

SAFETY BAROMETER

*Results
Report*

**U.S. Department of
Defense -
Active Duty
Personnel**

2012



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1 EXECUTIVE SUMMARY

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS ACTIVE DUTY PERSONNEL

This report presents the results of a **SAFETY BAROMETER** perception survey conducted among Department of Defense (DoD) Active Duty personnel in 2012, with comparisons to previous DoD **SAFETY BAROMETER** results in 2005, 2007, and 2009. 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. These statements 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.

Active Duty survey responses were compared with responses from the 232 participating organizations in the National Safety Council (NSC) Database at the time of the initial DoD survey in 2005 to generate comparative percentile values. Active Duty percentile scores are at or above the 50th percentile for 38 of the 50 individual standard components, a substantial increase from 27 above average components in 2009. Active Duty scores on the six standard safety program categories range from a moderate 55 for Personnel Participation to a high score of 80 for Organizational Climate. The overall **SAFETY BAROMETER** percentile score is a moderately high 67 out of a possible 100, meaning that 33% of the organizations in the Database achieved a higher overall score than Active Duty personnel. This is an increase of +11 percentile points from Active Duty's moderate score of 56 in 2009.

It is generally recommended that safety program components with percentiles less than 50 receive attention. These lowest scoring components may be used to establish improvement priorities. The following 12 **SAFETY BAROMETER** components generated below average percentile scores for Active Duty. They are presented in order from lowest (21) to highest (45) percentile score.

- *Personnel following lockout/tagout procedures*
- *Leadership stressing the importance of safety in communications*
- *Unit personnel assignment stability*
- *Personnel believing that their actions can protect other personnel*
- *Effectiveness of command safety officer in improving safety conditions*
- *Supervisors acting on personnel safety suggestions*
- *Personnel identifying and eliminating hazards*
- *Supervisors reducing personnel's fear of reporting safety problems*
- *Leadership participating in safety activities on a regular basis*
- *Presence of safety training in new personnel orientation*
- *Frequency of safety meeting occurrence*
- *Leadership setting annual safety goals*

A remarkable 45 out of 50 components showed increases in scores from 2009 to 2012, while only one component showed a decrease and four remained the same.

For all six program categories and overall, the Officer grade continues to generate more positive perceptions among Active Duty personnel, while Enlisted personnel generated less positive perceptions. By work location, Office personnel had more positive percentile scores than Non-Office personnel for most program categories and overall.

Branch of Service analyses show that Air Force again generated the most positive safety program perceptions, with a high overall percentile score of 83, an increase of +11 points since 2009. Navy had the next highest percentile score of 73, a substantial increase of +14 percentile points since 2009. Marine Corps and Army respondents had the least positive perceptions, with overall percentile scores of 57 and 55, respectively. Army increased its overall percentile score by +12 points since 2009, while Marine Corps remained the same as in 2009.

It is recommended that DoD use the findings in this Active Duty report as a guide for making safety program improvements. The data presented in this report can also be used as a baseline against which to measure future progress.

2 BACKGROUND

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS ACTIVE DUTY PERSONNEL

2.1 HISTORY

In May 2003, the Secretary of Defense (SECDEF) issued a memorandum on reducing preventable accidents. He stated that “world-class organizations do not tolerate preventable accidents.” He challenged all the Secretaries of the Military Departments to reduce the number of mishaps and accident rates by at least 50% in the next two years. The SECDEF asked the Under Secretary of Defense for Personnel and Readiness (USD [P&R]) to lead the department-wide effort to focus on accident reduction effort, and the goal was later increased to a 75% reduction.

On August 9, 2004, Dr. Paul Mayberry, Deputy Under Secretary of Defense for Readiness (DUSD[R]) requested the Office of Inspector General (OIG) conduct an evaluation of the DoD Safety Program. The OIG evaluation included establishing a safety culture baseline using a four part safety perception survey, evaluation of the planning, programming and budgeting process in OSD and the Military Departments, and an evaluation of the policy and organization within OSD and the Military Departments safety programs.

The National Safety Council submitted a four-part series of safety survey results to the OIG based on the 2005 data collection period. As a follow up to the 2005 surveys, safety perception survey data were again collected in 2007 for three of the four surveys—Active Duty, Civilian, and Guard/Reserve personnel. In 2009, all four surveys (including the Senior Leader survey) were again conducted. In 2012, survey data were collected for two groups, Active Duty and Civilian. This report presents the 2012 survey results and comparisons to the 2005, 2007, and 2009 survey results for DoD Active Duty personnel.

2.2 SURVEY PROJECT OBJECTIVES

As part of the broader DoD initiative described above, the National Safety Council (NSC or the Council) was instructed to design, develop, administer, and analyze results from a series of

personnel perception surveys for all levels of personnel within DoD. The surveys were to assess the overall health of the safety climate of the Armed Services for Active Duty, Civilians, Guard and Reservists. The OIG has developed a safety perception survey schedule that includes surveying Active Duty, Civilian and Guard/Reserve personnel every two years and DoD top leadership every four years. The 2012 deliverables for the project are in the form of two complete written results reports for Active Duty and Civilian personnel, respectively.

Where possible, analysis was to include comparison of DoD responses to other organizations in the NSC's Database by percentile scores, with resulting prioritization of problem areas in need of improvement. Responses by personnel subgroup were also to be compared so a more specific understanding of each subgroup's assessment could be developed, with priorities customized and targeted for each group.

The ultimate goal of the surveys and re-surveys for DoD was to identify problem areas and prioritize potential target components that would lead to the reduction in mishaps and accidents mandated by the SECDEF. The re-survey results also provide a reliable metric for charting progress toward that goal.

2.3 DoD SURVEY PROJECT SUMMARY

The initial 2005 survey project was organized into four parts, with Part I involving DoD Senior Leaders, and Parts II, III, & IV involving Active Duty, Civilian, and Guard/Reserve, respectively. Similarly, the 2007, 2009, and 2012 re-survey results were organized by these four survey groups, although no Senior Leader survey was conducted in either 2007 or 2012, and no Guard/Reserve survey was conducted in 2012. Survey items are based on the Council's *SAFETY BAROMETER* perception survey. For all surveys, results for standardized items from the *SAFETY BAROMETER* were benchmarked against the Council's Database of responses from over 230 other organizations, generating percentile scores on a scale of 0 to 100. Among other project goals, use of standardized items in all survey phases allowed generation of a prioritized list of problem areas based on the percentile scores. Demographic variables also allowed comparison of responses by personnel subgroup.

For administration, the Active Duty and Civilian surveys used a survey method developed and administered by DoD's Defense Management Data Center (DMDC).

2.4 ACTIVE DUTY PROJECT SUMMARY

These written results for Active Duty contain appropriate tables, figures, and charts that list safety program components in priority order. Inferences regarding the prioritization of problem areas can be made from these listings. Accompanying text highlights the important conclusions suggested by the data. Included with these results reports are appendices containing the survey statements and complete response distributions for each statement, a description of survey sample and method of survey administration and data analysis, and information regarding responses distributions for various personnel subgroups.

Results for the Active Duty survey are based on **SAFETY BAROMETER** surveys completed by U.S. Department of Defense Active Duty personnel in 2012. The **SAFETY BAROMETER** survey form is included as Appendix A. Response frequency and percentage distributions for all **SAFETY BAROMETER** statements are shown in Appendix B. The methods and data analyses are discussed in Appendix C. In addition, response distributions by grade, work location, and branch of Service are presented in Appendices D, E, and F, respectively.

SAFETY BAROMETER statements present either a positive or negative description of the DoD Safety Program. The program component descriptions listed in tables and figures in this report are based directly on survey statements. For continuity and ease of understanding, slight wording changes were made to present each component as positive or neutral in content for this report.

The **SAFETY BAROMETER** survey consists of 50 standardized safety program questions that represent six fundamental safety program categories. The safety program category topics covered include:

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

3 RESULTS

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3.1 ANALYSIS OF PROGRAM COMPONENTS

The percent distribution of responses for each statement is shown in Table 1. Also presented in this table are the average response scores for each statement. Average response scores are calculated by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral “neither agree nor disagree” response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix C for more information regarding methods of analysis.)

The response from Active Duty personnel was compared with the 232 establishments in the NSC Database for each of the 50 standard *SAFETY BAROMETER* items. Percentile scores calculated from this comparison are also shown in Table 1. A percentile score expresses the percentage of Database companies with a lower average response score than Active Duty personnel. Possible percentile scores range from 0 to 100, with 0 representing the lowest score in the Database and 100 representing the highest. For example, a percentile score of 100 indicates that all of the 232 establishments in the NSC Database received a lower average response score than Active Duty personnel; a percentile score of 50 indicates that half (or 116) of the 233 establishments were lower than Active Duty personnel.

Components with the highest average response scores are not necessarily the best performing elements when compared with the performance at other establishments. 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. The NSC Database used for this report is the same as was used for the previous *SAFETY BAROMETER* surveys performed for DoD in 2005, 2007, and 2009. This will allow for direct comparison across survey years.

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

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Category ¹	Statement Letter and Component	Percentile Score ²	Percent Distribution of Responses					Average Response Score ³	
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative		
OC	47	Significance of job stress as a problem for personnel	100	14.1%	35.0%	38.1%	9.5%	3.3%	0.47
OC	9	Condition of unit teamwork	89	18.6%	47.1%	19.7%	9.3%	5.3%	0.64
LP	31	Leadership setting a positive safety example	88	17.8%	47.6%	28.2%	3.7%	2.7%	0.74
SSC	45	Perception that good environmental conditions are kept	85	14.0%	44.4%	31.5%	6.9%	3.2%	0.59
SP	32	Supervisors integrating safety into the performance of duties	80	17.3%	46.9%	31.4%	3.0%	1.4%	0.76
SP	44	Supervisors investigating safety incidents	80	13.7%	39.8%	41.0%	4.0%	1.5%	0.60
SSC	36	Belief that hazards not fixed right away will still be addressed	79	10.7%	38.3%	37.2%	11.4%	2.3%	0.44
LP	21	Leadership providing adequate safety staff	78	16.7%	48.1%	29.3%	4.4%	1.5%	0.74
LP	40	Leadership including safety in job promotion reviews	75	12.9%	28.1%	45.2%	10.1%	3.7%	0.36
SSC	3	Priority of safety issues relative to performing duties	74	20.4%	42.6%	20.9%	11.4%	4.7%	0.62
PP	20	Personnel using standardized precautions for hazardous materials	73	22.7%	47.1%	27.9%	1.5%	0.8%	0.89
SSA	15	Thoroughness of near miss accident/incident investigation	72	18.0%	37.6%	37.3%	5.5%	1.6%	0.65
SSC	39	Perception that medical facilities are sufficient	72	17.2%	43.1%	28.1%	6.9%	4.8%	0.61
SP	19	Supervisors enforcing safe job procedures	71	22.1%	52.5%	22.0%	2.1%	1.3%	0.92
SSA	33	Quality of preventative maintenance system operation	71	9.7%	31.0%	40.3%	14.5%	4.5%	0.27
SP	38	Supervisors providing helpful safety training	70	13.3%	45.3%	36.2%	3.7%	1.5%	0.65
PP	37	Personnel take part when accident or incident investigations occur	70	10.1%	42.7%	42.4%	3.9%	1.0%	0.57
OC	2	Frequency of personnel/leadership interactions	68	18.0%	50.4%	17.6%	9.3%	4.7%	0.68
PP	46	Personnel using necessary personal protective equipment	68	13.3%	38.0%	33.9%	11.8%	2.9%	0.47
SP	5	Supervisors maintaining a high safety performance standard	67	24.8%	47.0%	21.9%	4.0%	2.2%	0.88
SSC	48	Belief that leadership insists supervisors think safety	67	17.6%	46.7%	32.3%	2.6%	0.9%	0.77
SSA	13	Presence of personnel well-trained in emergency response	67	16.8%	44.9%	29.9%	6.4%	1.9%	0.68
SSA	29	Occurrence of emergency response procedures testing	61	12.0%	34.0%	35.9%	14.3%	3.8%	0.36
SSC	10	Belief that leadership shows it cares about personnel safety	60	22.4%	47.5%	20.9%	5.6%	3.5%	0.80
SP	12	Supervisors behaving in accord with safety procedures	59	27.9%	44.0%	19.6%	6.4%	2.1%	0.89
SP	24	Supervisors understanding personnel's job safety problems	59	15.8%	48.7%	31.2%	2.8%	1.6%	0.74
SSA	41	Availability of safety officer to provide assistance	59	15.3%	39.3%	38.1%	5.0%	2.4%	0.60
OC	16	Condition of personnel morale	57	9.6%	26.9%	25.2%	22.9%	15.5%	-0.08
LP	14	Leadership publishing a policy on the value of personnel safety	55	21.4%	47.5%	25.4%	3.9%	1.8%	0.83
PP	18	Belief that personnel understand safety regulations	54	26.5%	58.3%	12.8%	1.5%	0.9%	1.08
SSA	6	Frequency of detailed and regularly scheduled inspections	54	15.5%	42.4%	33.2%	6.6%	2.3%	0.62
SSC	35	Perception that the safety officer has high status	54	10.8%	28.8%	48.8%	8.3%	3.4%	0.35
SSA	22	Effectiveness of recognition programs in promoting safe behavior	54	7.6%	23.9%	45.5%	17.4%	5.7%	0.10
SSC	17	Belief that leadership does more than law requires	53	10.8%	34.3%	35.4%	15.2%	4.4%	0.32
PP	50	Personnel taking part in the development of safety requirements	52	7.9%	29.7%	46.5%	13.2%	2.8%	0.27
SSC	23	Safety standard level relative to standard duty performance level	52	4.9%	20.8%	47.9%	20.5%	5.9%	-0.02
PP	4	Personnel being involved in safety practices	51	10.8%	44.1%	31.7%	10.2%	3.1%	0.49
SSC	27	Belief that leadership is sincere in safety efforts	50	20.7%	48.7%	25.4%	3.4%	1.8%	0.83
LP	49	Leadership setting annual safety goals	45	12.8%	35.8%	43.1%	6.4%	1.9%	0.51
SSA	8	Frequency of safety meeting occurrence	44	11.0%	33.9%	35.8%	15.1%	4.2%	0.32
SSA	26	Presence of safety training in new personnel orientation	42	21.9%	44.6%	24.9%	7.1%	1.5%	0.78
LP	34	Leadership participating in safety activities on a regular basis	41	11.7%	38.9%	41.6%	6.1%	1.7%	0.53
SP	43	Supervisors reducing personnel's fear of reporting safety problems	38	14.5%	39.1%	36.0%	8.3%	2.1%	0.56
PP	1	Personnel identifying and eliminating hazards	34	22.6%	54.3%	17.0%	4.6%	1.5%	0.92
SP	28	Supervisors acting on personnel safety suggestions	33	11.0%	35.2%	40.0%	10.9%	3.0%	0.40
SSA	30	Effectiveness of command safety officer in improving safety conditions	32	12.2%	36.1%	45.6%	4.1%	2.0%	0.52
PP	11	Personnel believing that their actions can protect other personnel	27	34.3%	52.6%	11.4%	1.0%	0.7%	1.19
OC	42	Unit personnel assignment stability	26	9.7%	36.0%	36.0%	13.2%	5.0%	0.32
LP	7	Leadership stressing the importance of safety in communications	22	9.9%	35.3%	26.7%	21.2%	6.9%	0.20
PP	25	Personnel following lockout/tagout procedures	21	11.9%	27.5%	54.8%	3.9%	1.8%	0.44

