | 4805  | 2184     | 3952     |
| Disagree                              |        |        | 7.7    | 7.9    | 8.7   | 6.9      | 4.2      |
| 3.8                                   | 6.9    |        |        |        |       |          |          |
| 1046                                  | 17125  | 5      | 8662   | 4024   | 1661  | 832      | 900      |
| Strongly disagree                     |        |        | 3.1    | 2.6    | 3.0   | 2.6      | 1.0      |
| 1.6                                   | 2.5    |        |        |        |       |          |          |
| 65516                                 | 686589 | Column | 281949 | 157580 | 55114 | 31826    | 94603    |
| Total                                 |        |        | 41.1   | 23.0   | 8.0   | 4.6      | 13.8     |
| 9.5                                   | 100.0  |        |        |        |       |          |          |
| Number of Missing Observations: 80941 |        |        |        |        |       |          |          |

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

|                                       |        | Count  |        |        |       |          |          |
|---------------------------------------|--------|--------|--------|--------|-------|----------|----------|
|                                       |        | Col    | Pct    | Army   | Nat   | Army Res | Navy Res |
| Forc                                  | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| Reserv                                | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| 6                                     | Total  | 1      | 2      | 3      | 4     | 5        |          |
| Q15                                   |        |        |        |        |       |          |          |
| 11513                                 | 94325  | 1      | 36283  | 15985  | 8440  | 3512     | 18592    |
| Strongly agree                        |        |        | 12.8   | 10.1   | 15.4  | 11.1     | 19.6     |
| 17.5                                  | 13.7   |        |        |        |       |          |          |
| 26442                                 | 233945 | 2      | 89177  | 49558  | 18915 | 10354    | 39500    |
| Agree                                 |        |        | 31.4   | 31.4   | 34.6  | 32.7     | 41.7     |
| 40.2                                  | 34.0   |        |        |        |       |          |          |
| 24135                                 | 297131 | 3      | 124869 | 76862  | 24971 | 14573    | 31721    |
| No opinion                            |        |        | 44.0   | 48.7   | 45.7  | 46.1     | 33.5     |
| 36.7                                  | 43.2   |        |        |        |       |          |          |
| 2952                                  | 50722  | 4      | 27281  | 12219  | 1891  | 2256     | 4123     |
| Disagree                              |        |        | 9.6    | 7.7    | 3.5   | 7.1      | 4.4      |
| 4.5                                   | 7.4    |        |        |        |       |          |          |
| 730                                   | 12318  | 5      | 6363   | 3097   | 467   | 942      | 719      |
| Strongly disagree                     |        |        | 2.2    | 2.0    | .9    | 3.0      | .8       |
| 1.1                                   | 1.8    |        |        |        |       |          |          |
| 65771                                 | 688440 | Column | 283973 | 157722 | 54684 | 31636    | 94654    |
| Total                                 |        |        | 41.2   | 22.9   | 7.9   | 4.6      | 13.7     |
| 9.6                                   | 100.0  |        |        |        |       |          |          |
| Number of Missing Observations: 79090 |        |        |        |        |       |          |          |

Q16 Personnel morale is poor by XSRRC Recode- Member Component

|        |     | Count |     |      |      |          |          |
|--------|-----|-------|-----|------|------|----------|----------|
|        |     | Col   | Pct | Army | Nat  | Army Res | Navy Res |
| Forc   | Row | ional | Gu  | erve | erve | orps     | Res      |
| Reserv | Row | ional | Gu  | erve | erve | orps     | Res      |

|                                       |        | Count  |        |        |       |          |          |
|---------------------------------------|--------|--------|--------|--------|-------|----------|----------|
|                                       |        | Col    | Pct    | Army   | Nat   | Army Res | Navy Res |
| Forc                                  | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| Reserv                                | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| 6                                     | Total  | 1      | 2      | 3      | 4     | 5        |          |
| Q16                                   |        |        |        |        |       |          |          |
| 5666                                  | 57072  | 1      | 25843  | 12664  | 2534  | 2733     | 7631     |
| Strongly agree                        |        |        | 9.2    | 8.1    | 4.7   | 8.6      | 8.1      |
| 8.7                                   | 8.4    |        |        |        |       |          |          |
| 9306                                  | 104831 | 2      | 45528  | 24716  | 7185  | 3688     | 14407    |
| Agree                                 |        |        | 16.1   | 15.8   | 13.2  | 11.7     | 15.3     |
| 14.3                                  | 15.3   |        |        |        |       |          |          |
| 17476                                 | 187358 | 3      | 73482  | 48906  | 13541 | 11133    | 22821    |
| No opinion                            |        |        | 26.0   | 31.3   | 24.9  | 35.2     | 24.3     |
| 26.9                                  | 27.4   |        |        |        |       |          |          |
| 23639                                 | 244095 | 4      | 102442 | 53154  | 21396 | 10406    | 33058    |
| Disagree                              |        |        | 36.3   | 34.1   | 39.4  | 32.9     | 35.2     |
| 36.3                                  | 35.7   |        |        |        |       |          |          |
| 8948                                  | 89959  | 5      | 34909  | 16652  | 9686  | 3650     | 16115    |
| Strongly disagree                     |        |        | 12.4   | 10.7   | 17.8  | 11.5     | 17.1     |
| 13.8                                  | 13.2   |        |        |        |       |          |          |
| 65035                                 | 683316 | Column | 282204 | 156093 | 54341 | 31610    | 94032    |
| Total                                 |        |        | 41.3   | 22.8   | 8.0   | 4.6      | 13.8     |
| 9.5                                   | 100.0  |        |        |        |       |          |          |
| Number of Missing Observations: 84214 |        |        |        |        |       |          |          |

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

|                   |        | Count  |        |        |       |          |          |
|-------------------|--------|--------|--------|--------|-------|----------|----------|
|                   |        | Col    | Pct    | Army   | Nat   | Army Res | Navy Res |
| Forc              | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| Reserv            | Row    | ional  | Gu     | erve   | erve  | orps     | Res      |
| 6                 | Total  | 1      | 2      | 3      | 4     | 5        |          |
| Q17               |        |        |        |        |       |          |          |
| 2203              | 33612  | 1      | 17241  | 7674   | 1818  | 1090     | 3586     |
| Strongly agree    |        |        | 6.1    | 4.9    | 3.3   | 3.4      | 3.8      |
| 3.4               | 4.9    |        |        |        |       |          |          |
| 8242              | 102622 | 2      | 46566  | 24108  | 7350  | 4314     | 12041    |
| Agree             |        |        | 16.4   | 15.4   | 13.5  | 13.6     | 12.8     |
| 12.6              | 14.9   |        |        |        |       |          |          |
| 22324             | 250220 | 3      | 102965 | 62151  | 20094 | 13875    | 28811    |
| No opinion        |        |        | 36.3   | 39.6   | 36.9  | 43.9     | 30.6     |
| 34.1              | 36.5   |        |        |        |       |          |          |
| 23691             | 230469 | 4      | 91904  | 50066  | 19318 | 9809     | 35680    |
| Disagree          |        |        | 32.4   | 31.9   | 35.5  | 31.0     | 37.9     |
| 36.2              | 33.6   |        |        |        |       |          |          |
| 9028              | 69538  | 5      | 25136  | 12833  | 5883  | 2528     | 14131    |
| Strongly disagree |        |        | 8.9    | 8.2    | 10.8  | 8.0      | 15.0     |
| 13.8              | 10.1   |        |        |        |       |          |          |
| 65489             | 686462 | Column | 283812 | 156832 | 54464 | 31616    | 94249    |
| Total             |        |        | 41.3   | 22.8   | 7.9   | 4.6      | 13.7     |
| 9.5               | 100.0  |        |        |        |       |          |          |

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Number of Missing Observations: 81068

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

| Forc  | Reserv | Row               | Count  |        | Army  | Nat   | Army Res | Navy Res | Marine C | Air | Nati | Air |
|-------|--------|-------------------|--------|--------|-------|-------|----------|----------|----------|-----|------|-----|
|       |        |                   | Col    | Pct    |       |       |          |          |          |     |      |     |
|       |        |                   | ional  | Gu     | erve  | erve  | orps     | Res      | onal     | Gua | e    |     |
| 6     | Total  |                   | 1      | 2      | 3     | 4     | 5        |          |          |     |      |     |
| Q18   |        |                   |        |        |       |       |          |          |          |     |      |     |
| 20240 | 170581 | 1                 | 70134  | 31780  | 13099 | 6803  | 28524    |          |          |     |      |     |
| 30.8  | 24.8   | Strongly agree    | 24.7   | 20.2   | 23.9  | 21.5  | 30.1     |          |          |     |      |     |
| 36345 | 376214 | 2                 | 153635 | 85802  | 30316 | 15351 | 54765    |          |          |     |      |     |
| 55.3  | 54.7   | Agree             | 54.0   | 54.6   | 55.4  | 48.4  | 57.8     |          |          |     |      |     |
| 8452  | 125173 | 3                 | 52473  | 34863  | 10143 | 8766  | 10476    |          |          |     |      |     |
| 12.9  | 18.2   | No opinion        | 18.4   | 22.2   | 18.5  | 27.7  | 11.1     |          |          |     |      |     |
| 517   | 11709  | 4                 | 5918   | 3274   | 912   | 524   | 564      |          |          |     |      |     |
| .8    | 1.7    | Disagree          | 2.1    | 2.1    | 1.7   | 1.7   | .6       |          |          |     |      |     |
| 132   | 4645   | 5                 | 2340   | 1300   | 233   | 257   | 383      |          |          |     |      |     |
| .2    | .7     | Strongly disagree | .8     | .8     | .4    | .8    | .4       |          |          |     |      |     |
| 65686 | 688321 | Column            | 284499 | 157020 | 54702 | 31701 | 94713    |          |          |     |      |     |
| 9.5   | 100.0  | Total             | 41.3   | 22.8   | 7.9   | 4.6   | 13.8     |          |          |     |      |     |