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

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

³ Calculated by assigning a value of +2 for strongly positive response; +1 for a positive response; 0 for neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix C for more information regarding methods of analysis)

In the 2005 *SAFETY BAROMETER*, DoD substituted four standard survey items with customized items. In 2007, 2009, and 2012, all 50 standard *SAFETY BAROMETER* items are included.

Components in Table 1 are listed in order of decreasing percentile score. At the top of the table are components that were more highly ranked among Active Duty responses compared with other establishments' responses. Components at the bottom of the table are those that were evaluated less positively compared with responses from other establishments. Components with identical percentile scores are ordered by average response score from best to worst.

Figure 1 is a graphic representation of these data. Average performance compared to the NSC Database is indicated by the vertical line at the 50th percentile. Components with bars that meet or surpass this mark are performing at or above average. Bars shaded green have percentile scores above 75, while those shaded yellow are in the 50th to 75th percentile range. Components that fall short of the 50th percentile vertical line are performing below average and are shaded red. Among these below average components, those with the lowest percentile scores represent priority items for Active Duty safety program improvement efforts.

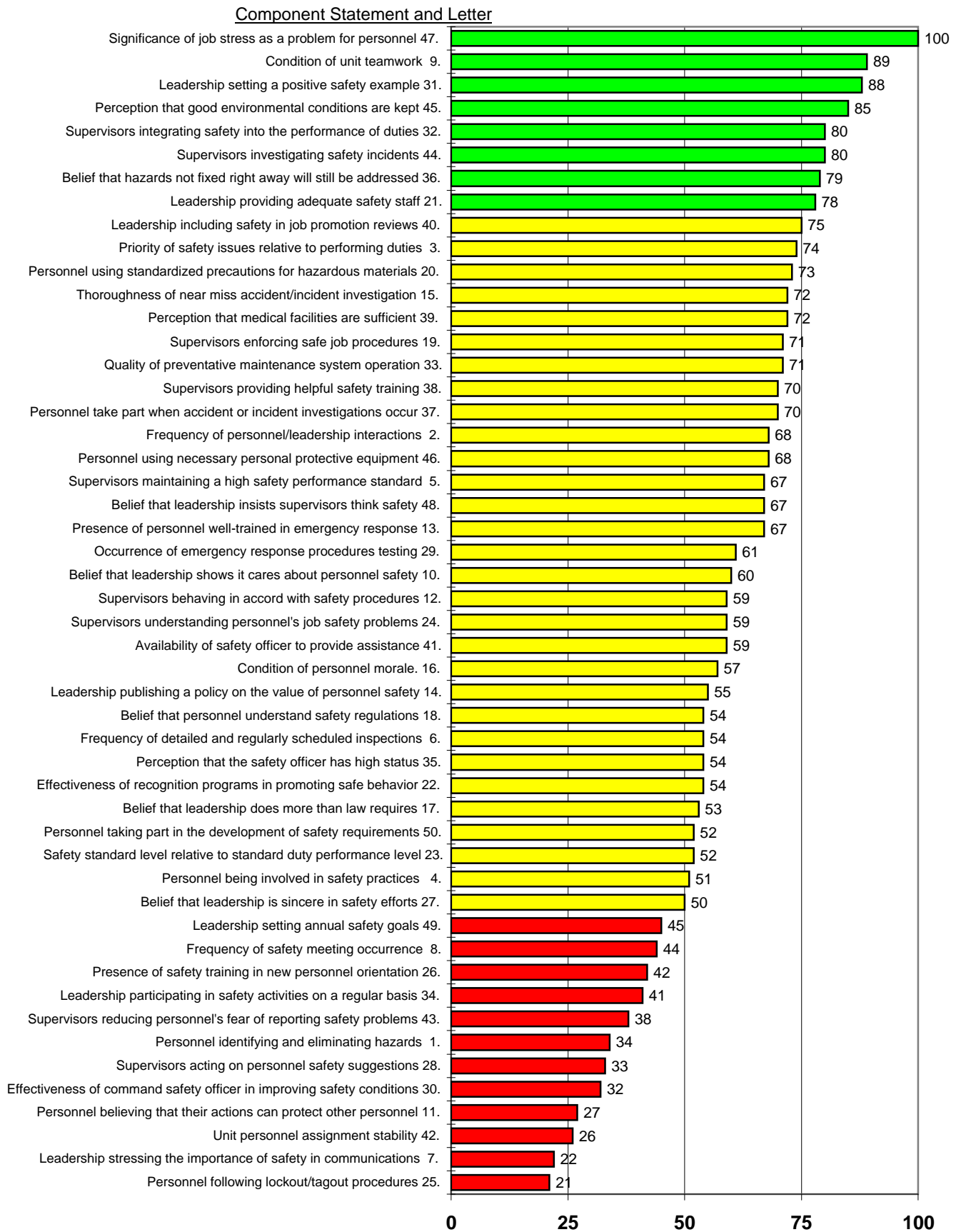
The majority of personnel opinions regarding the Active Duty safety program were moderately high compared to the NSC Database participants. Of the 50 standard components, 38 received above average percentile scores of 50 or above, a substantial increase from 27 such components in 2009. In the current survey, only 12 standard items received below average scores below 50. While only two components achieved high percentile scores at or above 80 in 2009, six components had percentiles at or above 80 in 2012. There were no components with low percentile scores of 20 or below in 2012, compared with two in 2009. Components with the lowest percentile scores represent priority components for the safety program improvement efforts.

3.1.1 Highest performing components

As shown in Table 1, the ten highest performing components received percentile scores of 74 and above. These components consist of three each from the Leadership Participation and Safety

FIGURE 1 Percentile Scores of Safety Program Components

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

Support Climate categories, and two components each from the Supervisor Participation and Organizational Climate categories. There were no components from the Personnel Participation and Safety Support Activities categories in the current group of highest-scoring items.

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

Q31 Leadership setting a positive safety example (88)

Q32 Supervisors integrating safety into the performance of duties (80)

Q44 Supervisors investigating safety incidents (80)

Q21 Leadership providing adequate safety staff (78)

Q40 Leadership including safety in job promotion reviews (75)

Over 60% of respondents believe that leadership sets a positive safety example through their words and actions (Question [Q]31), that leadership has provided adequate safety staff (Q21), and that supervisors integrate safety into the performance of duties (Q32). Over half believe that their supervisor always investigates safety incidents (Q44), while over 40% indicate that leadership considers a person's safety performance when determining promotions (Q40).

The highly rated Safety Support Climate components are:

Q45 Perception that good environmental conditions are kept (85)

Q36 Belief that hazards not fixed right away will still be addressed (79)

Q3 Priority of safety issues relative to performing duties (74)

Over 60% of participants believe that safety issues are given at least as much priority as performing duties (Q3). Nearly 60% of respondents indicate that ventilation, lighting, noise, and other environmental conditions are kept at good levels (Q45), while nearly half believe that hazards that are not fixed right away by supervisors are not ignored (Q36).

The Organizational Climate components rated most highly are:

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

Q9 Condition of unit teamwork (89)

More than 65% of respondents feel that good teamwork exists within their unit (Q9). Nearly

half feel that the stress of performing their duties is not a significant problem for them or other personnel in their unit (Q47).

3.1.2 Below average priority components

As shown in Table 1, only 12 components received percentile scores below the average score of 50, compared to 23 below average items in 2009. Components with below average percentiles are potential target areas that can be used to establish improvement priorities for the Active Duty personnel safety program.

The below average Leadership Participation components (listed from lowest to highest percentile score) are:

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

Q34 Leadership participating in safety activities on a regular basis (41)

Q49 Leadership setting annual safety goals (45)

As in 2009, the highest rate of negative responses among below average Leadership Participation components was approximately one-quarter of respondents indicating that leadership's views on the importance of safety are seldom stressed in personnel communications (Q7). Between 7% and 9% of responses were negative for the other two components.

The below average scoring Supervisor Participation components are:

Q28 Supervisors acting on personnel safety suggestions (33)

Q43 Supervisors reducing personnel's fear of reporting safety problems (38)

Similar to 2009 results, between 10% and 14% of respondents indicate that personnel are afraid to report safety problems to their supervisors (Q43) and that their supervisor seldom acts on personnel safety suggestions (Q28).

The Personnel Participation components with below average scores are:

Q25 Personnel following lockout/tagout procedures (21)

Q11 Personnel believing that their actions can protect other personnel (27)

Q1 Personnel identifying and eliminating hazards (34)

Approximately 6% of respondents indicate that personnel do not follow lockout/tagout

procedures (Q25) and that personnel are not involved in identifying and eliminating hazards (Q1).

The below average scoring Safety Support Activities components are:

Q30 Effectiveness of command safety officer in improving safety conditions (32)

Q26 Presence of safety training in new personnel orientation (42)

Q8 Frequency of safety meeting occurrence (44)

Nearly 20% of respondents feel that safety meetings are held less often than they should be (Q8), while nearly 9% indicate that safety training is not included in new personnel orientation (Q26). About 6% of respondents answered negatively regarding effectiveness of command safety officer in improving safety conditions (Q30).

The Organizational Climate component with a below average score is:

Q42 Unit personnel assignment stability (26)

More than 18% of participants feel that the assignment of personnel to their unit is not stable (Q42).

It is interesting to note that Active Duty personnel generated elevated neutral responses (>30%) for 30 of the 50 standard components in the 2012 **SAFETY BAROMETER**, a decrease from 38 such elements in 2009. Although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that the majority of components or their related programs are not sufficiently visible from the personnel perspective. In a well-functioning safety program, personnel are aware of important program aspects and can form opinions about them even if they do not experience them directly or on a daily basis.

3.1.3 Comparisons by survey year

Table 2 shows a comparison of percentile scores for individual components in 2005, 2007, 2009, and 2012, as well as the percentile change between survey years for DoD Active Duty. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) from 2009 to 2012. Those components that generated percentile scores above 75 for any year are shaded green; those identified as below average, with percentiles less than 50, are shaded red. Of the 50 standard

TABLE 2
Percentile Scores of Program Components by Survey Year

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Category ¹	Statement Number and Component	Percentile Scores ²				Percentile Change	
		2005	2007	2009	2012	2005 to 2012	2009 to 2012
SP	5 Supervisors maintaining a high safety performance standard	44	56	48	67	+23	+19
SSA	41 Availability of safety officer to provide assistance	38	44	43	59	+21	+16
SSC	48 Belief that leadership insists supervisors think safety	56	63	51	67	+11	+16
LP	14 Leadership publishing a policy on the value of personnel safety	39	43	40	55	+16	+15
PP	18 Belief that personnel understand safety regulations	40	42	39	54	+14	+15
PP	4 Personnel being involved in safety practices	33	48	38	51	+18	+13
SP	32 Supervisors integrating safety into the performance of duties	67	73	68	80	+13	+12
PP	46 Personnel using necessary personal protective equipment	46	55	57	68	+22	+11
SSA	6 Frequency of detailed and regularly scheduled inspections	36	46	43	54	+18	+11
SP	44 Supervisors investigating safety incidents	72	72	69	80	+8	+11
SP	43 Supervisors reducing personnel's fear of reporting safety problems	24	29	28	38	+14	+10
SP	24 Supervisors understanding personnel's job safety problems	47	52	49	59	+12	+10
SSA	30 Effectiveness of command safety officer in improving safety conditions	20	23	22	32	+12	+10
SSC	27 Belief that leadership is sincere in safety efforts	43	47	40	50	+7	+10
PP	1 Personnel identifying and eliminating hazards	13	41	25	34	+21	+9
SSC	10 Belief that leadership shows it cares about personnel safety	45	57	51	60	+15	+9
LP	31 Leadership setting a positive safety example	74	85	79	88	+14	+9
PP	11 Personnel believing that their actions can protect other personnel	14	21	18	27	+13	+9
SSA	13 Presence of personnel well-trained in emergency response	56	58	58	67	+11	+9
LP	21 Leadership providing adequate safety staff	69	69	69	78	+9	+9
SP	19 Supervisors enforcing safe job procedures	62	67	62	71	+9	+9
LP	49 Leadership setting annual safety goals	36	44	36	45	+9	+9
SP	38 Supervisors providing helpful safety training	63	64	61	70	+7	+9
SSC	39 Perception that medical facilities are sufficient	N/A	63	64	72	N/A	+8
PP	20 Personnel using standardized precautions for hazardous materials	62	71	65	73	+11	+8
SSC	45 Perception that good environmental conditions are kept	77	79	77	85	+8	+8
PP	37 Personnel take part when accident or incident investigations occur	65	67	64	70	+5	+6
SP	12 Supervisors behaving in accord with safety procedures	54	49	53	59	+5	+6
SSC	35 Perception that the safety officer has high status	42	51	49	54	+12	+5
SSC	36 Belief that hazards not fixed right away will still be addressed	69	71	74	79	+10	+5
LP	34 Leadership participating in safety activities on a regular basis	31	37	36	41	+10	+5
OC	9 Condition of unit teamwork	81	86	84	89	+8	+5
SSA	15 Thoroughness of near miss accident/incident investigation	64	69	67	72	+8	+5
OC	16 Condition of personnel morale	N/A	51	53	57	N/A	+4
OC	42 Unit personnel assignment stability	N/A	21	22	26	N/A	+4
PP	50 Personnel taking part in the development of safety requirements	37	43	48	52	+15	+4
SSA	26 Presence of safety training in new personnel orientation	34	41	38	42	+8	+4
SSC	17 Belief that leadership does more than law requires	38	53	50	53	+15	+3
LP	40 Leadership including safety in job promotion reviews	69	71	72	75	+6	+3
SSC	3 Priority of safety issues relative to performing duties	69	67	71	74	+5	+3
SSC	23 Safety standard level relative to standard duty performance level	50	47	49	52	+2	+3
OC	47 Significance of job stress as a problem for personnel	N/A	98	99	100	N/A	+1
SSA	8 Frequency of safety meeting occurrence	41	40	43	44	+3	+1
SSA	29 Occurrence of emergency response procedures testing	59	60	60	61	+2	+1
PP	25 Personnel following lockout/tagout procedures	19	20	20	21	+2	+1
OC	2 Frequency of personnel/leadership interactions	46	71	68	68	+22	0
SSA	33 Quality of preventative maintenance system operation	68	65	71	71	+3	0
SSA	22 Effectiveness of recognition programs in promoting safe behavior	54	49	54	54	0	0
SP	28 Supervisors acting on personnel safety suggestions	36	32	33	33	-3	0
LP	7 Leadership stressing the importance of safety in communications	30	22	26	22	-8	-4

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

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

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

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

components, improvement in percentile scores since 2009 was achieved for a remarkable 45 components, while only one component saw a decrease in percentile scores since the previous survey, and four components showed no change.

While a large number of items increased since 2009, changes in percentile scores were limited to +19 points or less for increasing items. This consistent increase in a large number of components is notable and is likely reflective of attention to priority safety issues identified by previous surveys.

Among the 45 components showing increases from 2009 to 2012, five items showed increases of +15 points or more. These include:

Q5 Supervisors maintaining a high safety performance standard

Q41 Availability of safety officer to provide assistance

Q48 Belief that leadership insists supervisors think safety

Q14 Leadership publishing a policy on the value of personnel safety

Q18 Belief that personnel understand safety regulations

This suggests that efforts to address these and other items since 2009 have been beneficial.

Only one component generated a decrease since 2009, a decline of -4 percentile points. This component was:

Q7 Leadership stressing the importance of safety in communications

Looking across all four survey years, two items consistently appeared among the better-performing components in all three years: condition of unit teamwork (Q9) and perception that good environmental conditions are kept (Q45). Conversely, 11 items generated below average percentile scores of less than 50 for all four years.

3.2 PERCENTILE SCORES OF PROGRAM CATEGORIES

Active Duty average response scores for the six standard ***SAFETY BAROMETER*** program categories were also compared with establishments in the NSC Database. These comparisons

are presented in Table 3. From these scores, category percentile scores were generated, which are included in Table 3 and are also presented with 2005, 2007, and 2009 results in Figure 2. Currently, all six program categories have percentile scores above the Database average of 50, compared to five categories above average in 2009. As in 2009, Organizational Climate received the highest percentile, with a high score of 80. The lowest score continues to be for Personnel Participation, which increased from a score of 45 in 2009 to a score of 55 in 2012.

Of the six program categories, all showed increases from 2009 to 2012, with increases ranging from +8 percentile points for Organizational Climate to +14 points for both Leadership Participation and Supervisor Participation.

Finally, the current overall *SAFETY BAROMETER* percentile score is a moderately high 67, indicating that 33% of the organizations in the NSC Database achieved a higher overall percentile score than DoD Active Duty. This is an increase of +11 percentile points from the score of 56 in 2009.

3.3 COMPARISONS OF SURVEY RESPONSES BY PERSONNEL SUBGROUPS

3.3.1 Comparison by grade

Of the total respondents, the number of personnel representing each grade is as follows:

<i>Grade</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Officer	238,720	17.1%
Enlisted	1,145,044	82.0%
Not Indicated	12,166	0.9%

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

TABLE 3
Average Response Scores and Percentile Scores by Program Category

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL

Program Category	NSC Database ¹	ALL RESPONDENTS	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Leadership Participation	0.50	0.56	65
Supervisor Participation	0.63	0.71	67
Personnel Participation	0.66	0.70	55
Safety Support Activities	0.41	0.49	62
Safety Support Climate	0.39	0.53	70
Organizational Climate	0.14	0.41	80
OVERALL	0.48	0.58	67

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

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

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

FIGURE 2 Program Category Percentile Scores

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL

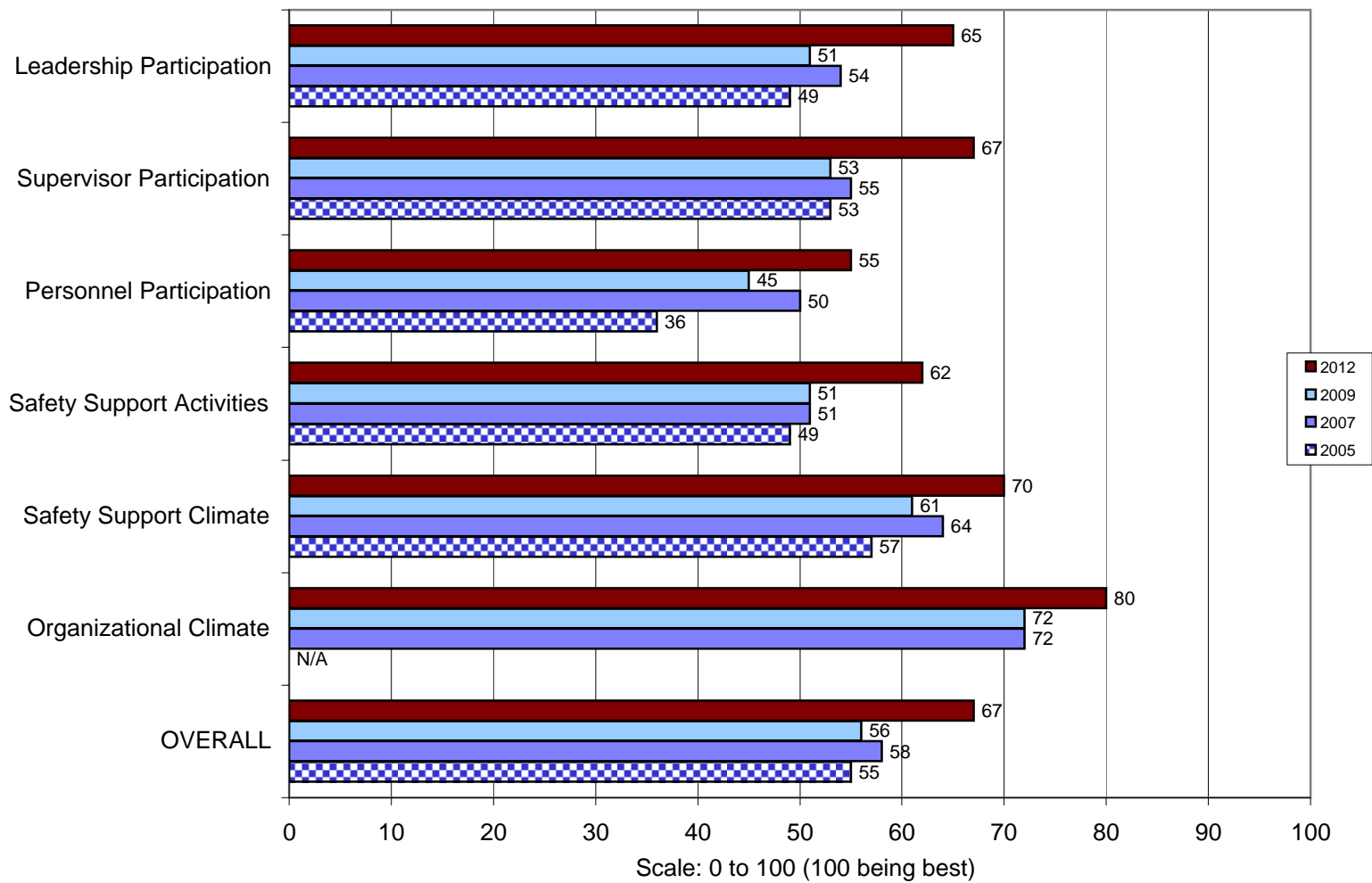
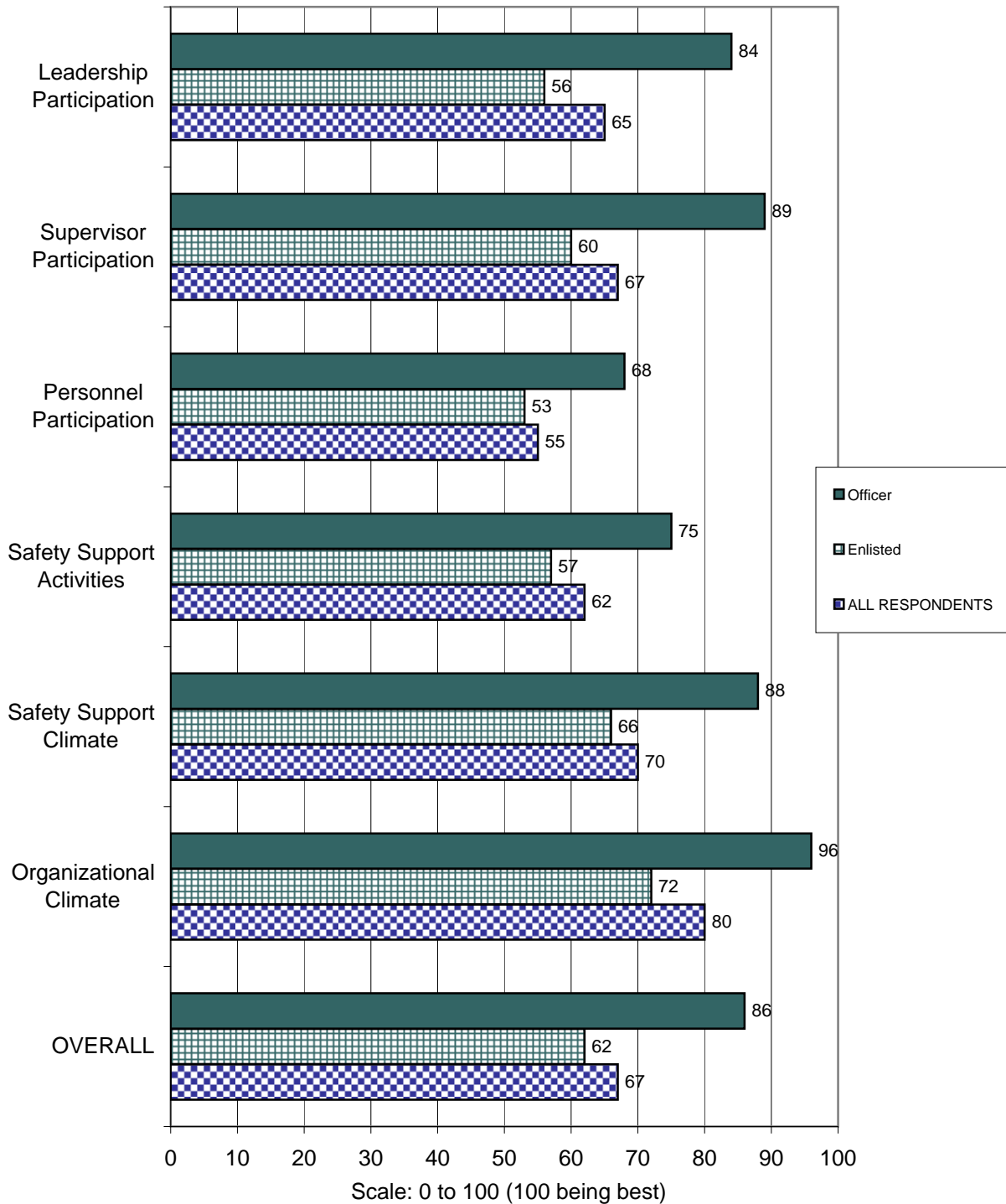


FIGURE 3
Program Category Percentile Scores by Grade

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL



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

Grade categories for the 2012 survey differed from previous years, so no comparison to previous years' results by grade was possible.