Number of Missing Observations: 79209

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

| Forc  | Reserv | Row            | Count  |       | Army  | Nat   | Army Res | Navy Res | Marine C | Air | Nati | Air |
|-------|--------|----------------|--------|-------|-------|-------|----------|----------|----------|-----|------|-----|
|       |        |                | Col    | Pct   |       |       |          |          |          |     |      |     |
|       |        |                | ional  | Gu    | erve  | erve  | orps     | Res      | onal     | Gua | e    |     |
| 6     | Total  |                | 1      | 2     | 3     | 4     | 5        |          |          |     |      |     |
| Q19   |        |                |        |       |       |       |          |          |          |     |      |     |
| 18059 | 147741 | 1              | 57964  | 27286 | 11434 | 6175  | 26822    |          |          |     |      |     |
| 27.6  | 21.4   | Strongly agree | 20.3   | 17.3  | 20.9  | 19.5  | 28.3     |          |          |     |      |     |
| 32557 | 347901 | 2              | 143953 | 79807 | 27642 | 14728 | 49215    |          |          |     |      |     |
| 49.8  | 50.5   | Agree          | 50.5   | 50.7  | 50.5  | 46.5  | 52.0     |          |          |     |      |     |
| 13357 | 168979 | 3              | 71041  | 43321 | 13943 | 10175 | 17141    |          |          |     |      |     |
| 20.4  | 24.5   | No opinion     | 24.9   | 27.5  | 25.5  | 32.1  | 18.1     |          |          |     |      |     |

|                   |        |        |        |        |       |       |       |  |  |  |  |  |
|-------------------|--------|--------|--------|--------|-------|-------|-------|--|--|--|--|--|
| 812               | 18340  | 4      | 9990   | 4696   | 1281  | 489   | 1072  |  |  |  |  |  |
| Disagree          |        |        | 3.5    | 3.0    | 2.3   | 1.5   | 1.1   |  |  |  |  |  |
| 1.2               | 2.7    |        |        |        |       |       |       |  |  |  |  |  |
| 598               | 5966   | 5      | 1996   | 2319   | 443   | 127   | 483   |  |  |  |  |  |
| Strongly disagree |        |        | .7     | 1.5    | .8    | .4    | .5    |  |  |  |  |  |
| .9                | .9     |        |        |        |       |       |       |  |  |  |  |  |
| 65383             | 688928 | Column | 284944 | 157430 | 54744 | 31693 | 94733 |  |  |  |  |  |
| 9.5               | 100.0  | Total  | 41.4   | 22.9   | 7.9   | 4.6   | 13.8  |  |  |  |  |  |

Number of Missing Observations: 78602

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

| Forc  | Reserv | Row               | Count  |        | Army  | Nat   | Army Res | Navy Res | Marine C | Air | Nati | Air |
|-------|--------|-------------------|--------|--------|-------|-------|----------|----------|----------|-----|------|-----|
|       |        |                   | Col    | Pct    |       |       |          |          |          |     |      |     |
|       |        |                   | ional  | Gu     | erve  | erve  | orps     | Res      | onal     | Gua | e    |     |
| 6     | Total  |                   | 1      | 2      | 3     | 4     | 5        |          |          |     |      |     |
| Q20   |        |                   |        |        |       |       |          |          |          |     |      |     |
| 18014 | 148522 | 1                 | 62319  | 25446  | 10582 | 6209  | 25951    |          |          |     |      |     |
| 27.6  | 21.6   | Strongly agree    | 22.0   | 16.2   | 19.3  | 19.6  | 27.4     |          |          |     |      |     |
| 29735 | 309765 | 2                 | 123656 | 69951  | 25089 | 13272 | 48062    |          |          |     |      |     |
| 45.5  | 45.0   | Agree             | 43.6   | 44.4   | 45.8  | 42.0  | 50.7     |          |          |     |      |     |
| 16721 | 212673 | 3                 | 90251  | 56624  | 17917 | 11586 | 19574    |          |          |     |      |     |
| 25.6  | 30.9   | No opinion        | 31.8   | 36.0   | 32.7  | 36.6  | 20.6     |          |          |     |      |     |
| 468   | 11943  | 4                 | 6060   | 3244   | 960   | 510   | 701      |          |          |     |      |     |
| .7    | 1.7    | Disagree          | 2.1    | 2.1    | 1.8   | 1.6   | .7       |          |          |     |      |     |
| 442   | 4706   | 5                 | 1305   | 2138   | 253   | 60    | 506      |          |          |     |      |     |
| .7    | .7     | Strongly disagree | .5     | 1.4    | .5    | .2    | .5       |          |          |     |      |     |
| 65380 | 687608 | Column            | 283592 | 157404 | 54802 | 31637 | 94794    |          |          |     |      |     |
| 9.5   | 100.0  | Total             | 41.2   | 22.9   | 8.0   | 4.6   | 13.8     |          |          |     |      |     |

Number of Missing Observations: 79922

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

| Forc  | Reserv | Row | Count |       | Army | Nat  | Army Res | Navy Res | Marine C | Air | Nati | Air |
|-------|--------|-----|-------|-------|------|------|----------|----------|----------|-----|------|-----|
|       |        |     | Col   | Pct   |      |      |          |          |          |     |      |     |
|       |        |     | ional | Gu    | erve | erve | orps     | Res      | onal     | Gua | e    |     |
| 6     | Total  |     | 1     | 2     | 3    | 4    | 5        |          |          |     |      |     |
| Q21   |        |     |       |       |      |      |          |          |          |     |      |     |
| 14586 | 117126 | 1   | 46380 | 20526 | 9741 | 5046 | 20848    |          |          |     |      |     |

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|                                       |        |        |       |       |       |       |
|---------------------------------------|--------|--------|-------|-------|-------|-------|
| Strongly agree                        | 16.4   | 13.1   | 17.9  | 16.0  | 22.0  |       |
| 22.4   17.1                           |        |        |       |       |       |       |
| -----+                                |        |        |       |       |       |       |
| 30862   287233                        | 2      | 109943 | 63990 | 23488 | 12128 | 46822 |
| Agree                                 |        |        |       |       |       |       |
| 47.4   41.9                           |        | 39.0   | 40.7  | 43.2  | 38.5  | 49.5  |
| -----+                                |        |        |       |       |       |       |
| 16613   235496                        | 3      | 105333 | 59549 | 18453 | 13044 | 22503 |
| No opinion                            |        |        |       |       |       |       |
| 25.5   34.4                           |        | 37.3   | 37.9  | 33.9  | 41.4  | 23.8  |
| -----+                                |        |        |       |       |       |       |
| 2168   34949                          | 4      | 15984  | 9862  | 2214  | 1154  | 3566  |
| Disagree                              |        |        |       |       |       |       |
| 3.3   5.1                             |        | 5.7    | 6.3   | 4.1   | 3.7   | 3.8   |
| -----+                                |        |        |       |       |       |       |
| 882   10226                           | 5      | 4378   | 3334  | 525   | 166   | 941   |
| Strongly disagree                     |        |        |       |       |       |       |
| 1.4   1.5                             |        | 1.6    | 2.1   | 1.0   | .5    | 1.0   |
| -----+                                |        |        |       |       |       |       |
| Column                                | 282019 | 157261 | 54420 | 31538 | 94680 |       |
| 65111   685030                        | Total  | 41.2   | 23.0  | 7.9   | 4.6   | 13.8  |
| 9.5   100.0                           |        |        |       |       |       |       |
| -----                                 |        |        |       |       |       |       |
| Number of Missing Observations: 82500 |        |        |       |       |       |       |
| -----                                 |        |        |       |       |       |       |

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

|                                       |        |        |       |       |       |       |
|---------------------------------------|--------|--------|-------|-------|-------|-------|
| Count                                 |        |        |       |       |       |       |
| Col Pct                               |        |        |       |       |       |       |
| Forc                                  |        |        |       |       |       |       |
| Reserv                                | Row    |        |       |       |       |       |
| 6   Total                             |        |        |       |       |       |       |
| Q22                                   |        |        |       |       |       |       |
| -----+                                |        |        |       |       |       |       |
| 2797   41815                          | 1      | 22284  | 7929  | 2447  | 1562  | 4796  |
| Strongly agree                        |        |        |       |       |       |       |
| 4.3   6.1                             |        | 7.9    | 5.0   | 4.5   | 5.0   | 5.1   |
| -----+                                |        |        |       |       |       |       |
| 8754   113014                         | 2      | 53871  | 25163 | 6608  | 4342  | 14276 |
| Agree                                 |        |        |       |       |       |       |
| 13.4   16.5                           |        | 19.1   | 16.0  | 12.1  | 13.8  | 15.1  |
| -----+                                |        |        |       |       |       |       |
| 30402   331166                        | 3      | 135319 | 79857 | 26163 | 17984 | 41441 |
| No opinion                            |        |        |       |       |       |       |
| 46.5   48.3                           |        | 47.9   | 50.8  | 48.0  | 57.1  | 44.0  |
| -----+                                |        |        |       |       |       |       |
| 18309   160225                        | 4      | 57440  | 37115 | 14774 | 6090  | 26496 |
| Disagree                              |        |        |       |       |       |       |
| 28.0   23.4                           |        | 20.3   | 23.6  | 27.1  | 19.3  | 28.1  |
| -----+                                |        |        |       |       |       |       |
| 5182   39543                          | 5      | 13816  | 7259  | 4512  | 1544  | 7231  |
| Strongly disagree                     |        |        |       |       |       |       |
| 7.9   5.8                             |        | 4.9    | 4.6   | 8.3   | 4.9   | 7.7   |
| -----+                                |        |        |       |       |       |       |
| Column                                | 282730 | 157323 | 54504 | 31522 | 94240 |       |
| 65444   685763                        | Total  | 41.2   | 22.9  | 7.9   | 4.6   | 13.7  |
| 9.5   100.0                           |        |        |       |       |       |       |
| -----                                 |        |        |       |       |       |       |
| Number of Missing Observations: 81767 |        |        |       |       |       |       |
| -----                                 |        |        |       |       |       |       |

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

|                                       |        |        |       |       |       |       |
|---------------------------------------|--------|--------|-------|-------|-------|-------|
| Count                                 |        |        |       |       |       |       |
| Col Pct                               |        |        |       |       |       |       |
| Forc                                  |        |        |       |       |       |       |
| Reserv                                | Row    |        |       |       |       |       |
| 6   Total                             |        |        |       |       |       |       |
| Q23                                   |        |        |       |       |       |       |
| -----+                                |        |        |       |       |       |       |
| 2472   34330                          | 1      | 17273  | 7526  | 2451  | 1291  | 3317  |
| Strongly agree                        |        |        |       |       |       |       |
| 3.8   5.0                             |        | 6.1    | 4.8   | 4.5   | 4.1   | 3.5   |
| -----+                                |        |        |       |       |       |       |
| 9637   122584                         | 2      | 57757  | 28280 | 8343  | 5199  | 13369 |
| Agree                                 |        |        |       |       |       |       |
| 14.8   17.9                           |        | 20.4   | 18.0  | 15.3  | 16.6  | 14.1  |
| -----+                                |        |        |       |       |       |       |
| 29972   344768                        | 3      | 142092 | 81633 | 26993 | 18483 | 45594 |
| No opinion                            |        |        |       |       |       |       |
| 46.1   50.3                           |        | 50.2   | 51.8  | 49.7  | 59.1  | 48.2  |
| -----+                                |        |        |       |       |       |       |
| 18298   151407                        | 4      | 55165  | 33737 | 13749 | 5094  | 25364 |
| Disagree                              |        |        |       |       |       |       |
| 28.1   22.1                           |        | 19.5   | 21.4  | 25.3  | 16.3  | 26.8  |
| -----+                                |        |        |       |       |       |       |
| 4670   32614                          | 5      | 10740  | 6272  | 2830  | 1220  | 6882  |
| Strongly disagree                     |        |        |       |       |       |       |
| 7.2   4.8                             |        | 3.8    | 4.0   | 5.2   | 3.9   | 7.3   |
| -----+                                |        |        |       |       |       |       |
| Column                                | 283026 | 157448 | 54366 | 31287 | 94527 |       |
| 65050   685703                        | Total  | 41.3   | 23.0  | 7.9   | 4.6   | 13.8  |
| 9.5   100.0                           |        |        |       |       |       |       |
| -----                                 |        |        |       |       |       |       |
| Number of Missing Observations: 81827 |        |        |       |       |       |       |
| -----                                 |        |        |       |       |       |       |

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

|                |     |        |       |       |       |       |
|----------------|-----|--------|-------|-------|-------|-------|
| Count          |     |        |       |       |       |       |
| Col Pct        |     |        |       |       |       |       |
| Forc           |     |        |       |       |       |       |
| Reserv         | Row |        |       |       |       |       |
| 6   Total      |     |        |       |       |       |       |
| Q24            |     |        |       |       |       |       |
| -----+         |     |        |       |       |       |       |
| 13969   103369 | 1   | 42151  | 15057 | 7969  | 3593  | 20629 |
| Strongly agree |     |        |       |       |       |       |
| 21.5   15.1    |     | 14.9   | 9.6   | 14.7  | 11.4  | 21.8  |
| -----+         |     |        |       |       |       |       |
| 31231   318572 | 2   | 129014 | 72332 | 23415 | 13456 | 49124 |
| Agree          |     |        |       |       |       |       |
| 48.0   46.5    |     | 45.7   | 45.9  | 43.1  | 42.7  | 52.0  |
| -----+         |     |        |       |       |       |       |
| 17887   236477 | 3   | 99943  | 62250 | 21090 | 13366 | 21940 |
| No opinion     |     |        |       |       |       |       |
| 27.5   34.5    |     | 35.4   | 39.5  | 38.8  | 42.4  | 23.2  |
| -----+         |     |        |       |       |       |       |
| 1201   19713   | 4   | 8257   | 5853  | 1663  | 619   | 2119  |
| Disagree       |     |        |       |       |       |       |
| 1.8   2.9      |     | 2.9    | 3.7   | 3.1   | 2.0   | 2.2   |
| -----+         |     |        |       |       |       |       |
| -----          |     |        |       |       |       |       |

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|                                       |        |        |        |        |       |       |       |  |
|---------------------------------------|--------|--------|--------|--------|-------|-------|-------|--|
| 815                                   | 7531   | 5      | 3204   | 2167   | 215   | 461   | 669   |  |
| Strongly disagree                     |        | 1.1    | 1.4    | .4     | 1.5   | .7    |       |  |
| 1.3                                   | 1.1    |        |        |        |       |       |       |  |
| -----+                                |        |        |        |        |       |       |       |  |
| 65104                                 | 685662 | Column | 282569 | 157660 | 54351 | 31496 | 94482 |  |
| 9.5                                   | 100.0  | Total  | 41.2   | 23.0   | 7.9   | 4.6   | 13.8  |  |
| -----                                 |        |        |        |        |       |       |       |  |
| Number of Missing Observations: 81868 |        |        |        |        |       |       |       |  |
| -----                                 |        |        |        |        |       |       |       |  |

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

| Forc                                  | Count  | Col    | Pct    | Army   | Nat   | Army  | Res   | Navy | Res | Marine | C   | Air | Nati | Air |
|---------------------------------------|--------|--------|--------|--------|-------|-------|-------|------|-----|--------|-----|-----|------|-----|
| Reserv                                | Row    |        |        | ional  | Gu    | erve  | erve  | orps | Res | onal   | Gua | e   |      |     |
| 6                                     | Total  |        |        | 1      | 2     | 3     | 4     | 5    |     |        |     |     |      |     |
| Q25                                   |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 10189                                 | 71831  | 1      | 26772  | 8903   | 7335  | 2311  | 16321 |      |     |        |     |     |      |     |
| Strongly agree                        |        |        | 9.5    | 5.7    | 13.5  | 7.4   | 17.4  |      |     |        |     |     |      |     |
| 15.8                                  | 10.5   |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 20077                                 | 182407 | 2      | 66084  | 36702  | 16454 | 6976  | 36114 |      |     |        |     |     |      |     |
| Agree                                 |        |        | 23.4   | 23.4   | 30.4  | 22.5  | 38.5  |      |     |        |     |     |      |     |
| 31.0                                  | 26.7   |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 32183                                 | 382654 | 3      | 167429 | 97179  | 28292 | 19721 | 37850 |      |     |        |     |     |      |     |
| No opinion                            |        |        | 59.4   | 62.1   | 52.2  | 63.5  | 40.3  |      |     |        |     |     |      |     |
| 49.8                                  | 56.1   |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 1528                                  | 32383  | 4      | 15414  | 9759   | 1532  | 1255  | 2895  |      |     |        |     |     |      |     |
| Disagree                              |        |        | 5.5    | 6.2    | 2.8   | 4.0   | 3.1   |      |     |        |     |     |      |     |
| 2.4                                   | 4.7    |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 687                                   | 12813  | 5      | 6122   | 4021   | 539   | 788   | 655   |      |     |        |     |     |      |     |
| Strongly disagree                     |        |        | 2.2    | 2.6    | 1.0   | 2.5   | .7    |      |     |        |     |     |      |     |
| 1.1                                   | 1.9    |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 64663                                 | 682087 | Column | 281822 | 156565 | 54151 | 31051 | 93835 |      |     |        |     |     |      |     |
| 9.5                                   | 100.0  | Total  | 41.3   | 23.0   | 7.9   | 4.6   | 13.8  |      |     |        |     |     |      |     |
| -----                                 |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| Number of Missing Observations: 85443 |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----                                 |        |        |        |        |       |       |       |      |     |        |     |     |      |     |

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

| Forc           | Count  | Col | Pct   | Army  | Nat   | Army  | Res   | Navy | Res | Marine | C   | Air | Nati | Air |
|----------------|--------|-----|-------|-------|-------|-------|-------|------|-----|--------|-----|-----|------|-----|
| Reserv         | Row    |     |       | ional | Gu    | erve  | erve  | orps | Res | onal   | Gua | e   |      |     |
| 6              | Total  |     |       | 1     | 2     | 3     | 4     | 5    |     |        |     |     |      |     |
| Q26            |        |     |       |       |       |       |       |      |     |        |     |     |      |     |
| -----+         |        |     |       |       |       |       |       |      |     |        |     |     |      |     |
| 17718          | 113554 | 1   | 39769 | 17888 | 8788  | 3589  | 25803 |      |     |        |     |     |      |     |
| Strongly agree |        |     | 14.2  | 11.4  | 16.2  | 11.6  | 27.3  |      |     |        |     |     |      |     |
| 27.3           | 16.7   |     |       |       |       |       |       |      |     |        |     |     |      |     |
| -----+         |        |     |       |       |       |       |       |      |     |        |     |     |      |     |
| 30041          | 252535 | 2   | 92856 | 52220 | 21523 | 10215 | 45681 |      |     |        |     |     |      |     |
|                |        |     |       |       |       |       |       |      |     |        |     |     |      |     |

|                                       |        |        |        |        |       |       |       |  |
|---------------------------------------|--------|--------|--------|--------|-------|-------|-------|--|
| Agree                                 |        |        | 33.1   | 33.3   | 39.8  | 32.9  | 48.4  |  |
| 46.3                                  | 37.0   |        |        |        |       |       |       |  |
| -----+                                |        |        |        |        |       |       |       |  |
| 15050                                 | 245138 | 3      | 114207 | 63038  | 19148 | 14061 | 19634 |  |
| No opinion                            |        |        | 40.7   | 40.2   | 35.4  | 45.3  | 20.8  |  |
| 23.2                                  | 35.9   |        |        |        |       |       |       |  |
| -----+                                |        |        |        |        |       |       |       |  |
| 1381                                  | 55150  | 4      | 26159  | 18933  | 3610  | 2540  | 2527  |  |
| Disagree                              |        |        | 9.3    | 12.1   | 6.7   | 8.2   | 2.7   |  |
| 2.1                                   | 8.1    |        |        |        |       |       |       |  |
| -----+                                |        |        |        |        |       |       |       |  |
| 632                                   | 15588  | 5      | 7948   | 4568   | 1040  | 653   | 747   |  |
| Strongly disagree                     |        |        | 2.8    | 2.9    | 1.9   | 2.1   | .8    |  |
| 1.0                                   | 2.3    |        |        |        |       |       |       |  |
| -----+                                |        |        |        |        |       |       |       |  |
| 64820                                 | 681966 | Column | 280938 | 156647 | 54110 | 31058 | 94392 |  |
| 9.5                                   | 100.0  | Total  | 41.2   | 23.0   | 7.9   | 4.6   | 13.8  |  |
| -----                                 |        |        |        |        |       |       |       |  |
| Number of Missing Observations: 85564 |        |        |        |        |       |       |       |  |
| -----                                 |        |        |        |        |       |       |       |  |