3.3.2 Comparison by work location

Of the total respondents, the number of personnel representing each of the work locations is as follows:

<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Office	312,088	22.4%
Non-Office	354,737	25.4%
Not Indicated	729,106	52.2%

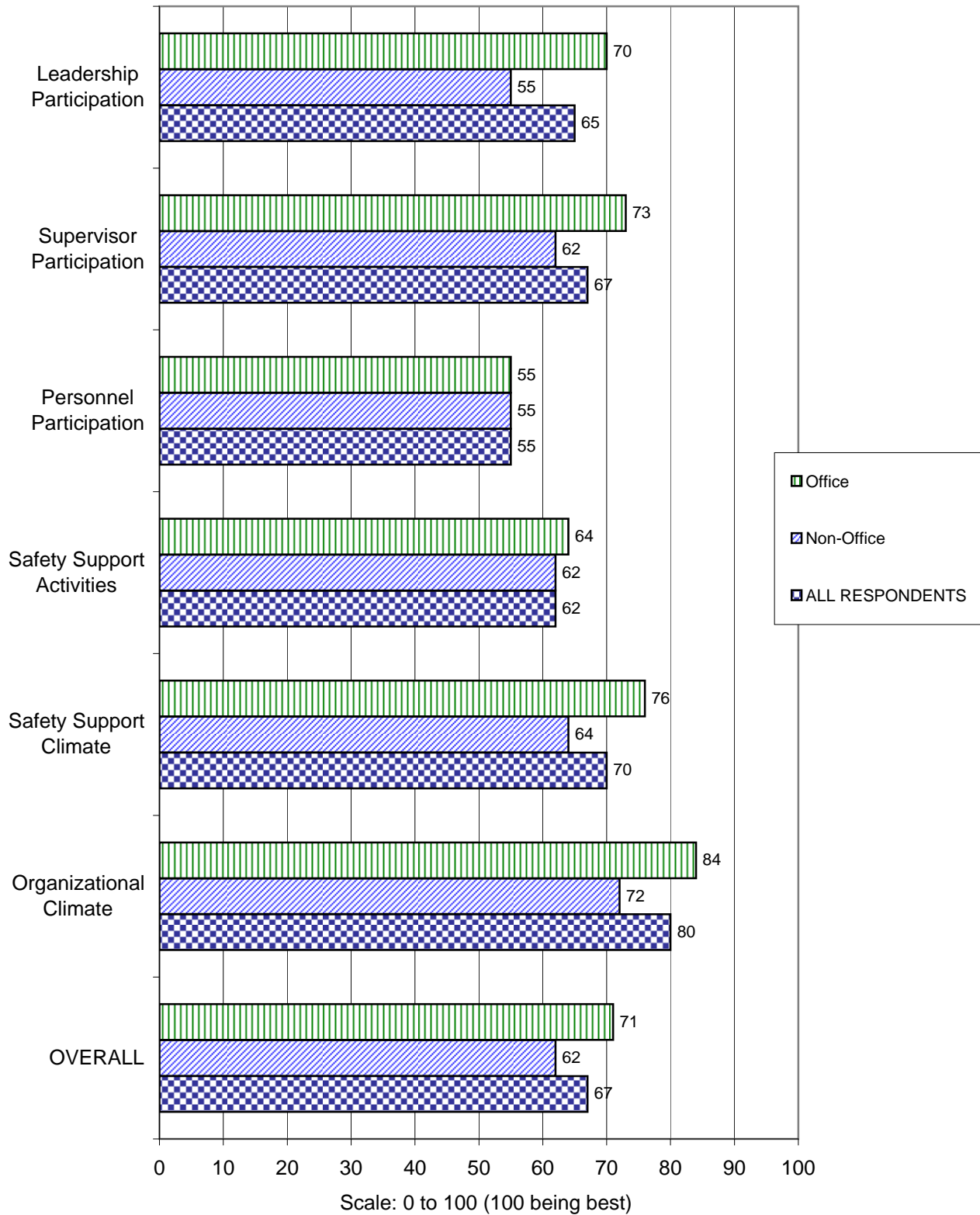
The weighted response distributions for each survey item by work location are presented in Appendix E. Personnel responses compared with establishments in the NSC Database to generate percentile scores for the standard program categories. Figure 4 compares the safety perceptions of two Active Duty work locations according to program category.

Among DoD Active Duty personnel, Office staff report more positive safety program perceptions than Non-Office personnel for most program categories and overall. 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.

Work location categories for the 2012 survey differed from previous years, so no comparison to previous years' results by work location was possible.

FIGURE 4
Program Category Percentile Scores by Work Location

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL



3.3.3 Comparison by branch of Service

Of the total respondents, the number of personnel representing each of the branches of Service is as follows:

<i>Branch of Service</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Army	550,410	39.4%
Navy	315,077	22.6%
Marine Corps	194,556	13.9%
Air Force	323,722	23.2%
Not Indicated	12,166	0.9%

The weighted response distributions for each survey item by branch of Service are presented in Appendix F. Personnel responses were compared with establishments in the NSC Database to generate percentile scores for the 50 standard survey components. Each branch of Service will be addressed in greater detail in its respective branch-specific results discussions.

3.3.3.1 Program Components

Safety component percentile scores for each branch of Service are presented in Table 4. For each Active Duty branch of Service, those components that were identified as scoring above the 75th percentile are shaded green; those identified as below average priority items (percentile scores <50) are shaded red. In the branch-specific results sections of this report, approximately ten of the highest scoring components will be identified to determine strengths at each branch of Service. Table 4 can be used to determine which branch of Service has a particular strength or weakness regarding each of the survey components.

Four components were distinguished as better performing by all branches of Service. These are: significance of job stress as a problem for personnel (Q47); condition of unit teamwork (Q9); leadership setting a positive safety example (Q31); and perception that good environmental conditions are kept (Q45). Two additional components were identified by three of the Service branches as better performing components, namely supervisors investigating safety incidents (Q44) and leadership providing adequate safety staff (Q21). Eight additional components were identified by two branches as better-performing among Active Duty personnel.

TABLE 4
Program Component Percentile Scores¹ by Branch of Service

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL

Statement Number and Component	Percentile Score ¹				
	ALL RESPONDENTS	Army	Navy	Marine Corps	Air Force
47 Significance of job stress as a problem for personnel	100	100	99	100	100
9 Condition of unit teamwork	89	83	93	80	95
31 Leadership setting a positive safety example	88	79	89	87	95
45 Perception that good environmental conditions are kept	85	83	86	80	90
32 Supervisors integrating safety into the performance of duties	80	69	86	73	93
44 Supervisors investigating safety incidents	80	69	91	85	85
36 Belief that hazards not fixed right away will still be addressed	79	72	84	70	90
21 Leadership providing adequate safety staff	78	67	82	83	91
40 Leadership including safety in job promotion reviews	75	73	80	47	86
3 Priority of safety issues relative to performing duties	74	68	72	68	86
20 Personnel using standardized precautions for hazardous materials	73	60	82	73	83
15 Thoroughness of near miss accident/incident investigation	72	68	81	69	79
39 Perception that medical facilities are sufficient	72	72	83	59	69
19 Supervisors enforcing safe job procedures	71	58	75	70	88
33 Quality of preventative maintenance system operation	71	67	71	70	79
38 Supervisors providing helpful safety training	70	57	83	65	87
37 Personnel take part when accident or incident investigations occur	70	65	76	70	72
2 Frequency of personnel/leadership interactions	68	58	71	71	74
46 Personnel using necessary personal protective equipment	68	56	69	59	86
5 Supervisors maintaining a high safety performance standard	67	54	76	59	78
48 Belief that leadership insists supervisors think safety	67	51	72	62	81
13 Presence of personnel well-trained in emergency response	67	58	77	56	85
29 Occurrence of emergency response procedures testing	61	56	68	52	76
10 Belief that leadership shows it cares about personnel safety	60	49	70	47	80
12 Supervisors behaving in accord with safety procedures	59	54	57	50	85
24 Supervisors understanding personnel's job safety problems	59	39	66	65	86
41 Availability of safety officer to provide assistance	59	42	73	59	73
16 Condition of personnel morale	57	50	64	49	70
14 Leadership publishing a policy on the value of personnel safety	55	45	52	61	69
18 Belief that personnel understand safety regulations	54	38	63	53	78
6 Frequency of detailed and regularly scheduled inspections	54	46	55	50	77
35 Perception that the safety officer has high status	54	48	67	46	55
22 Effectiveness of recognition programs in promoting safe behavior	54	52	52	42	70
17 Belief that leadership does more than law requires	53	45	57	45	70
50 Personnel taking part in the development of safety requirements	52	49	55	37	65
23 Safety standard level relative to standard duty performance level	52	50	51	40	62
4 Personnel being involved in safety practices	51	46	59	45	52
27 Belief that leadership is sincere in safety efforts	50	37	61	41	72
49 Leadership setting annual safety goals	45	36	55	44	51
8 Frequency of safety meeting occurrence	44	38	42	49	54
26 Presence of safety training in new personnel orientation	42	22	54	41	66
34 Leadership participating in safety activities on a regular basis	41	32	61	30	56
43 Supervisors reducing personnel's fear of reporting safety problems	38	28	40	23	67
1 Personnel identifying and eliminating hazards	34	24	41	28	44
28 Supervisors acting on personnel safety suggestions	33	28	36	15	53
30 Effectiveness of command safety officer in improving safety conditions	32	20	56	31	36
11 Personnel believing that their actions can protect other personnel	27	35	23	16	36
42 Unit personnel assignment stability	26	22	27	30	28
7 Leadership stressing the importance of safety in communications	22	18	21	12	41
25 Personnel following lockout/tagout procedures	21	14	42	19	25

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

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

Conversely, five below average components were identified as priority items by all branches of Service: personnel following lockout/tagout procedures (Q25); leadership stressing the importance of safety in communications (Q7); unit personnel assignment stability (Q42); personnel believing that their actions can protect other personnel (Q11); and personnel identifying and eliminating hazards (Q1). Four additional components were rated below average by three branches, and nine were identified by two branches as below average priority items. Although there appears to be some commonality in the areas needing improvement, the personnel in each Active Duty branch of Service demonstrate a unique perspective on the DoD safety program. Further analysis of each branch of Service is provided in Sections 3.4 - 3.7 of this report.

3.3.3.2 Program Categories

The percentile scores for program categories by branch of Service are presented in Figure 5 and highlight the differences and similarities among the branches of Service. Overall Active Duty respondent scores, previously presented in Figure 2, are also included for comparison. As illustrated in Figure 5, Air Force generated the highest program category and overall percentile scores (83 overall), while Navy generated the next highest and slightly lower percentile scores (73 overall). Marine Corps and Army consistently generated the least positive safety perceptions among Active Duty personnel, resulting in moderate, but above average overall percentile scores of 57 and 55, respectively.

Figure 6 compares overall percentile scores for the 2005, 2007, 2009, and 2012 surveys for each branch of Service. Air Force, Navy, and Army improved their *SAFETY BAROMETER* performance for 2012 compared with 2009, while Marine Corps remained the same. Navy achieved the greatest increase in overall percentile score, +14 percentile points from 59 in 2009 to 73 in 2012, and has now more than erased its decline from 2007 to 2009. Army increased by +12 percentile points from 2009 to 2012, while Air Force increased by +11 percentile points. Regarding trends across three survey years, Army and Air Force consistently increased or stayed the same, while Navy and Marine Corps show a mixed trend of increases and decreases, relatively small for Marine Corps and more pronounced for Navy.