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

| Forc                                  | Count  | Col    | Pct    | Army   | Nat   | Army  | Res   | Navy | Res | Marine | C   | Air | Nati | Air |
|---------------------------------------|--------|--------|--------|--------|-------|-------|-------|------|-----|--------|-----|-----|------|-----|
| Reserv                                | Row    |        |        | ional  | Gu    | erve  | erve  | orps | Res | onal   | Gua | e   |      |     |
| 6                                     | Total  |        |        | 1      | 2     | 3     | 4     | 5    |     |        |     |     |      |     |
| Q27                                   |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 18475                                 | 144104 | 1      | 54407  | 27983  | 11450 | 5411  | 26379 |      |     |        |     |     |      |     |
| Strongly agree                        |        |        | 19.3   | 17.8   | 21.3  | 17.3  | 28.0  |      |     |        |     |     |      |     |
| 28.4                                  | 21.1   |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 31262                                 | 317091 | 2      | 126329 | 71039  | 27400 | 13326 | 47736 |      |     |        |     |     |      |     |
| Agree                                 |        |        | 44.8   | 45.3   | 50.9  | 42.6  | 50.6  |      |     |        |     |     |      |     |
| 48.0                                  | 46.4   |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 13110                                 | 188361 | 3      | 85421  | 47133  | 13428 | 11279 | 17991 |      |     |        |     |     |      |     |
| No opinion                            |        |        | 30.3   | 30.0   | 24.9  | 36.0  | 19.1  |      |     |        |     |     |      |     |
| 20.1                                  | 27.6   |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 1397                                  | 24406  | 4      | 11152  | 8291   | 1234  | 830   | 1502  |      |     |        |     |     |      |     |
| Disagree                              |        |        | 4.0    | 5.3    | 2.3   | 2.7   | 1.6   |      |     |        |     |     |      |     |
| 2.1                                   | 3.6    |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 821                                   | 9390   | 5      | 4686   | 2429   | 357   | 449   | 649   |      |     |        |     |     |      |     |
| Strongly disagree                     |        |        | 1.7    | 1.5    | .7    | 1.4   | .7    |      |     |        |     |     |      |     |
| 1.3                                   | 1.4    |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----+                                |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| 65064                                 | 683352 | Column | 281996 | 156874 | 53869 | 31294 | 94256 |      |     |        |     |     |      |     |
| 9.5                                   | 100.0  | Total  | 41.3   | 23.0   | 7.9   | 4.6   | 13.8  |      |     |        |     |     |      |     |
| -----                                 |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| Number of Missing Observations: 84178 |        |        |        |        |       |       |       |      |     |        |     |     |      |     |
| -----                                 |        |        |        |        |       |       |       |      |     |        |     |     |      |     |

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

Count |

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| Forc              | Col    | Pct   | Army   | Nat | Army   | Res | Navy  | Res | Marine | C   | Air   | Nati | Air |
|-------------------|--------|-------|--------|-----|--------|-----|-------|-----|--------|-----|-------|------|-----|
| Reserv            | Row    |       | ional  | Gu  | erve   |     | erve  |     | orps   | Res | onal  | Gua  | e   |
| 6                 | Total  |       |        |     |        |     |       |     |        |     |       |      |     |
| Q28               |        |       |        |     |        |     |       |     |        |     |       |      |     |
| 1739              | 25247  | 1     | 13773  |     | 4904   |     | 1312  |     | 1123   |     | 2396  |      |     |
| Strongly agree    |        |       | 4.9    |     | 3.2    |     | 2.4   |     | 3.6    |     | 2.6   |      |     |
| 2.7               | 3.7    |       |        |     |        |     |       |     |        |     |       |      |     |
| 3733              | 55029  | 2     | 25733  |     | 14105  |     | 3129  |     | 2201   |     | 6127  |      |     |
| Agree             |        |       | 9.2    |     | 9.1    |     | 5.8   |     | 7.1    |     | 6.5   |      |     |
| 5.8               | 8.1    |       |        |     |        |     |       |     |        |     |       |      |     |
| 23148             | 280668 | 3     | 123648 |     | 67660  |     | 22175 |     | 16769  |     | 27269 |      |     |
| No opinion        |        |       | 44.3   |     | 43.5   |     | 41.2  |     | 54.4   |     | 29.1  |      |     |
| 35.9              | 41.4   |       |        |     |        |     |       |     |        |     |       |      |     |
| 24450             | 235242 | 4     | 88181  |     | 54356  |     | 20043 |     | 8010   |     | 40201 |      |     |
| Disagree          |        |       | 31.6   |     | 35.0   |     | 37.2  |     | 26.0   |     | 42.9  |      |     |
| 37.9              | 34.7   |       |        |     |        |     |       |     |        |     |       |      |     |
| 11446             | 80951  | 5     | 27586  |     | 14358  |     | 7153  |     | 2745   |     | 17664 |      |     |
| Strongly disagree |        |       | 9.9    |     | 9.2    |     | 13.3  |     | 8.9    |     | 18.9  |      |     |
| 17.7              | 12.0   |       |        |     |        |     |       |     |        |     |       |      |     |
| Column            |        |       | 278921 |     | 155384 |     | 53812 |     | 30848  |     | 93658 |      |     |
| 64515             | 677137 | Total | 41.2   |     | 22.9   |     | 7.9   |     | 4.6    |     | 13.8  |      |     |
| 9.5               | 100.0  |       |        |     |        |     |       |     |        |     |       |      |     |

Number of Missing Observations: 90393

Q29 Emergency procedures rarely tested by XSRRC Recode- Member Component

| Forc              | Col    | Pct | Army   | Nat | Army  | Res | Navy  | Res | Marine | C   | Air   | Nati | Air |
|-------------------|--------|-----|--------|-----|-------|-----|-------|-----|--------|-----|-------|------|-----|
| Reserv            | Row    |     | ional  | Gu  | erve  |     | erve  |     | orps   | Res | onal  | Gua  | e   |
| 6                 | Total  |     |        |     |       |     |       |     |        |     |       |      |     |
| Q29               |        |     |        |     |       |     |       |     |        |     |       |      |     |
| 1410              | 32437  | 1   | 17886  |     | 7379  |     | 1850  |     | 1414   |     | 2497  |      |     |
| Strongly agree    |        |     | 6.4    |     | 4.8   |     | 3.4   |     | 4.5    |     | 2.7   |      |     |
| 2.2               | 4.8    |     |        |     |       |     |       |     |        |     |       |      |     |
| 6134              | 100042 | 2   | 44736  |     | 29115 |     | 6737  |     | 4787   |     | 8532  |      |     |
| Agree             |        |     | 16.0   |     | 18.8  |     | 12.5  |     | 15.4   |     | 9.1   |      |     |
| 9.5               | 14.8   |     |        |     |       |     |       |     |        |     |       |      |     |
| 23654             | 301053 | 3   | 133443 |     | 73877 |     | 23473 |     | 17573  |     | 29032 |      |     |
| No opinion        |        |     | 47.8   |     | 47.7  |     | 43.5  |     | 56.5   |     | 31.0  |      |     |
| 36.5              | 44.4   |     |        |     |       |     |       |     |        |     |       |      |     |
| 25490             | 193752 | 4   | 68527  |     | 37273 |     | 17264 |     | 5876   |     | 39322 |      |     |
| Disagree          |        |     | 24.5   |     | 24.0  |     | 32.0  |     | 18.9   |     | 42.0  |      |     |
| 39.3              | 28.6   |     |        |     |       |     |       |     |        |     |       |      |     |
| 8158              | 50751  | 5   | 14860  |     | 7345  |     | 4646  |     | 1466   |     | 14276 |      |     |
| Strongly disagree |        |     | 5.3    |     | 4.7   |     | 8.6   |     | 4.7    |     | 15.2  |      |     |
| 12.6              | 7.5    |     |        |     |       |     |       |     |        |     |       |      |     |

|       |        |        |        |        |       |       |       |
|-------|--------|--------|--------|--------|-------|-------|-------|
| 64847 | 678035 | Column | 279453 | 154988 | 53970 | 31117 | 93658 |
| Total |        |        | 41.2   | 22.9   | 8.0   | 4.6   | 13.8  |
| 9.6   | 100.0  |        |        |        |       |       |       |

Number of Missing Observations: 89495

Q30 Safety officer improves safety by XSRRC Recode- Member Component

| Forc              | Col    | Pct   | Army   | Nat | Army   | Res | Navy  | Res | Marine | C   | Air   | Nati | Air |
|-------------------|--------|-------|--------|-----|--------|-----|-------|-----|--------|-----|-------|------|-----|
| Reserv            | Row    |       | ional  | Gu  | erve   |     | erve  |     | orps   | Res | onal  | Gua  | e   |
| 6                 | Total  |       |        |     |        |     |       |     |        |     |       |      |     |
| Q30               |        |       |        |     |        |     |       |     |        |     |       |      |     |
| 8475              | 71430  | 1     | 30108  |     | 11311  |     | 5803  |     | 2704   |     | 13029 |      |     |
| Strongly agree    |        |       | 10.8   |     | 7.3    |     | 10.8  |     | 8.7    |     | 13.9  |      |     |
| 13.0              | 10.5   |       |        |     |        |     |       |     |        |     |       |      |     |
| 25669             | 232327 | 2     | 85286  |     | 52769  |     | 19031 |     | 9449   |     | 40123 |      |     |
| Agree             |        |       | 30.6   |     | 33.9   |     | 35.3  |     | 30.4   |     | 42.9  |      |     |
| 39.5              | 34.3   |       |        |     |        |     |       |     |        |     |       |      |     |
| 28963             | 330832 | 3     | 140591 |     | 80546  |     | 26659 |     | 17768  |     | 36305 |      |     |
| No opinion        |        |       | 50.4   |     | 51.8   |     | 49.4  |     | 57.1   |     | 38.8  |      |     |
| 44.6              | 48.8   |       |        |     |        |     |       |     |        |     |       |      |     |
| 1282              | 34458  | 4     | 18605  |     | 8136   |     | 2077  |     | 1003   |     | 3355  |      |     |
| Disagree          |        |       | 6.7    |     | 5.2    |     | 3.8   |     | 3.2    |     | 3.6   |      |     |
| 2.0               | 5.1    |       |        |     |        |     |       |     |        |     |       |      |     |
| 604               | 8960   | 5     | 4205   |     | 2874   |     | 385   |     | 203    |     | 689   |      |     |
| Strongly disagree |        |       | 1.5    |     | 1.8    |     | .7    |     | .7     |     | .7    |      |     |
| .9                | 1.3    |       |        |     |        |     |       |     |        |     |       |      |     |
| Column            |        |       | 278794 |     | 155636 |     | 53955 |     | 31127  |     | 93502 |      |     |
| 64992             | 678007 | Total | 41.1   |     | 23.0   |     | 8.0   |     | 4.6    |     | 13.8  |      |     |
| 9.6               | 100.0  |       |        |     |        |     |       |     |        |     |       |      |     |