FIGURE 5
Program Category Percentile Scores by Branch of Service

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL

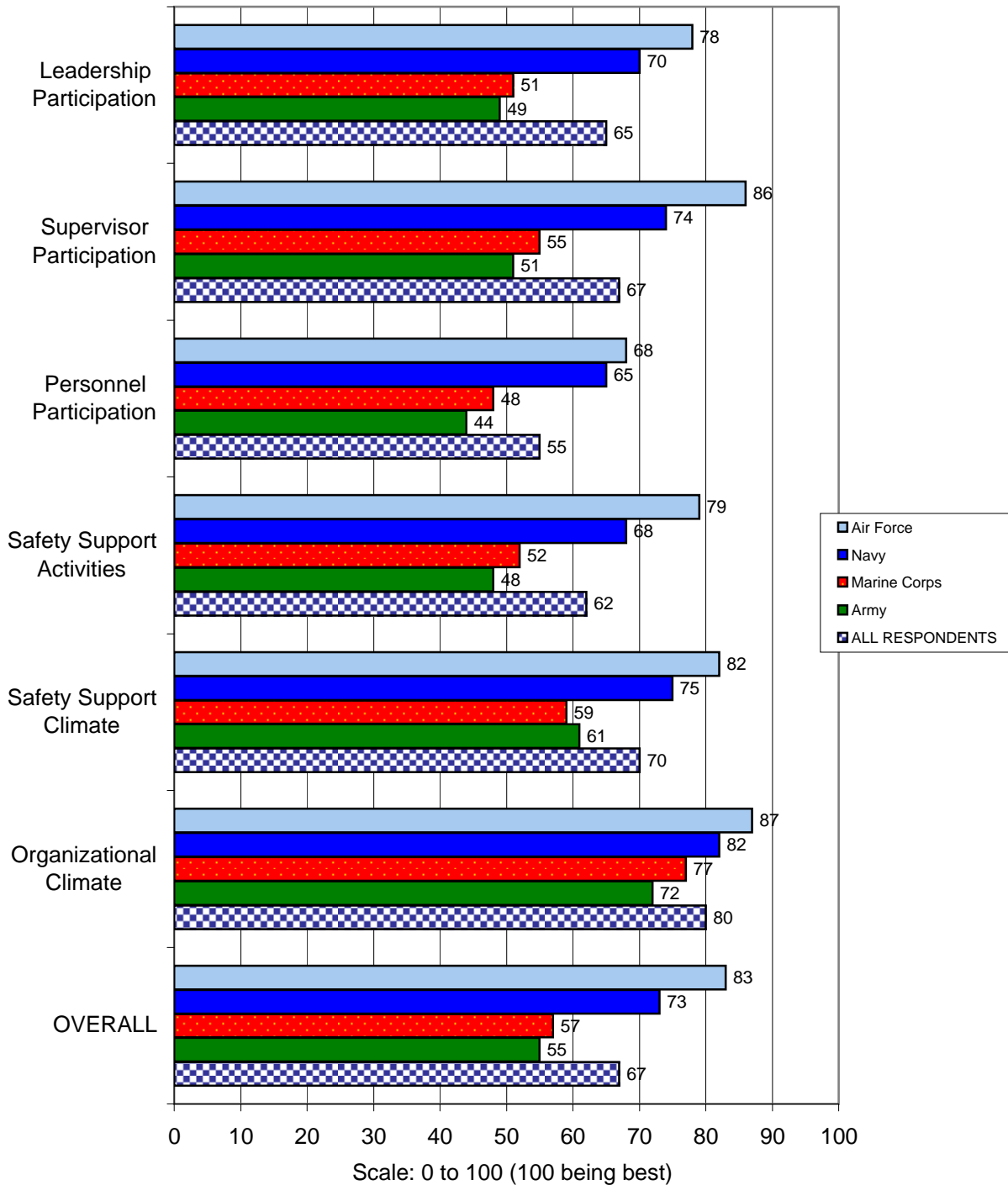
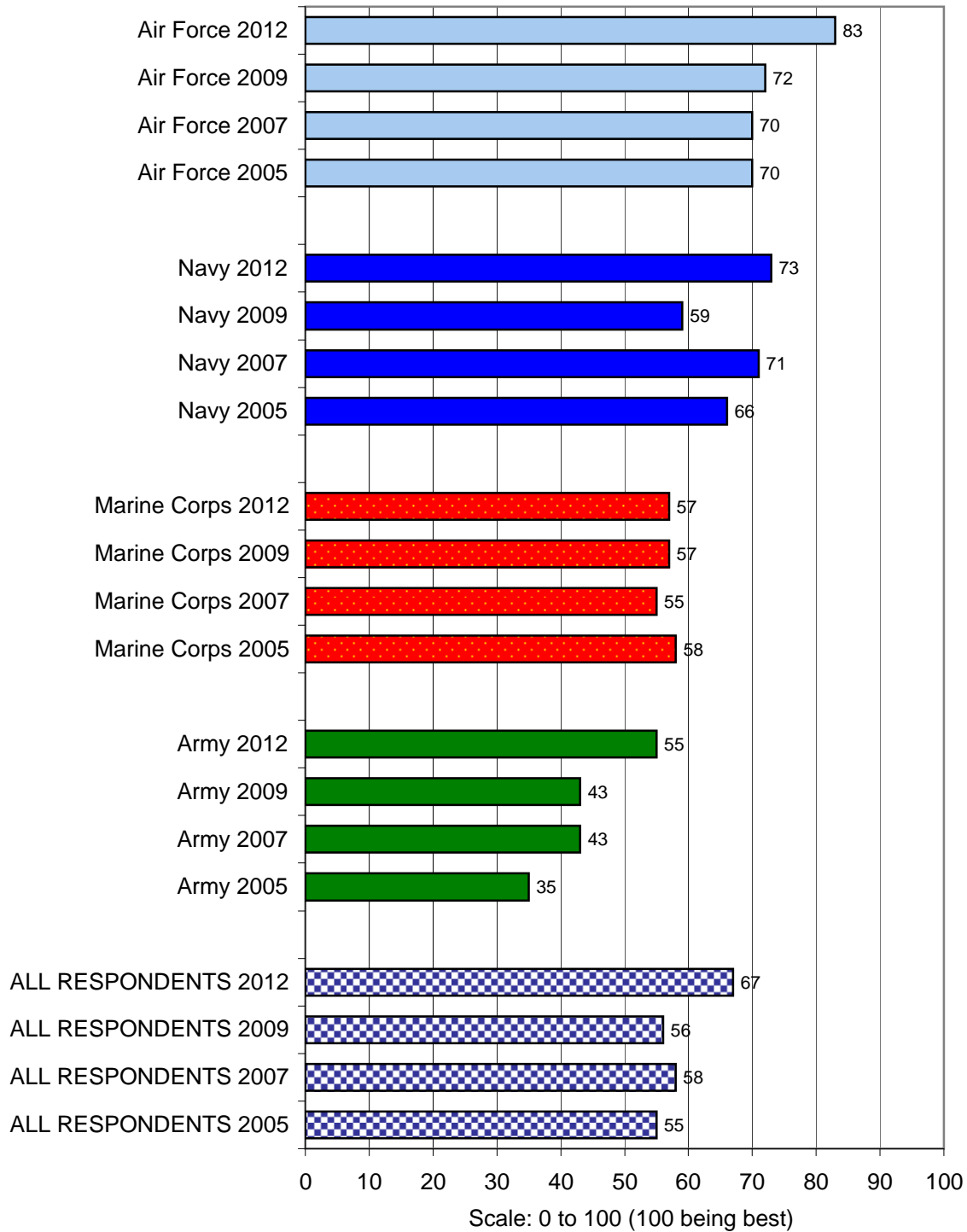


FIGURE 6 Overall Percentile Score by Branch of Service

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL



Because of the disparities in survey results across Active Duty branches of Service, summary results for each branch of Service will be presented individually.

3.4 ARMY

Figure 7 presents the Army's percentile scores for each of the 50 standard safety program components in graph form. Average performance compared to the NSC Database is indicated by the line at the 50th percentile. Components with bars that meet or surpass this mark are performing at or above average while components that fall short of this mark are performing below average.

As illustrated in Figure 7, 27 components met or surpassed the 50th percentile mark, compared to 21 above average components in 2009. Three components achieved high scores above 80, including one component with the highest possible percentile score of 100. The 11 highest scoring components for the Army had percentile scores at or above 68 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)***
- Q45 Perception that good environmental conditions are kept (83)***
- Q9 Condition of unit teamwork (83)***
- Q31 Leadership setting a positive safety example (79)***
- Q40 Leadership including safety in job promotion reviews (73)***
- Q39 Perception that medical facilities are sufficient (72)***
- Q36 Belief that hazards not fixed right away will still be addressed (72)***
- Q32 Supervisors integrating safety into the performance of duties (69)***
- Q44 Supervisors investigating safety incidents (69)***
- Q15 Thoroughness of near miss accident/incident investigation (68)***
- Q3 Priority of safety issues relative to performing duties (68)***

As indicated by the red shading, the Army generated 23 components with scores below the 50th percentile (representing below average performance), compared to 29 such components in 2009. Among these components, 15 items have moderately low scores below 40, two of which have low scores below 20. Components with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority components are listed below, from lowest to highest percentile score:

- Q25 Personnel following lockout/tagout procedures (14)***
- Q7 Leadership stressing the importance of safety in communications (18)***
- Q30 Effectiveness of command safety officer in improving safety conditions (20)***

- Q42 Unit personnel assignment stability (22)***
- Q26 Presence of safety training in new personnel orientation (22)***
- Q1 Personnel identifying and eliminating hazards (24)***
- Q28 Supervisors acting on personnel safety suggestions (28)***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (28)***
- Q34 Leadership participating in safety activities on a regular basis (32)***
- Q11 Personnel believing that their actions can protect other personnel (35)***
- Q49 Leadership setting annual safety goals (36)***
- Q27 Belief that leadership is sincere in safety efforts (37)***
- Q8 Frequency of safety meeting occurrence (38)***
- Q18 Belief that personnel understand safety regulations (38)***
- Q24 Supervisors understanding personnel's job safety problems (39)***
- Q41 Availability of safety officer to provide assistance (42)***
- Q17 Belief that leadership does more than law requires (45)***
- Q14 Leadership publishing a policy on the value of personnel safety (45)***
- Q4 Personnel being involved in safety practices (46)***
- Q6 Frequency of detailed and regularly scheduled inspections (46)***
- Q35 Perception that the safety officer has high status (48)***
- Q50 Personnel taking part in the development of safety requirements (49)***
- Q10 Belief that leadership shows it cares about personnel safety (49)***

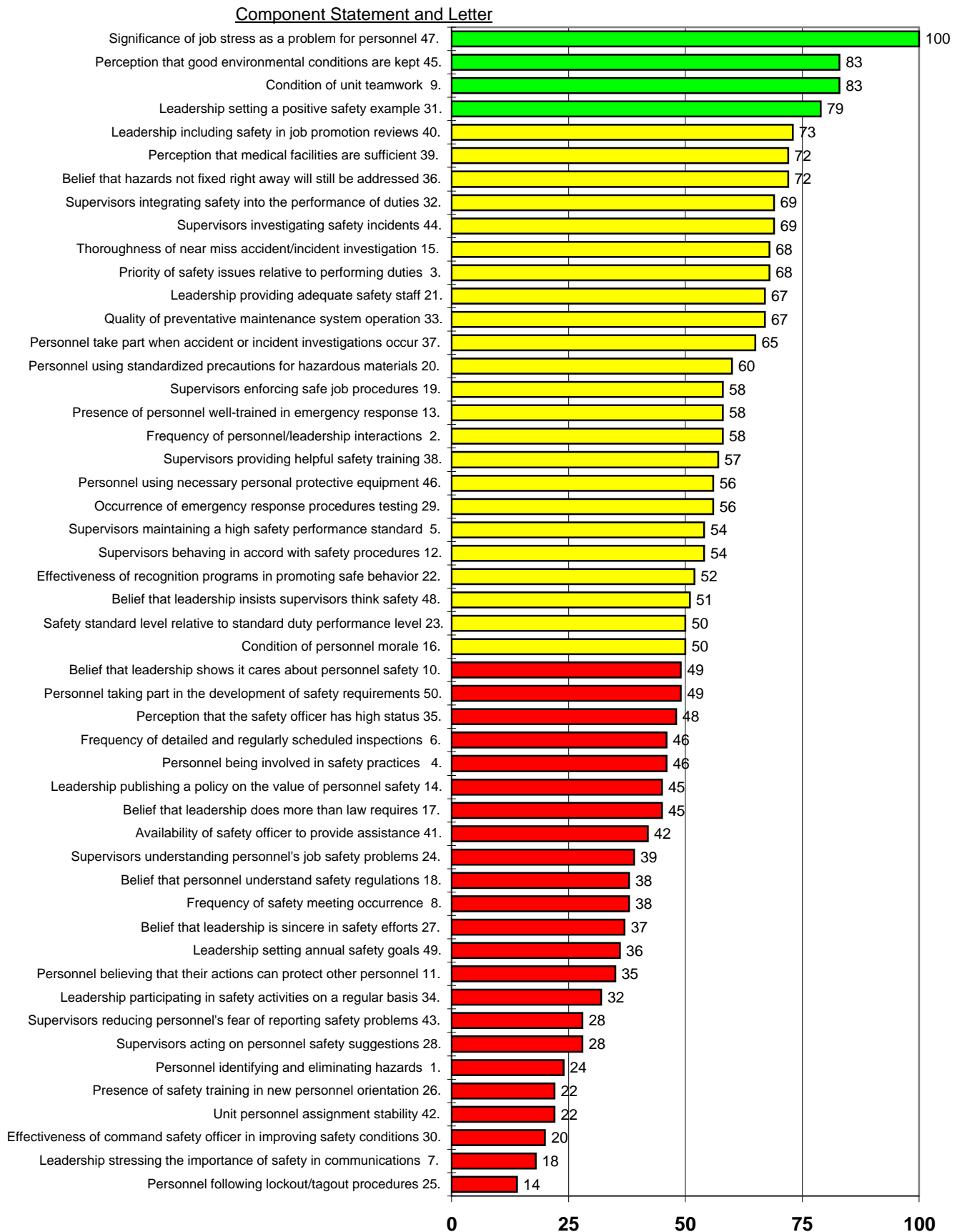
Figure 8 compares the 2012 Army results against previous years and against all Active Duty respondents. All six program categories and the overall score for the Army are lower than the All Respondents results. The Army percentile scores range from a moderate score of 44 for Personnel Participation to a moderately high 72 for Organizational Climate. The overall Army percentile score is a moderate 55, indicating that 45% of the Database organizations achieved a higher overall score than did the Army. Percentile scores for individual programs categories have all increased since 2009, and Army's overall percentile score of 55 represents an increase of +12 percentile points since 2009.

Figure 9 compares the safety perceptions of the Army Active Duty grades according to program category. These grades are Officer and Enlisted. Consistent with many organizations that have conducted the *SAFETY BAROMETER*, as well as Army's 2009 results, Officers report more positive safety program perceptions overall and in all program categories compared to Enlisted personnel. Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 10 compares the safety perceptions of Office versus non-Office Active Duty Army work locations according to program category. Office personnel reported more positive safety program perceptions compared to non-Office personnel for all program categories and overall.