Number of Missing Observations: 89523

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

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

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

Number of Missing Observations: 90250

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

|                   |          |          |          |          |         |     |
|-------------------|----------|----------|----------|----------|---------|-----|
| Count             |          |          |          |          |         |     |
| Col Pct           | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
| Forc              |          |          |          |          |         |     |
| Reserv            | Row      |          |          |          |         |     |
| 6                 | Total    |          |          |          |         |     |
| Q32               |          |          |          |          |         |     |
| 1                 | 42112    | 17233    | 7661     | 3676     | 18454   |     |
| 13073             | 102210   |          |          |          |         |     |
| Strongly agree    | 15.2     | 11.1     | 14.2     | 11.8     | 19.8    |     |
| 20.2              | 15.1     |          |          |          |         |     |
| 2                 | 113418   | 68036    | 22794    | 12252    | 46561   |     |
| 30192             | 293253   |          |          |          |         |     |
| Agree             | 40.9     | 43.8     | 42.2     | 39.4     | 50.0    |     |
| 46.6              | 43.4     |          |          |          |         |     |
| 3                 | 107457   | 60236    | 21068    | 13630    | 25359   |     |
| 19553             | 247302   |          |          |          |         |     |
| No opinion        | 38.7     | 38.8     | 39.0     | 43.8     | 27.2    |     |
| 30.2              | 36.6     |          |          |          |         |     |
| 4                 | 11518    | 6645     | 2052     | 1151     | 2313    |     |
| 1465              | 25143    |          |          |          |         |     |
| Disagree          | 4.2      | 4.3      | 3.8      | 3.7      | 2.5     |     |
| 2.3               | 3.7      |          |          |          |         |     |
| 5                 | 2857     | 3088     | 398      | 423      | 505     |     |
| 561               | 7831     |          |          |          |         |     |
| Strongly disagree | 1.0      | 2.0      | .7       | 1.4      | .5      |     |
| .9                | 1.2      |          |          |          |         |     |
| Column            | 277361   | 155237   | 53973    | 31132    | 93192   |     |
| 64844             | 675740   |          |          |          |         |     |
| Total             | 41.0     | 23.0     | 8.0      | 4.6      | 13.8    |     |
| 9.6               | 100.0    |          |          |          |         |     |

Number of Missing Observations: 91790

Q33 Preventive maintenance operates poorly by XSRRC Recode-  
Member Component

|         |          |          |          |          |         |     |
|---------|----------|----------|----------|----------|---------|-----|
| Count   |          |          |          |          |         |     |
| Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
| Forc    |          |          |          |          |         |     |
| Reserv  | Row      |          |          |          |         |     |
| 6       | Total    |          |          |          |         |     |

|                   |        |        |       |       |       |  |
|-------------------|--------|--------|-------|-------|-------|--|
| Q33               |        |        |       |       |       |  |
| 1                 | 14137  | 5241   | 1720  | 1139  | 2524  |  |
| 1990              | 26751  |        |       |       |       |  |
| Strongly agree    | 5.1    | 3.4    | 3.2   | 3.7   | 2.7   |  |
| 3.1               | 4.0    |        |       |       |       |  |
| 2                 | 38654  | 20010  | 5264  | 3661  | 9365  |  |
| 5840              | 82794  |        |       |       |       |  |
| Agree             | 13.9   | 13.0   | 9.7   | 11.8  | 10.0  |  |
| 9.0               | 12.3   |        |       |       |       |  |
| 3                 | 120741 | 72920  | 26819 | 14922 | 31194 |  |
| 26363             | 292958 |        |       |       |       |  |
| No opinion        | 43.4   | 47.3   | 49.6  | 48.1  | 33.4  |  |
| 40.8              | 43.4   |        |       |       |       |  |
| 4                 | 81808  | 46990  | 15395 | 8795  | 36464 |  |
| 22939             | 212391 |        |       |       |       |  |
| Disagree          | 29.4   | 30.5   | 28.5  | 28.3  | 39.0  |  |
| 35.5              | 31.4   |        |       |       |       |  |
| 5                 | 22825  | 9099   | 4839  | 2536  | 13868 |  |
| 7462              | 60629  |        |       |       |       |  |
| Strongly disagree | 8.2    | 5.9    | 9.0   | 8.2   | 14.8  |  |
| 11.6              | 9.0    |        |       |       |       |  |
| Column            | 278165 | 154260 | 54037 | 31052 | 93415 |  |
| 64595             | 675524 |        |       |       |       |  |
| Total             | 41.2   | 22.8   | 8.0   | 4.6   | 13.8  |  |
| 9.6               | 100.0  |        |       |       |       |  |

Number of Missing Observations: 92006

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

|                   |          |          |          |          |         |     |
|-------------------|----------|----------|----------|----------|---------|-----|
| Count             |          |          |          |          |         |     |
| Col Pct           | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
| Forc              |          |          |          |          |         |     |
| Reserv            | Row      |          |          |          |         |     |
| 6                 | Total    |          |          |          |         |     |
| Q34               |          |          |          |          |         |     |
| 1                 | 32465    | 11521    | 6275     | 2513     | 14106   |     |
| 9952              | 76832    |          |          |          |         |     |
| Strongly agree    | 11.7     | 7.5      | 11.6     | 8.1      | 15.1    |     |
| 15.4              | 11.4     |          |          |          |         |     |
| 2                 | 79737    | 51781    | 18579    | 8403     | 38089   |     |
| 25235             | 221824   |          |          |          |         |     |
| Agree             | 28.8     | 33.5     | 34.4     | 27.1     | 40.9    |     |
| 38.9              | 32.9     |          |          |          |         |     |
| 3                 | 138307   | 77401    | 25443    | 18010    | 35243   |     |
| 25672             | 320077   |          |          |          |         |     |
| No opinion        | 50.0     | 50.1     | 47.2     | 58.1     | 37.8    |     |
| 39.6              | 47.5     |          |          |          |         |     |
| 4                 | 20588    | 10762    | 3086     | 1590     | 4331    |     |
| 2914              | 43271    |          |          |          |         |     |
| Disagree          | 7.4      | 7.0      | 5.7      | 5.1      | 4.6     |     |
| 4.5               | 6.4      |          |          |          |         |     |
| 5                 | 5401     | 3043     | 557      | 483      | 1418    |     |
| 1029              | 11930    |          |          |          |         |     |
| Strongly disagree | 2.0      | 2.0      | 1.0      | 1.6      | 1.5     |     |
| 1.6               | 1.8      |          |          |          |         |     |
| Column            | 276499   | 154508   | 53940    | 30998    | 93187   |     |
| 64801             | 673934   |          |          |          |         |     |
| Total             | 41.0     | 22.9     | 8.0      | 4.6      | 13.8    |     |
| 9.6               | 100.0    |          |          |          |         |     |

Number of Missing Observations: 93596

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

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

Number of Missing Observations: 95729

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

| Forc           | Count<br>Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat  | Air        |
|----------------|------------------|----------|----------|----------|----------|----------|------------|
| Reserv         | Row              | ional    | Gu       | erve     | erve     | orps Res | onal Gua e |
| 6   Total      |                  | 1        | 2        | 3        | 4        | 5        |            |
| Q36            |                  |          |          |          |          |          |            |
| 970   21267    | 1   13897        | 3351     | 1028     | 861      | 1160     |          |            |
| Strongly agree | 5.0              | 2.2      | 1.9      | 2.8      | 1.2      |          |            |
| 1.5   3.1      |                  |          |          |          |          |          |            |
| 5090   71009   | 2   34249        | 18318    | 3338     | 2874     | 7139     |          |            |
| Agree          | 12.3             | 11.8     | 6.2      | 9.2      | 7.7      |          |            |
| 7.9   10.5     |                  |          |          |          |          |          |            |
| 23172   282077 | 3   121666       | 69213    | 23880    | 15378    | 28770    |          |            |
| No opinion     | 43.7             | 44.7     | 44.3     | 49.3     | 30.9     |          |            |
| 35.8   41.7    |                  |          |          |          |          |          |            |
| 26424   238275 | 4   87007        | 52669    | 20150    | 9664     | 42361    |          |            |
|                |                  |          |          |          |          |          |            |

|                   |        |        |       |       |       |  |
|-------------------|--------|--------|-------|-------|-------|--|
| Disagree          | 31.2   | 34.0   | 37.4  | 31.0  | 45.5  |  |
| 40.8   35.2       |        |        |       |       |       |  |
| 5   21614         | 11251  | 5543   | 2442  | 13695 |       |  |
| 9078   63623      |        |        |       |       |       |  |
| Strongly disagree | 7.8    | 7.3    | 10.3  | 7.8   | 14.7  |  |
| 14.0   9.4        |        |        |       |       |       |  |
| Column            | 278433 | 154801 | 53938 | 31220 | 93124 |  |
| 64734   676250    |        |        |       |       |       |  |
| Total             | 41.2   | 22.9   | 8.0   | 4.6   | 13.8  |  |
| 9.6   100.0       |        |        |       |       |       |  |

Number of Missing Observations: 91280

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

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

Number of Missing Observations: 90621

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

| Forc           | Count<br>Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat  | Air        |
|----------------|------------------|----------|----------|----------|----------|----------|------------|
| Reserv         | Row              | ional    | Gu       | erve     | erve     | orps Res | onal Gua e |
| 6   Total      |                  | 1        | 2        | 3        | 4        | 5        |            |
| Q38            |                  |          |          |          |          |          |            |
| 10670   87177  | 1   37525        | 13520    | 6388     | 3101     | 15974    |          |            |
| Strongly agree | 13.5             | 8.8      | 11.8     | 9.9      | 17.1     |          |            |
| 16.5   12.9    |                  |          |          |          |          |          |            |

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|                                       |        |       |        |       |       |       |       |  |
|---------------------------------------|--------|-------|--------|-------|-------|-------|-------|--|
| 31058                                 | 298635 | 2     | 114277 | 67936 | 23102 | 13482 | 48780 |  |
| Agree                                 |        |       | 41.3   | 44.0  | 42.9  | 43.2  | 52.4  |  |
| 48.0                                  | 44.3   |       |        |       |       |       |       |  |
| 20813                                 | 255507 | 3     | 110687 | 62897 | 22257 | 13062 | 25791 |  |
| No opinion                            |        |       | 40.0   | 40.8  | 41.3  | 41.9  | 27.7  |  |
| 32.2                                  | 37.9   |       |        |       |       |       |       |  |
| 1474                                  | 26366  | 4     | 11878  | 8164  | 1609  | 1162  | 2079  |  |
| Disagree                              |        |       | 4.3    | 5.3   | 3.0   | 3.7   | 2.2   |  |
| 2.3                                   | 3.9    |       |        |       |       |       |       |  |
| 660                                   | 6428   | 5     | 2574   | 1746  | 552   | 367   | 529   |  |
| Strongly disagree                     |        |       | .9     | 1.1   | 1.0   | 1.2   | .6    |  |
| 1.0                                   | 1.0    |       |        |       |       |       |       |  |
| Column                                | 276942 |       | 154262 | 53908 | 31174 | 93152 |       |  |
| 64676                                 | 674113 | Total | 41.1   | 22.9  | 8.0   | 4.6   | 13.8  |  |
| 9.6                                   | 100.0  |       |        |       |       |       |       |  |
| Number of Missing Observations: 93417 |        |       |        |       |       |       |       |  |

Q39 Medical facilities are sufficient by XSRRC Recode- Member Component

|                                       |        |         |          |          |          |          |         |     |
|---------------------------------------|--------|---------|----------|----------|----------|----------|---------|-----|
| Forc                                  | Count  | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
| Reserv                                | Row    |         | 1        | 2        | 3        | 4        | 5       |     |
| 6                                     | Total  |         |          |          |          |          |         |     |
| Q39                                   |        |         |          |          |          |          |         |     |
| 9231                                  | 82943  | 1       | 37687    | 16298    | 7109     | 3357     | 9261    |     |
| Strongly agree                        |        |         | 13.5     | 10.5     | 13.2     | 10.8     | 9.9     |     |
| 14.2                                  | 12.3   |         |          |          |          |          |         |     |
| 21893                                 | 242429 | 2       | 98034    | 59610    | 23358    | 11797    | 27736   |     |
| Agree                                 |        |         | 35.2     | 38.5     | 43.2     | 37.8     | 29.8    |     |
| 33.8                                  | 35.8   |         |          |          |          |          |         |     |
| 21221                                 | 258673 | 3       | 112009   | 63239    | 18021    | 12727    | 31456   |     |
| No opinion                            |        |         | 40.2     | 40.9     | 33.4     | 40.8     | 33.7    |     |
| 32.8                                  | 38.3   |         |          |          |          |          |         |     |
| 7900                                  | 60810  | 4       | 21319    | 11113    | 3827     | 2339     | 14311   |     |
| Disagree                              |        |         | 7.7      | 7.2      | 7.1      | 7.5      | 15.4    |     |
| 12.2                                  | 9.0    |         |          |          |          |          |         |     |
| 4541                                  | 31399  | 5       | 9351     | 4399     | 1703     | 951      | 10453   |     |
| Strongly disagree                     |        |         | 3.4      | 2.8      | 3.2      | 3.1      | 11.2    |     |
| 7.0                                   | 4.6    |         |          |          |          |          |         |     |
| Column                                | 278401 |         | 154660   | 54018    | 31172    | 93217    |         |     |
| 64786                                 | 676254 | Total   | 41.2     | 22.9     | 8.0      | 4.6      | 13.8    |     |
| 9.6                                   | 100.0  |         |          |          |          |          |         |     |
| Number of Missing Observations: 91276 |        |         |          |          |          |          |         |     |

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

|                                       |        |         |          |          |          |          |         |     |
|---------------------------------------|--------|---------|----------|----------|----------|----------|---------|-----|
| Forc                                  | Count  | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
| Reserv                                | Row    |         | 1        | 2        | 3        | 4        | 5       |     |
| 6                                     | Total  |         |          |          |          |          |         |     |
| Q40                                   |        |         |          |          |          |          |         |     |
| 1293                                  | 25529  | 1       | 15282    | 4375     | 1437     | 953      | 2189    |     |
| Strongly agree                        |        |         | 5.5      | 2.8      | 2.7      | 3.1      | 2.4     |     |
| 2.0                                   | 3.8    |         |          |          |          |          |         |     |
| 4188                                  | 61392  | 2       | 29604    | 14547    | 3451     | 3175     | 6428    |     |
| Agree                                 |        |         | 10.6     | 9.4      | 6.4      | 10.2     | 6.9     |     |
| 6.5                                   | 9.1    |         |          |          |          |          |         |     |
| 26980                                 | 312658 | 3       | 134437   | 72771    | 24708    | 16833    | 36928   |     |
| No opinion                            |        |         | 48.2     | 47.1     | 45.8     | 54.0     | 39.7    |     |
| 41.7                                  | 46.2   |         |          |          |          |          |         |     |
| 21649                                 | 206096 | 4       | 75309    | 50168    | 17605    | 8129     | 33236   |     |
| Disagree                              |        |         | 27.0     | 32.5     | 32.6     | 26.1     | 35.7    |     |
| 33.4                                  | 30.5   |         |          |          |          |          |         |     |
| 10664                                 | 70881  | 5       | 24452    | 12596    | 6761     | 2107     | 14300   |     |
| Strongly disagree                     |        |         | 8.8      | 8.2      | 12.5     | 6.8      | 15.4    |     |
| 16.5                                  | 10.5   |         |          |          |          |          |         |     |
| Column                                | 279084 |         | 154457   | 53962    | 31198    | 93081    |         |     |
| 64774                                 | 676557 | Total   | 41.3     | 22.8     | 8.0      | 4.6      | 13.8    |     |
| 9.6                                   | 100.0  |         |          |          |          |          |         |     |
| Number of Missing Observations: 90973 |        |         |          |          |          |          |         |     |

Q41 Safety officer is readily available by XSRRC Recode- Member Component

|                |        |         |          |          |          |          |         |     |
|----------------|--------|---------|----------|----------|----------|----------|---------|-----|
| Forc           | Count  | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
| Reserv         | Row    |         | 1        | 2        | 3        | 4        | 5       |     |
| 6              | Total  |         |          |          |          |          |         |     |
| Q41            |        |         |          |          |          |          |         |     |
| 10117          | 78477  | 1       | 32374    | 11746    | 6042     | 3134     | 15065   |     |
| Strongly agree |        |         | 11.6     | 7.6      | 11.2     | 10.1     | 16.2    |     |
| 15.7           | 11.6   |         |          |          |          |          |         |     |
| 26950          | 223701 | 2       | 79275    | 49900    | 17660    | 8896     | 41021   |     |
| Agree          |        |         | 28.5     | 32.2     | 32.7     | 28.6     | 44.0    |     |
| 41.8           | 33.1   |         |          |          |          |          |         |     |
| 23902          | 316863 | 3       | 138378   | 79241    | 26380    | 16849    | 32114   |     |
| No opinion     |        |         | 49.8     | 51.2     | 48.9     | 54.1     | 34.5    |     |
| 37.0           | 46.9   |         |          |          |          |          |         |     |
| 2611           | 43000  | 4       | 21097    | 11098    | 2904     | 1798     | 3493    |     |
| Disagree       |        |         | 7.6      | 7.2      | 5.4      | 5.8      | 3.8     |     |
| 4.0            | 6.4    |         |          |          |          |          |         |     |
| 966            | 13769  | 5       | 7017     | 2887     | 993      | 465      | 1440    |     |



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|                                       |        |        |       |       |       |  |
|---------------------------------------|--------|--------|-------|-------|-------|--|
| Strongly disagree                     | 2.5    | 1.9    | 1.8   | 1.5   | 1.5   |  |
| 1.5                                   | 2.0    |        |       |       |       |  |
| -----+                                |        |        |       |       |       |  |
| Column                                | 278140 | 154872 | 53980 | 31140 | 93133 |  |
| 64546                                 | 675811 |        |       |       |       |  |
| Total                                 | 41.2   | 22.9   | 8.0   | 4.6   | 13.8  |  |
| 9.6                                   | 100.0  |        |       |       |       |  |
| -----                                 |        |        |       |       |       |  |
| Number of Missing Observations: 91719 |        |        |       |       |       |  |
| -----                                 |        |        |       |       |       |  |

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

| Count                                 | Col    | Pct   | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
|---------------------------------------|--------|-------|----------|----------|----------|----------|---------|-----|
| Forc                                  |        |       |          |          |          |          |         |     |
| Reserv                                | Row    |       |          |          |          |          |         |     |
| 6                                     | Total  |       | 1        | 2        | 3        | 4        | 5       |     |
| Q42                                   |        |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 6900                                  | 59533  | 1     | 25162    | 9588     | 4969     | 2424     | 10491   |     |
| Strongly agree                        |        |       | 9.2      | 6.3      | 9.3      | 7.8      | 11.4    |     |
| 10.8                                  | 8.9    |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 23485                                 | 230381 | 2     | 88828    | 48759    | 20177    | 8970     | 40162   |     |
| Agree                                 |        |       | 32.4     | 31.8     | 37.7     | 28.8     | 43.6    |     |
| 36.6                                  | 34.5   |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 24662                                 | 291746 | 3     | 126579   | 70410    | 21149    | 16777    | 32170   |     |
| No opinion                            |        |       | 46.1     | 45.9     | 39.5     | 53.9     | 34.9    |     |
| 38.5                                  | 43.6   |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 6055                                  | 62182  | 4     | 23964    | 17921    | 5330     | 2379     | 6534    |     |
| Disagree                              |        |       | 8.7      | 11.7     | 10.0     | 7.6      | 7.1     |     |
| 9.4                                   | 9.3    |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 2995                                  | 24662  | 5     | 9757     | 6703     | 1914     | 578      | 2715    |     |
| Strongly disagree                     |        |       | 3.6      | 4.4      | 3.6      | 1.9      | 2.9     |     |
| 4.7                                   | 3.7    |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| Column                                |        |       | 274290   | 153381   | 53537    | 31128    | 92071   |     |
| 64098                                 | 668505 | Total | 41.0     | 22.9     | 8.0      | 4.7      | 13.8    |     |
| 9.6                                   | 100.0  |       |          |          |          |          |         |     |
| -----                                 |        |       |          |          |          |          |         |     |
| Number of Missing Observations: 99025 |        |       |          |          |          |          |         |     |
| -----                                 |        |       |          |          |          |          |         |     |