FIGURE 7 Percentile Scores of Safety Program Components - Army

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL



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

FIGURE 8 Program Category Percentile Scores - Army

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL

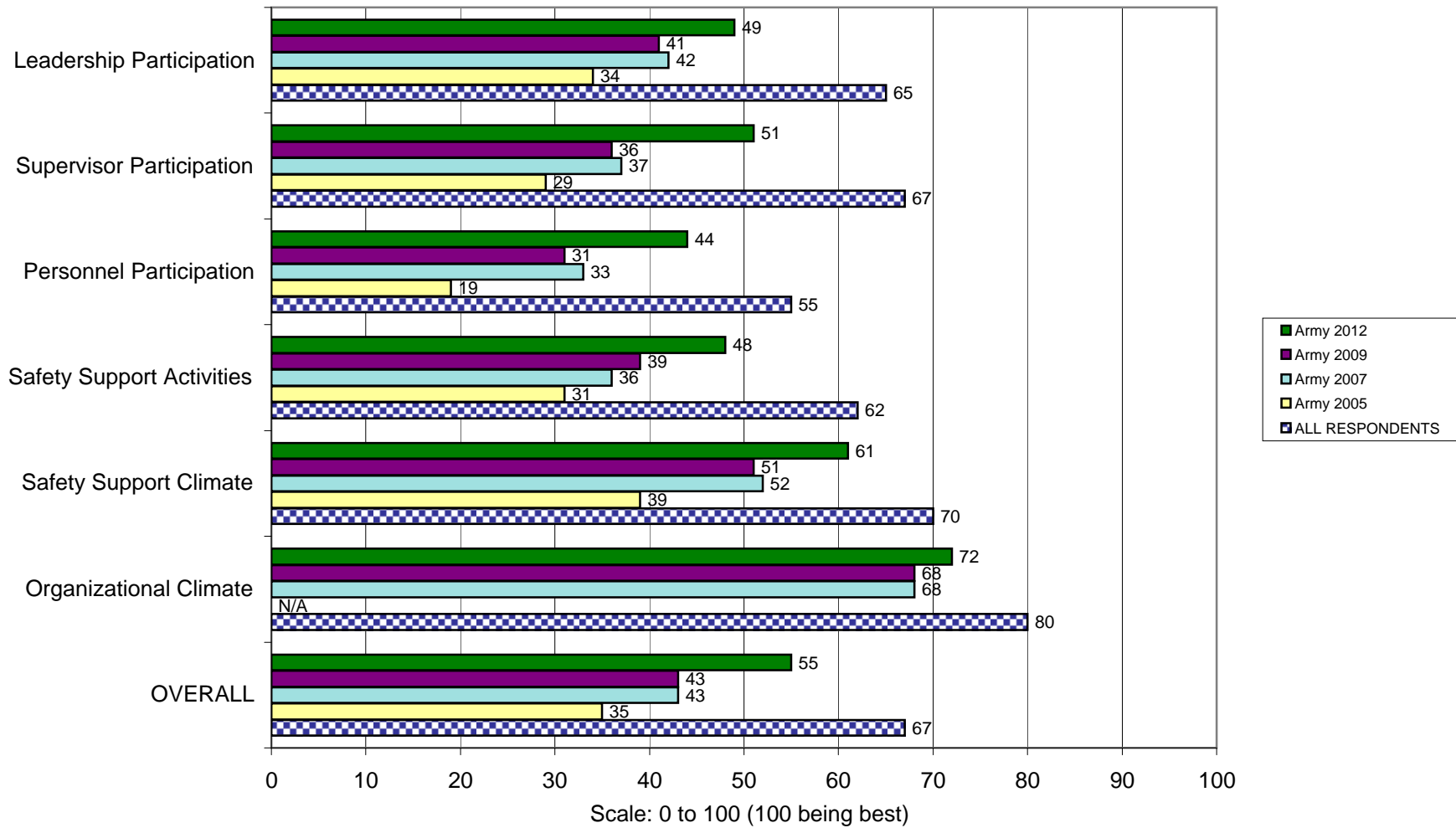


FIGURE 9
Program Category Percentile Scores by Grade - Army

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL

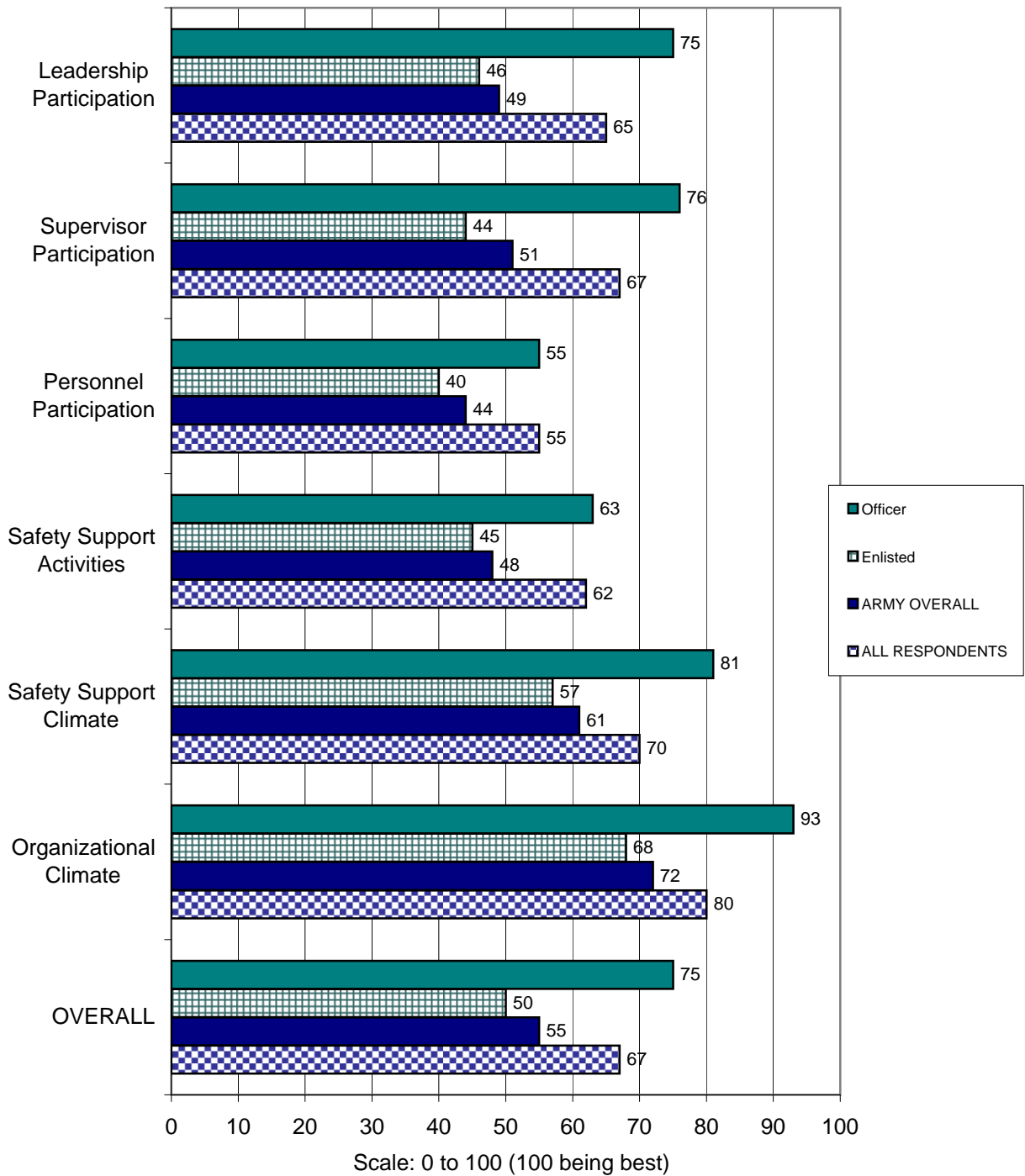
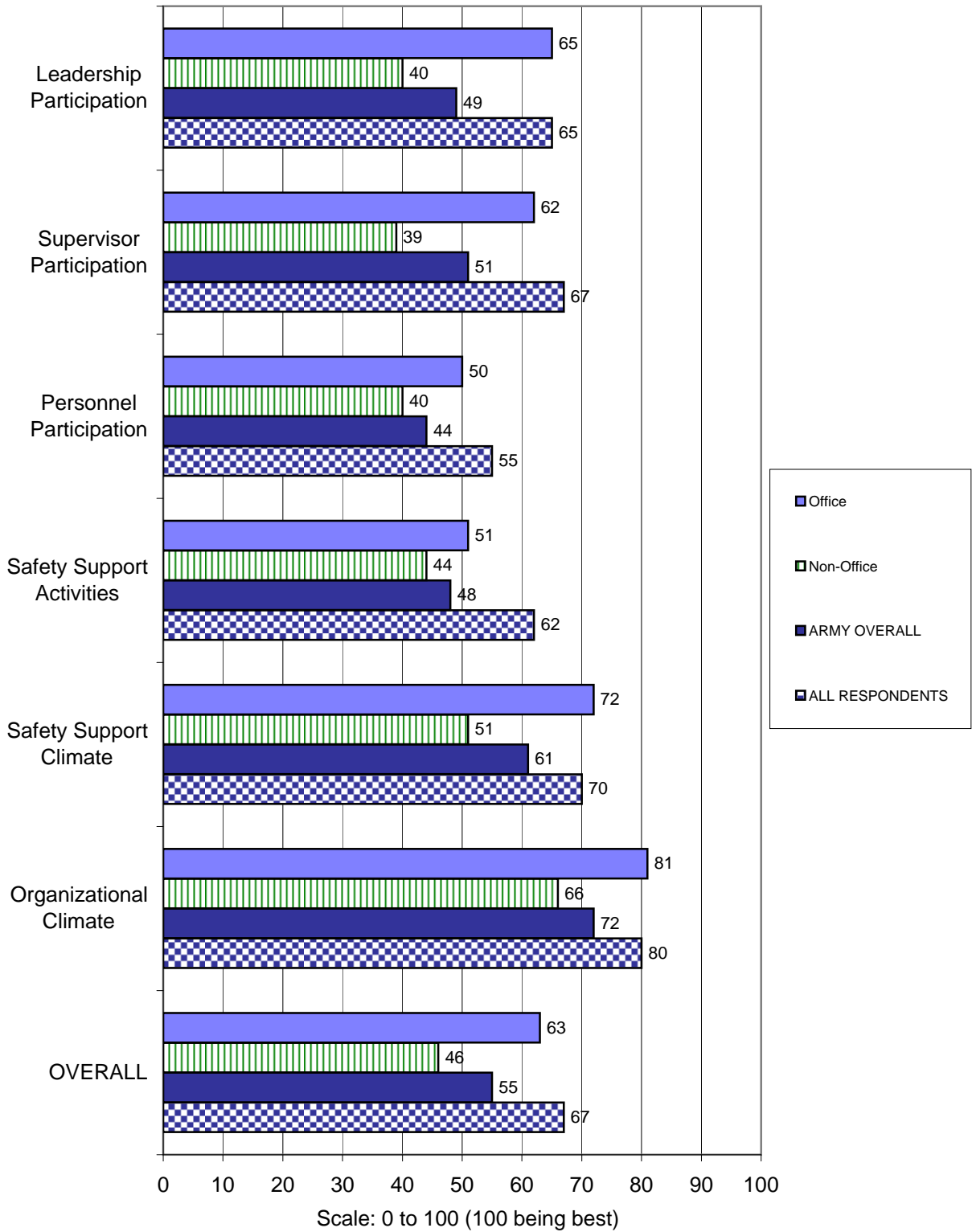


FIGURE 10
Program Category Percentile Scores by Work Location - Army

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL



3.5 NAVY

Figure 11 presents Navy's percentile scores for each of the 50 standard safety program components in graph form. Average performance compared to the NSC Database is indicated by the line at the 50th percentile. Components with bars that meet or surpass this mark are performing at or above average while components that fall short of this mark are performing below average.

As illustrated in Figure 11, 42 components met or surpassed the 50th percentile mark in 2012, compared to only 29 above average components in 2009. Thirteen components achieved high percentile scores at or above 80. The 11 highest scoring components for Navy had percentile scores at or above 82 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (93)***
- Q44 Supervisors investigating safety incidents (91)***
- Q31 Leadership setting a positive safety example (89)***
- Q32 Supervisors integrating safety into the performance of duties (86)***
- Q45 Perception that good environmental conditions are kept (86)***
- Q36 Belief that hazards not fixed right away will still be addressed (84)***
- Q38 Supervisors providing helpful safety training (83)***
- Q39 Perception that medical facilities are sufficient (83)***
- Q20 Personnel using standardized precautions for hazardous materials (82)***
- Q21 Leadership providing adequate safety staff (82)***

As indicated by the red shading, Navy generated only eight components with scores below the 50th percentile (representing below average performance), compared to 21 such components in 2009. Among these components, four items have moderately low scores below 40, none of which has a low score below 20. Components with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority components are listed below, from lowest to highest percentile score:

- Q7 Leadership stressing the importance of safety in communications (21)***
- Q11 Personnel believing that their actions can protect other personnel (23)***

- Q42 Unit personnel assignment stability (27)*
- Q28 Supervisors acting on personnel safety suggestions (36)*
- Q43 Supervisors reducing personnel's fear of reporting safety problems (40)*
- Q1 Personnel identifying and eliminating hazards (41)*
- Q8 Frequency of safety meeting occurrence (42)*
- Q25 Personnel following lockout/tagout procedures (42)*

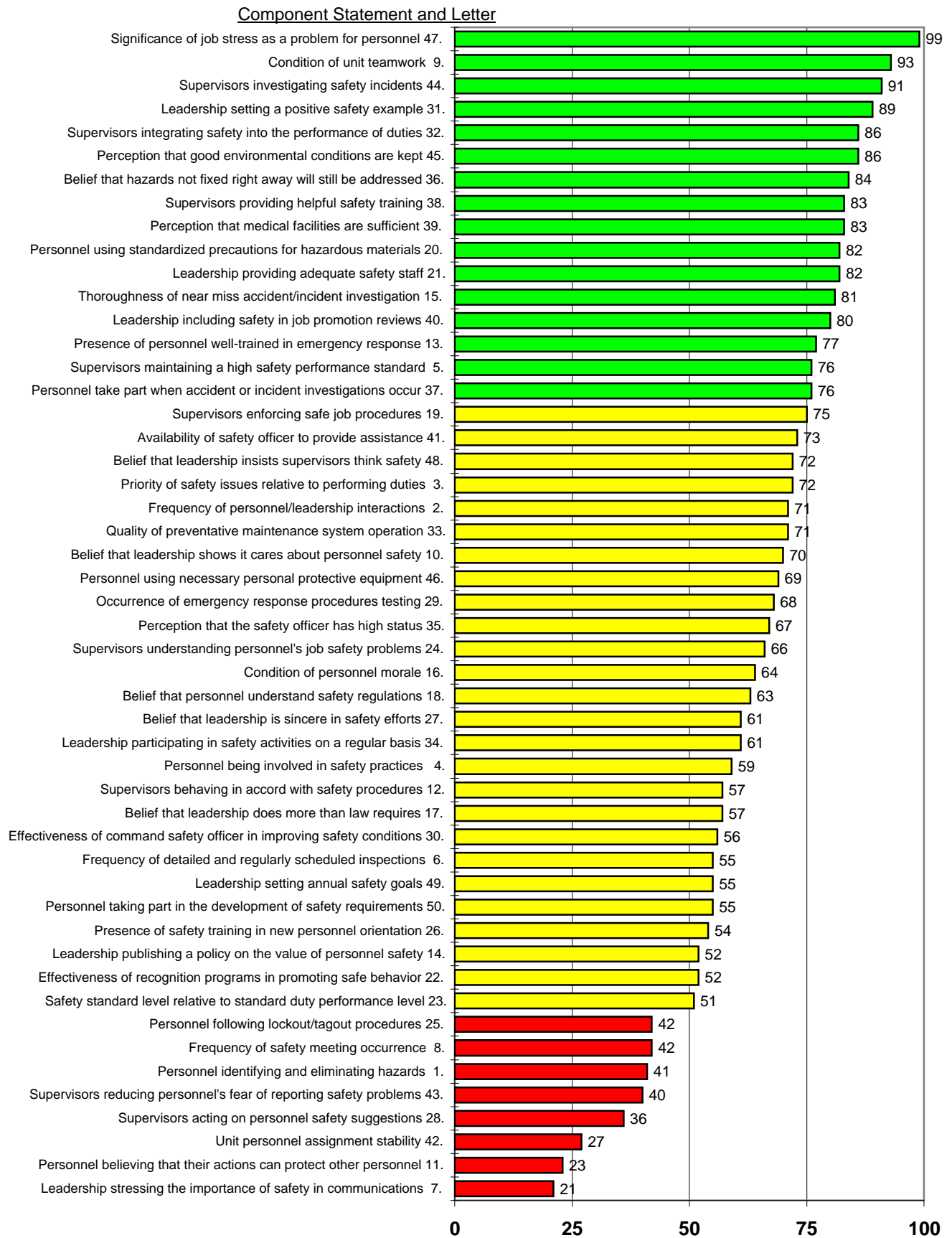
Figure 12 compares the Navy results against previous years and against all Active Duty respondents. All six program categories and the overall score for Navy are above the Database average of 50 and higher than the All Respondents results. Navy percentile scores range from a moderately high score of 65 for Personnel Participation to a high score of 82 for Organizational Climate. The overall Navy percentile score is a moderately high 73, indicating that 27% of the Database organizations achieved a higher overall score than did the Navy. This is an increase of +14 percentile points from Navy's moderate score of 59 in 2009.

Figure 13 compares the safety perceptions of the Navy Active Duty grades according to program category. These grades are Officer and Enlisted. Consistent with many organizations that have conducted the *SAFETY BAROMETER*, as well as Navy's 2009 results, Officers report more positive safety program perceptions overall and in all program categories compared to Enlisted personnel. Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 14 compares the safety perceptions of Office versus non-Office Active Duty Navy work locations according to program category. Office personnel reported slightly more positive safety program perceptions compared to non-Office personnel for most program categories and overall.

FIGURE 11 Percentile Scores of Safety Program Components - Navy

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL



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

FIGURE 12 Program Category Percentile Scores - Navy

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL

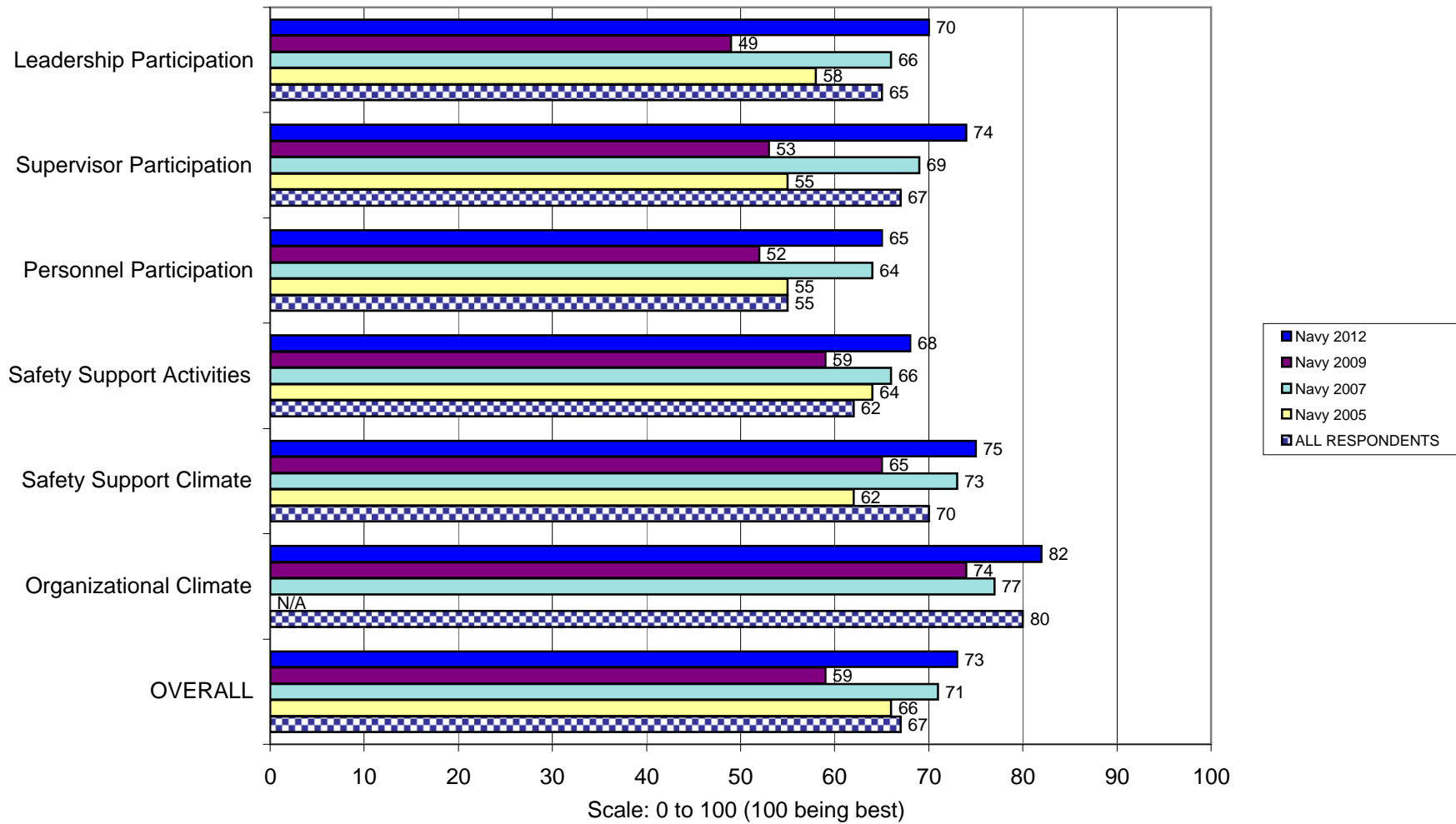


FIGURE 13
Program Category Percentile Scores by Grade - Navy

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL

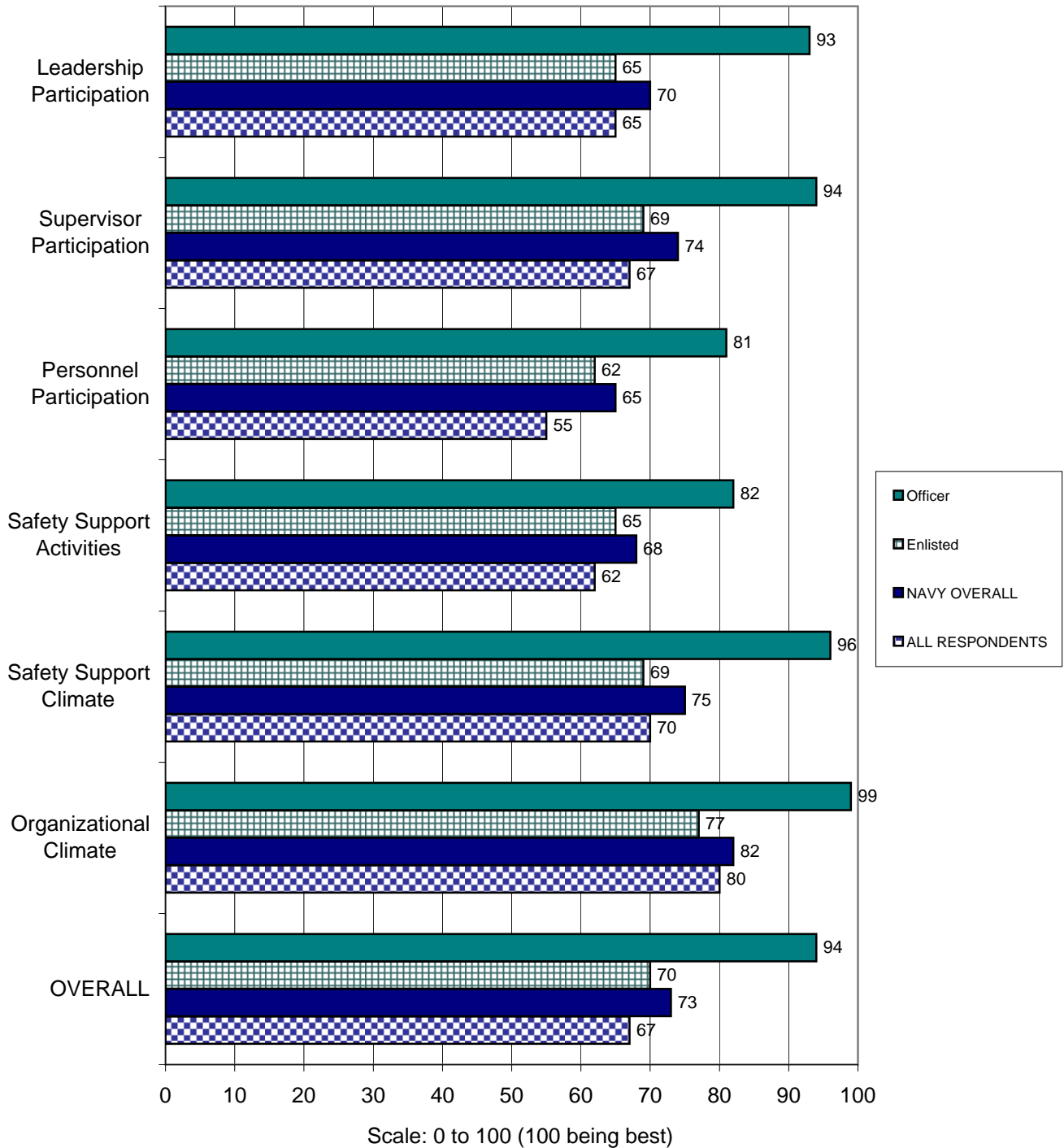
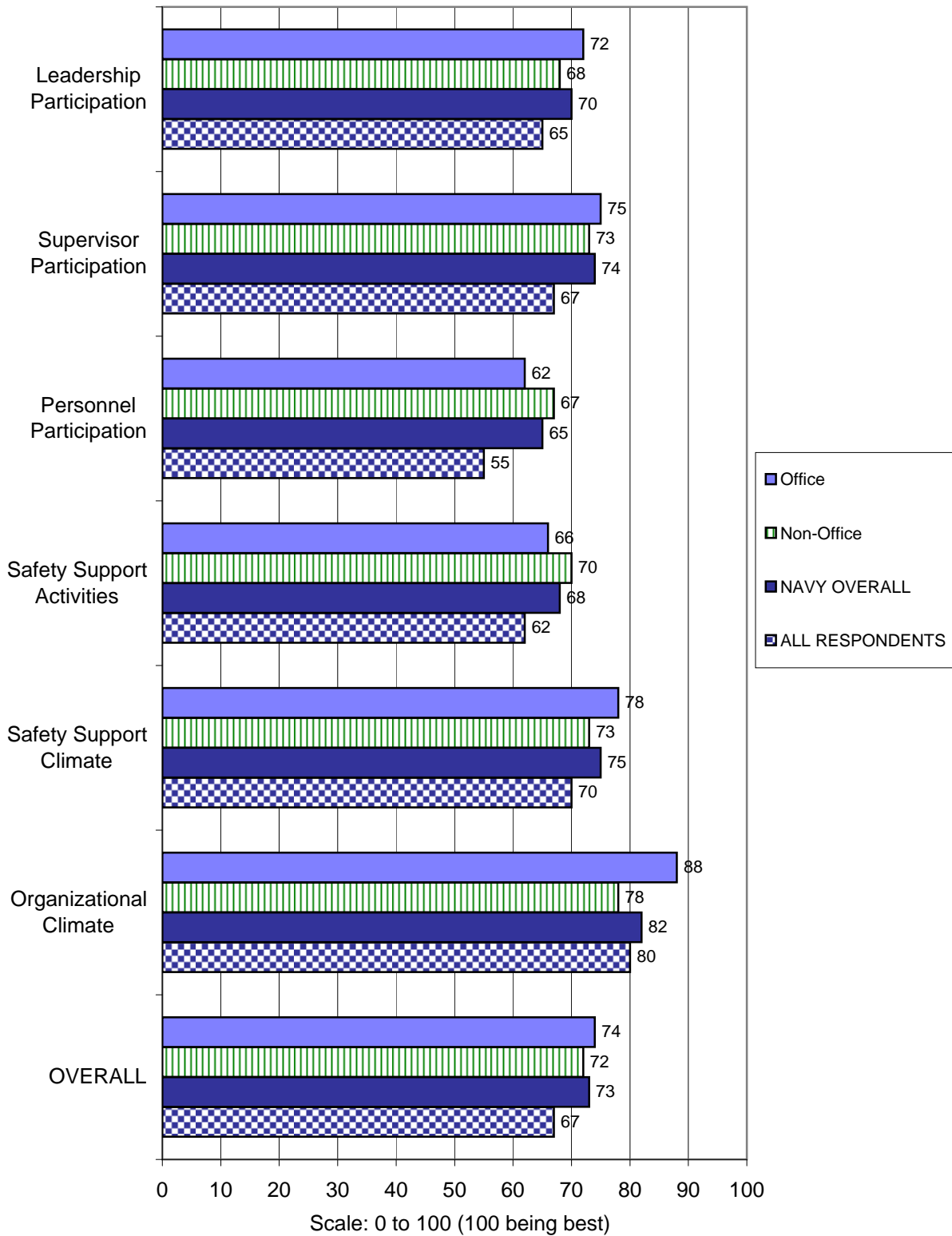