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

| Count          | Col   | Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
|----------------|-------|-----|----------|----------|----------|----------|---------|-----|
| Forc           |       |     |          |          |          |          |         |     |
| Reserv         | Row   |     |          |          |          |          |         |     |
| 6              | Total |     | 1        | 2        | 3        | 4        | 5       |     |
| Q43            |       |     |          |          |          |          |         |     |
| -----+         |       |     |          |          |          |          |         |     |
| 938            | 20501 | 1   | 12773    | 3776     | 1015     | 933      | 1066    |     |
| Strongly agree |       |     | 4.6      | 2.4      | 1.9      | 3.0      | 1.1     |     |
| 1.4            | 3.0   |     |          |          |          |          |         |     |
| -----+         |       |     |          |          |          |          |         |     |
| 2524           | 40720 | 2   | 20034    | 9853     | 2090     | 2540     | 3679    |     |
| Agree          |       |     | 7.2      | 6.4      | 3.9      | 8.1      | 4.0     |     |
| 3.9            | 6.0   |     |          |          |          |          |         |     |

|                                       |        |       |        |        |       |       |       |  |
|---------------------------------------|--------|-------|--------|--------|-------|-------|-------|--|
| 18530                                 | 235768 | 3     | 104289 | 58769  | 17377 | 13868 | 22935 |  |
| No opinion                            |        |       | 37.5   | 38.0   | 32.1  | 44.4  | 24.7  |  |
| 28.7                                  | 34.9   |       |        |        |       |       |       |  |
| -----+                                |        |       |        |        |       |       |       |  |
| 30799                                 | 283069 | 4     | 106524 | 64413  | 24263 | 10960 | 46110 |  |
| Disagree                              |        |       | 38.3   | 41.7   | 44.9  | 35.1  | 49.6  |  |
| 47.6                                  | 41.9   |       |        |        |       |       |       |  |
| -----+                                |        |       |        |        |       |       |       |  |
| 11884                                 | 95521  | 5     | 34367  | 17779  | 9336  | 2953  | 19201 |  |
| Strongly disagree                     |        |       | 12.4   | 11.5   | 17.3  | 9.4   | 20.6  |  |
| 18.4                                  | 14.1   |       |        |        |       |       |       |  |
| -----+                                |        |       |        |        |       |       |       |  |
| Column                                |        |       | 277987 | 154590 | 54081 | 31254 | 92991 |  |
| 64675                                 | 675578 | Total | 41.1   | 22.9   | 8.0   | 4.6   | 13.8  |  |
| 9.6                                   | 100.0  |       |        |        |       |       |       |  |
| -----                                 |        |       |        |        |       |       |       |  |
| Number of Missing Observations: 91952 |        |       |        |        |       |       |       |  |
| -----                                 |        |       |        |        |       |       |       |  |

Q44 Supervisors always investigate accidents by XSRRC Recode- Member Component

| Count                                 | Col    | Pct   | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
|---------------------------------------|--------|-------|----------|----------|----------|----------|---------|-----|
| Forc                                  |        |       |          |          |          |          |         |     |
| Reserv                                | Row    |       |          |          |          |          |         |     |
| 6                                     | Total  |       | 1        | 2        | 3        | 4        | 5       |     |
| Q44                                   |        |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 9294                                  | 76435  | 1     | 30006    | 13109    | 6745     | 2867     | 14414   |     |
| Strongly agree                        |        |       | 10.8     | 8.5      | 12.5     | 9.2      | 15.6    |     |
| 14.4                                  | 11.3   |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 26999                                 | 263403 | 2     | 106322   | 58808    | 20343    | 10162    | 40768   |     |
| Agree                                 |        |       | 38.2     | 38.3     | 37.8     | 32.4     | 44.1    |     |
| 41.9                                  | 39.1   |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 25474                                 | 298602 | 3     | 126039   | 72535    | 24459    | 16794    | 33301   |     |
| No opinion                            |        |       | 45.3     | 47.2     | 45.5     | 53.6     | 36.0    |     |
| 39.5                                  | 44.3   |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 2126                                  | 27715  | 4     | 12863    | 6551     | 1853     | 1255     | 3068    |     |
| Disagree                              |        |       | 4.6      | 4.3      | 3.4      | 4.0      | 3.3     |     |
| 3.3                                   | 4.1    |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| 536                                   | 7379   | 5     | 2803     | 2571     | 376      | 243      | 850     |     |
| Strongly disagree                     |        |       | 1.0      | 1.7      | .7       | .8       | .9      |     |
| .8                                    | 1.1    |       |          |          |          |          |         |     |
| -----+                                |        |       |          |          |          |          |         |     |
| Column                                |        |       | 278032   | 153575   | 53776    | 31321    | 92401   |     |
| 64429                                 | 673534 | Total | 41.3     | 22.8     | 8.0      | 4.7      | 13.7    |     |
| 9.6                                   | 100.0  |       |          |          |          |          |         |     |
| -----                                 |        |       |          |          |          |          |         |     |
| Number of Missing Observations: 93996 |        |       |          |          |          |          |         |     |
| -----                                 |        |       |          |          |          |          |         |     |

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

| Count | Col | Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nat | Air |
|-------|-----|-----|----------|----------|----------|----------|---------|-----|
| Forc  |     |     |          |          |          |          |         |     |

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| Reserv            | Row    | Count | Army   | Nat    | Army  | Res   | Navy  | Res | Marine | C | Air | Nati | Air |
|-------------------|--------|-------|--------|--------|-------|-------|-------|-----|--------|---|-----|------|-----|
| 6                 | Total  | 1     | 2      | 3      | 4     | 5     |       |     |        |   |     |      |     |
| Q45               |        |       |        |        |       |       |       |     |        |   |     |      |     |
| 9488              | 80690  | 1     | 33290  | 15383  | 6481  | 2707  | 13341 |     |        |   |     |      |     |
| Strongly agree    |        |       | 11.9   | 9.9    | 12.0  | 8.6   | 14.3  |     |        |   |     |      |     |
| 14.6              | 11.9   |       |        |        |       |       |       |     |        |   |     |      |     |
| 31793             | 311006 | 2     | 119971 | 71585  | 25673 | 12552 | 49433 |     |        |   |     |      |     |
| Agree             |        |       | 43.0   | 46.1   | 47.5  | 40.1  | 53.1  |     |        |   |     |      |     |
| 49.0              | 45.9   |       |        |        |       |       |       |     |        |   |     |      |     |
| 17901             | 232103 | 3     | 102842 | 56308  | 18408 | 13819 | 22826 |     |        |   |     |      |     |
| No opinion        |        |       | 36.9   | 36.2   | 34.0  | 44.1  | 24.5  |     |        |   |     |      |     |
| 27.6              | 34.3   |       |        |        |       |       |       |     |        |   |     |      |     |
| 3936              | 41502  | 4     | 18006  | 9008   | 2881  | 1894  | 5777  |     |        |   |     |      |     |
| Disagree          |        |       | 6.5    | 5.8    | 5.3   | 6.1   | 6.2   |     |        |   |     |      |     |
| 6.1               | 6.1    |       |        |        |       |       |       |     |        |   |     |      |     |
| 1796              | 12260  | 5     | 4720   | 3090   | 641   | 328   | 1686  |     |        |   |     |      |     |
| Strongly disagree |        |       | 1.7    | 2.0    | 1.2   | 1.0   | 1.8   |     |        |   |     |      |     |
| 2.8               | 1.8    |       |        |        |       |       |       |     |        |   |     |      |     |
| Column            |        |       | 278828 | 155373 | 54083 | 31300 | 93062 |     |        |   |     |      |     |
| 64914             | 677561 |       |        |        |       |       |       |     |        |   |     |      |     |
| Total             |        |       | 41.2   | 22.9   | 8.0   | 4.6   | 13.7  |     |        |   |     |      |     |
| 9.6               | 100.0  |       |        |        |       |       |       |     |        |   |     |      |     |

Number of Missing Observations: 89969

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

| Reserv            | Row    | Count | Army   | Nat    | Army  | Res   | Navy  | Res | Marine | C | Air | Nati | Air |
|-------------------|--------|-------|--------|--------|-------|-------|-------|-----|--------|---|-----|------|-----|
| 6                 | Total  | 1     | 2      | 3      | 4     | 5     |       |     |        |   |     |      |     |
| Q46               |        |       |        |        |       |       |       |     |        |   |     |      |     |
| 1227              | 19905  | 1     | 11673  | 3743   | 1209  | 811   | 1242  |     |        |   |     |      |     |
| Strongly agree    |        |       | 4.2    | 2.4    | 2.2   | 2.6   | 1.3   |     |        |   |     |      |     |
| 1.9               | 2.9    |       |        |        |       |       |       |     |        |   |     |      |     |
| 4555              | 81034  | 2     | 40962  | 18540  | 4641  | 3243  | 9093  |     |        |   |     |      |     |
| Agree             |        |       | 14.7   | 11.9   | 8.6   | 10.4  | 9.7   |     |        |   |     |      |     |
| 7.0               | 11.9   |       |        |        |       |       |       |     |        |   |     |      |     |
| 20847             | 273106 | 3     | 120110 | 67806  | 22082 | 14556 | 27705 |     |        |   |     |      |     |
| No opinion        |        |       | 43.0   | 43.6   | 40.8  | 46.5  | 29.7  |     |        |   |     |      |     |
| 32.1              | 40.2   |       |        |        |       |       |       |     |        |   |     |      |     |
| 28097             | 235826 | 4     | 83181  | 53406  | 19640 | 10358 | 41144 |     |        |   |     |      |     |
| Disagree          |        |       | 29.8   | 34.3   | 36.3  | 33.1  | 44.1  |     |        |   |     |      |     |
| 43.2              | 34.7   |       |        |        |       |       |       |     |        |   |     |      |     |
| 10283             | 69035  | 5     | 23662  | 12024  | 6497  | 2358  | 14211 |     |        |   |     |      |     |
| Strongly disagree |        |       | 8.5    | 7.7    | 12.0  | 7.5   | 15.2  |     |        |   |     |      |     |
| 15.8              | 10.2   |       |        |        |       |       |       |     |        |   |     |      |     |
| Column            |        |       | 279589 | 155520 | 54069 | 31325 | 93395 |     |        |   |     |      |     |
| 65010             | 678907 |       |        |        |       |       |       |     |        |   |     |      |     |

Total 41.2 22.9 8.0 4.6 13.8  
9.6 100.0

Number of Missing Observations: 88623

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

| Reserv            | Row    | Count | Army   | Nat    | Army  | Res   | Navy  | Res | Marine | C | Air | Nati | Air |
|-------------------|--------|-------|--------|--------|-------|-------|-------|-----|--------|---|-----|------|-----|
| 6                 | Total  | 1     | 2      | 3      | 4     | 5     |       |     |        |   |     |      |     |
| Q47               |        |       |        |        |       |       |       |     |        |   |     |      |     |
| 989               | 22085  | 1     | 13630  | 3821   | 1021  | 960   | 1664  |     |        |   |     |      |     |
| Strongly agree    |        |       | 4.9    | 2.5    | 1.9   | 3.1   | 1.8   |     |        |   |     |      |     |
| 1.5               | 3.3    |       |        |        |       |       |       |     |        |   |     |      |     |
| 3995              | 53778  | 2     | 25014  | 14272  | 3284  | 2660  | 4553  |     |        |   |     |      |     |
| Agree             |        |       | 8.9    | 9.2    | 6.1   | 8.5   | 4.9   |     |        |   |     |      |     |
| 6.2               | 7.9    |       |        |        |       |       |       |     |        |   |     |      |     |
| 22619             | 283143 | 3     | 123265 | 70535  | 21927 | 14603 | 30194 |     |        |   |     |      |     |
| No opinion        |        |       | 44.0   | 45.5   | 40.6  | 46.7  | 32.3  |     |        |   |     |      |     |
| 35.0              | 41.7   |       |        |        |       |       |       |     |        |   |     |      |     |
| 26483             | 231607 | 4     | 84106  | 50562  | 20191 | 10056 | 40209 |     |        |   |     |      |     |
| Disagree          |        |       | 30.0   | 32.6   | 37.4  | 32.2  | 43.1  |     |        |   |     |      |     |
| 40.9              | 34.1   |       |        |        |       |       |       |     |        |   |     |      |     |
| 10610             | 87832  | 5     | 33973  | 15972  | 7538  | 2983  | 16755 |     |        |   |     |      |     |
| Strongly disagree |        |       | 12.1   | 10.3   | 14.0  | 9.5   | 17.9  |     |        |   |     |      |     |
| 16.4              | 12.9   |       |        |        |       |       |       |     |        |   |     |      |     |
| Column            |        |       | 279988 | 155163 | 53962 | 31261 | 93375 |     |        |   |     |      |     |
| 64696             | 678445 |       |        |        |       |       |       |     |        |   |     |      |     |
| Total             |        |       | 41.3   | 22.9   | 8.0   | 4.6   | 13.8  |     |        |   |     |      |     |
| 9.5               | 100.0  |       |        |        |       |       |       |     |        |   |     |      |     |

Number of Missing Observations: 89085

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

| Reserv         | Row    | Count | Army   | Nat   | Army  | Res   | Navy  | Res | Marine | C | Air | Nati | Air |
|----------------|--------|-------|--------|-------|-------|-------|-------|-----|--------|---|-----|------|-----|
| 6              | Total  | 1     | 2      | 3     | 4     | 5     |       |     |        |   |     |      |     |
| Q48            |        |       |        |       |       |       |       |     |        |   |     |      |     |
| 13725          | 115922 | 1     | 47550  | 21970 | 8976  | 4432  | 19270 |     |        |   |     |      |     |
| Strongly agree |        |       | 17.0   | 14.2  | 16.6  | 14.1  | 20.6  |     |        |   |     |      |     |
| 21.1           | 17.1   |       |        |       |       |       |       |     |        |   |     |      |     |
| 31548          | 306214 | 2     | 120332 | 69936 | 23879 | 12372 | 48148 |     |        |   |     |      |     |
| Agree          |        |       | 43.0   | 45.1  | 44.1  | 39.4  | 51.5  |     |        |   |     |      |     |
| 48.6           | 45.1   |       |        |       |       |       |       |     |        |   |     |      |     |
| 17908          | 233301 | 3     | 101144 | 56470 | 19705 | 13981 | 24092 |     |        |   |     |      |     |
| No opinion     |        |       | 36.1   | 36.4  | 36.4  | 44.5  | 25.7  |     |        |   |     |      |     |
| 27.6           | 34.4   |       |        |       |       |       |       |     |        |   |     |      |     |

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|---------------------------------------|--------|--------|-------|-------|-------|-----|------|--|
| 1232                                  | 17879  | 4      | 7958  | 5392  | 1143  | 439 | 1716 |  |
| Disagree                              |        |        | 2.8   | 3.5   | 2.1   | 1.4 | 1.8  |  |
| 1.9                                   | 2.6    |        |       |       |       |     |      |  |
| 497                                   | 5707   | 5      | 2874  | 1411  | 397   | 173 | 355  |  |
| Strongly disagree                     |        |        | 1.0   | .9    | .7    | .6  | .4   |  |
| .8                                    | .8     |        |       |       |       |     |      |  |
| Column                                | 279857 | 155178 | 54099 | 31397 | 93580 |     |      |  |
| 64910                                 | 679022 |        |       |       |       |     |      |  |
| Total                                 | 41.2   | 22.9   | 8.0   | 4.6   | 13.8  |     |      |  |
| 9.6                                   | 100.0  |        |       |       |       |     |      |  |
| Number of Missing Observations: 88508 |        |        |       |       |       |     |      |  |

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

|                                       |         |          |          |          |          |          |       |       |
|---------------------------------------|---------|----------|----------|----------|----------|----------|-------|-------|
| Forc                                  | Count   |          |          |          |          |          |       |       |
| Reserv                                | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nati | Air   |       |
| Row                                   |         | ional    | Gu       | erve     | erve     | orps Res | onal  | Gua e |
| 6                                     | Total   | 1        | 2        | 3        | 4        | 5        |       |       |
| Q49                                   |         |          |          |          |          |          |       |       |
| 8491                                  | 72837   | 1        | 30506    | 11944    | 6130     | 2760     | 13004 |       |
| Strongly agree                        |         |          | 10.9     | 7.7      | 11.3     | 8.8      | 13.9  |       |
| 13.1                                  | 10.7    |          |          |          |          |          |       |       |
| 23377                                 | 206653  | 2        | 75677    | 49794    | 16269    | 7504     | 34031 |       |
| Agree                                 |         |          | 27.1     | 32.1     | 30.1     | 23.9     | 36.4  |       |
| 36.1                                  | 30.5    |          |          |          |          |          |       |       |
| 28459                                 | 340074  | 3        | 149026   | 77324    | 27632    | 18431    | 39202 |       |
| No opinion                            |         |          | 53.3     | 49.9     | 51.2     | 58.7     | 42.0  |       |
| 44.0                                  | 50.1    |          |          |          |          |          |       |       |
| 3306                                  | 44825   | 4        | 17746    | 12503    | 3428     | 2189     | 5652  |       |
| Disagree                              |         |          | 6.3      | 8.1      | 6.3      | 7.0      | 6.1   |       |
| 5.1                                   | 6.6     |          |          |          |          |          |       |       |
| 1041                                  | 13748   | 5        | 6777     | 3387     | 559      | 489      | 1495  |       |
| Strongly disagree                     |         |          | 2.4      | 2.2      | 1.0      | 1.6      | 1.6   |       |
| 1.6                                   | 2.0     |          |          |          |          |          |       |       |
| Column                                | 279733  | 154953   | 54019    | 31373    | 93385    |          |       |       |
| 64674                                 | 678136  |          |          |          |          |          |       |       |
| Total                                 | 41.3    | 22.8     | 8.0      | 4.6      | 13.8     |          |       |       |
| 9.5                                   | 100.0   |          |          |          |          |          |       |       |
| Number of Missing Observations: 89394 |         |          |          |          |          |          |       |       |

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

|        |         |          |          |          |          |          |      |       |
|--------|---------|----------|----------|----------|----------|----------|------|-------|
| Forc   | Count   |          |          |          |          |          |      |       |
| Reserv | Col Pct | Army Nat | Army Res | Navy Res | Marine C | Air Nati | Air  |       |
| Row    |         | ional    | Gu       | erve     | erve     | orps Res | onal | Gua e |
| 6      | Total   | 1        | 2        | 3        | 4        | 5        |      |       |
| Q50    |         |          |          |          |          |          |      |       |

|                                       |        |        |        |       |       |       |       |  |
|---------------------------------------|--------|--------|--------|-------|-------|-------|-------|--|
| 1439                                  | 26866  | 1      | 16947  | 3900  | 1532  | 869   | 2178  |  |
| Strongly agree                        |        |        | 6.1    | 2.5   | 2.8   | 2.8   | 2.3   |  |
| 2.2                                   | 4.0    |        |        |       |       |       |       |  |
| 6749                                  | 84393  | 2      | 37584  | 21433 | 5937  | 3366  | 9323  |  |
| Agree                                 |        |        | 13.5   | 13.8  | 11.0  | 10.7  | 10.0  |  |
| 10.4                                  | 12.5   |        |        |       |       |       |       |  |
| 28098                                 | 327620 | 3      | 139076 | 77870 | 26625 | 18495 | 37456 |  |
| No opinion                            |        |        | 50.0   | 50.2  | 49.4  | 59.0  | 40.2  |  |
| 43.4                                  | 48.4   |        |        |       |       |       |       |  |
| 22012                                 | 193318 | 4      | 70017  | 44436 | 15502 | 6798  | 34554 |  |
| Disagree                              |        |        | 25.2   | 28.6  | 28.8  | 21.7  | 37.0  |  |
| 34.0                                  | 28.6   |        |        |       |       |       |       |  |
| 6508                                  | 44659  | 5      | 14736  | 7532  | 4298  | 1825  | 9759  |  |
| Strongly disagree                     |        |        | 5.3    | 4.9   | 8.0   | 5.8   | 10.5  |  |
| 10.0                                  | 6.6    |        |        |       |       |       |       |  |
| Column                                | 278361 | 155172 | 53894  | 31353 | 93269 |       |       |  |
| 64807                                 | 676856 |        |        |       |       |       |       |  |
| Total                                 | 41.1   | 22.9   | 8.0    | 4.6   | 13.8  |       |       |  |
| 9.6                                   | 100.0  |        |        |       |       |       |       |  |
| Number of Missing Observations: 90674 |        |        |        |       |       |       |       |  |

## Appendix I – Acronyms

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

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