FIGURE 14
Program Category Percentile Scores by Work Location - Navy

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL



3.6 MARINE CORPS

Figure 15 presents the Marine Corps' percentile scores for each of the 50 standard safety program components in graph form. Average performance compared to the NSC Database is indicated by the line at the 50th percentile. Components with bars that meet or surpass this mark are performing at or above average while components that fall short of this mark are performing below average.

As illustrated in Figure 15, 28 components met or surpassed the 50th percentile mark, similar to 29 above average components in 2009. Six components achieved a high percentile score at or above 80 in 2012, including one component with the highest possible percentile score of 100. The nine highest scoring components for the Marine Corps have percentile scores at or above 71 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)***
- Q31 Leadership setting a positive safety example (87)***
- Q44 Supervisors investigating safety incidents (85)***
- Q21 Leadership providing adequate safety staff (83)***
- Q45 Perception that good environmental conditions are kept (80)***
- Q9 Condition of unit teamwork (80)***
- Q20 Personnel using standardized precautions for hazardous materials (73)***
- Q32 Supervisors integrating safety into the performance of duties (73)***
- Q2 Frequency of personnel/leadership interactions (71)***

As indicated by the red shading, the Marine Corps generated 22 components with scores below the 50th percentile (representing below average performance), compared to 21 such components in 2009. Among these components, 10 items have moderately low scores below 40, four of which have low scores below 20. Components with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority components are listed below, from lowest to highest percentile score:

- Q7 Leadership stressing the importance of safety in communications (12)***
- Q28 Supervisors acting on personnel safety suggestions (15)***
- Q11 Personnel believing that their actions can protect other personnel (16)***

- Q25 Personnel following lockout/tagout procedures (19)*
- Q43 Supervisors reducing personnel's fear of reporting safety problems (23)*
- Q1 Personnel identifying and eliminating hazards (28)*
- Q42 Unit personnel assignment stability (30)*
- Q34 Leadership participating in safety activities on a regular basis (30)*
- Q30 Effectiveness of command safety officer in improving safety conditions (31)*
- Q50 Personnel taking part in the development of safety requirements (37)*
- Q23 Safety standard level relative to standard duty performance level (40)*
- Q26 Presence of safety training in new personnel orientation (41)*
- Q27 Belief that leadership is sincere in safety efforts (41)*
- Q22 Effectiveness of recognition programs in promoting safe behavior (42)*
- Q49 Leadership setting annual safety goals (44)*
- Q17 Belief that leadership does more than law requires (45)*
- Q4 Personnel being involved in safety practices (45)*
- Q35 Perception that the safety officer has high status (46)*
- Q40 Leadership including safety in job promotion reviews (47)*
- Q10 Belief that leadership shows it cares about personnel safety (47)*
- Q16 Condition of personnel morale (49)*
- Q8 Frequency of safety meeting occurrence (49)*

Figure 16 compares the 2012 Marine Corps results against previous years and against all Active Duty respondents. For all six program categories and the overall score, the Marine Corps results are lower than the All Respondents results. The Marine Corps results are mostly moderate, with five of the six program categories generating scores above the Database average of 50. The Marine Corps percentile scores range from a moderate score of 48 for Personnel Participation to a moderately high 77 for Organizational Climate. The overall Marine Corps percentile score is a moderate 57, indicating that 43% of the Database organizations achieved a higher overall score than did the Marine Corps. This is identical to the Marine Corps' overall score of 57 in 2009.

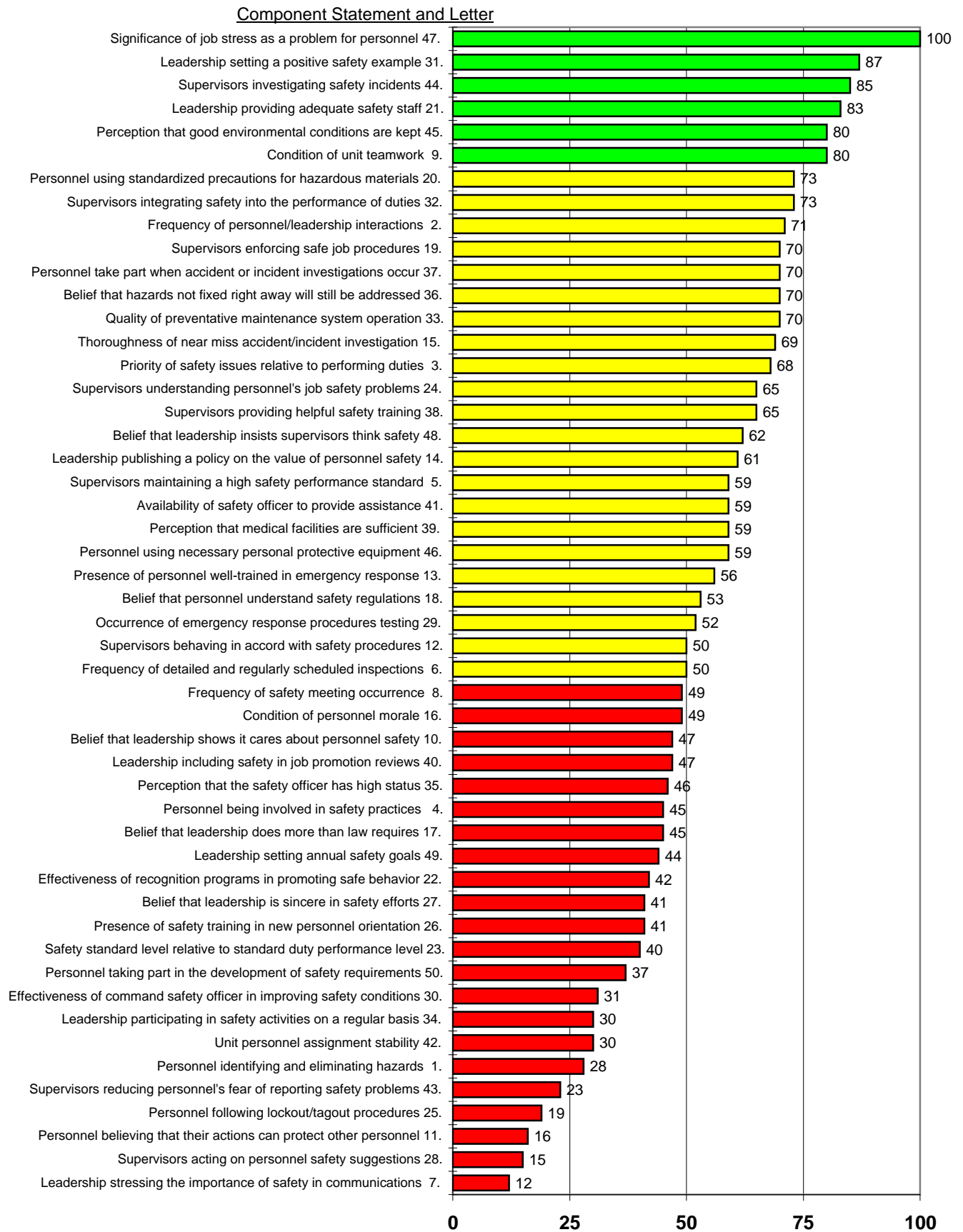
Figure 17 compares the safety perceptions of the Marine Corps Active Duty grades according to program category. These grades are Officer and Enlisted. Consistent with many organizations

that have conducted the *SAFETY BAROMETER*, as well as Marine Corps' 2009 results, Officers report more positive safety program perceptions overall and in all program categories compared to Enlisted personnel. Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 18 compares the safety perceptions of Office versus non-Office Active Duty Marine Corps work locations according to program category. Office personnel reported slightly less positive safety program perceptions compared to non-Office personnel for half of the program categories and overall.

FIGURE 15
Percentile Scores of Safety Program Components - Marine Corps

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL



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

FIGURE 16
Program Category Percentile Scores - Marine Corps

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL

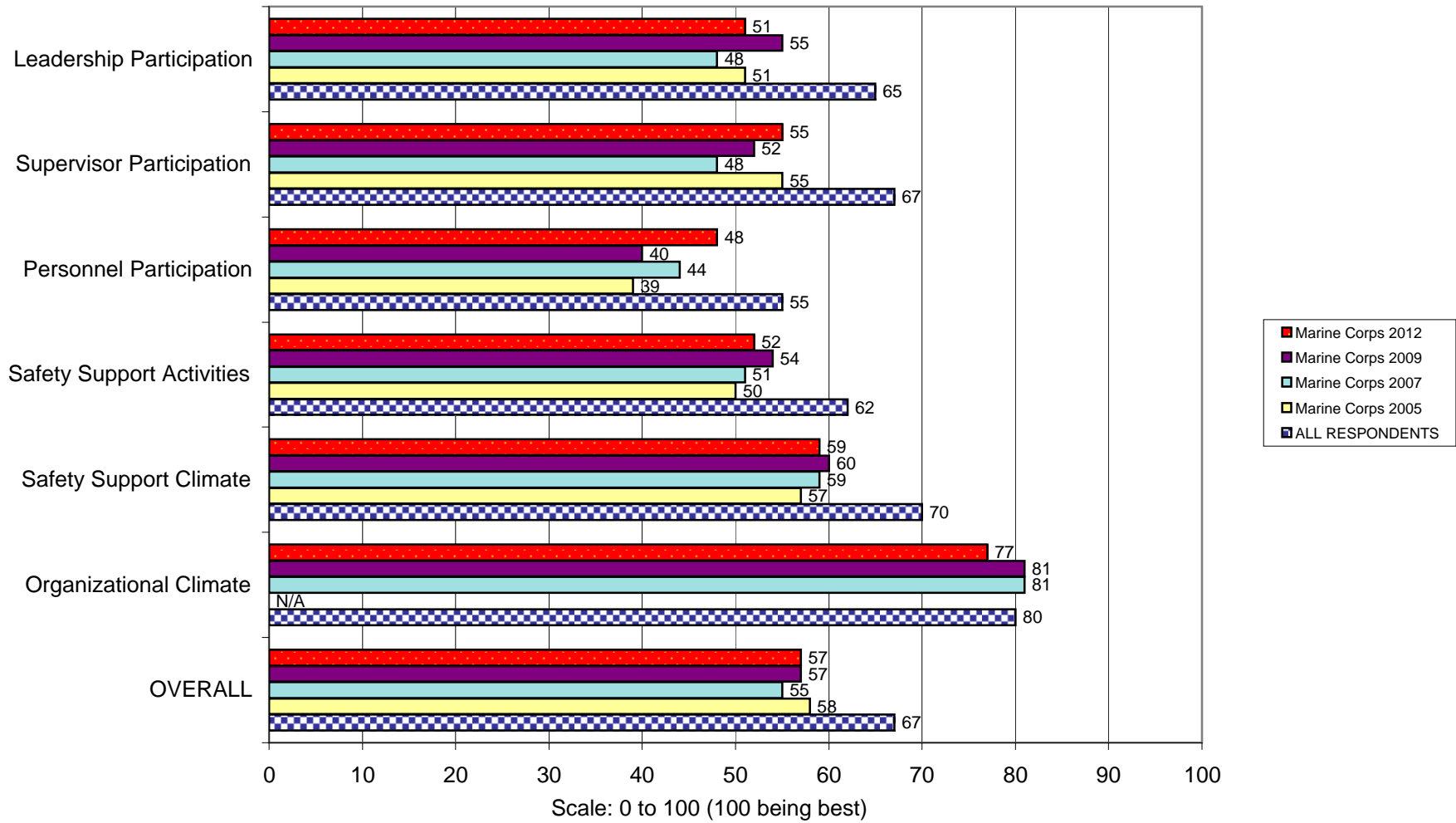


FIGURE 17
Program Category Percentile Scores by Grade - Marine Corps

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL

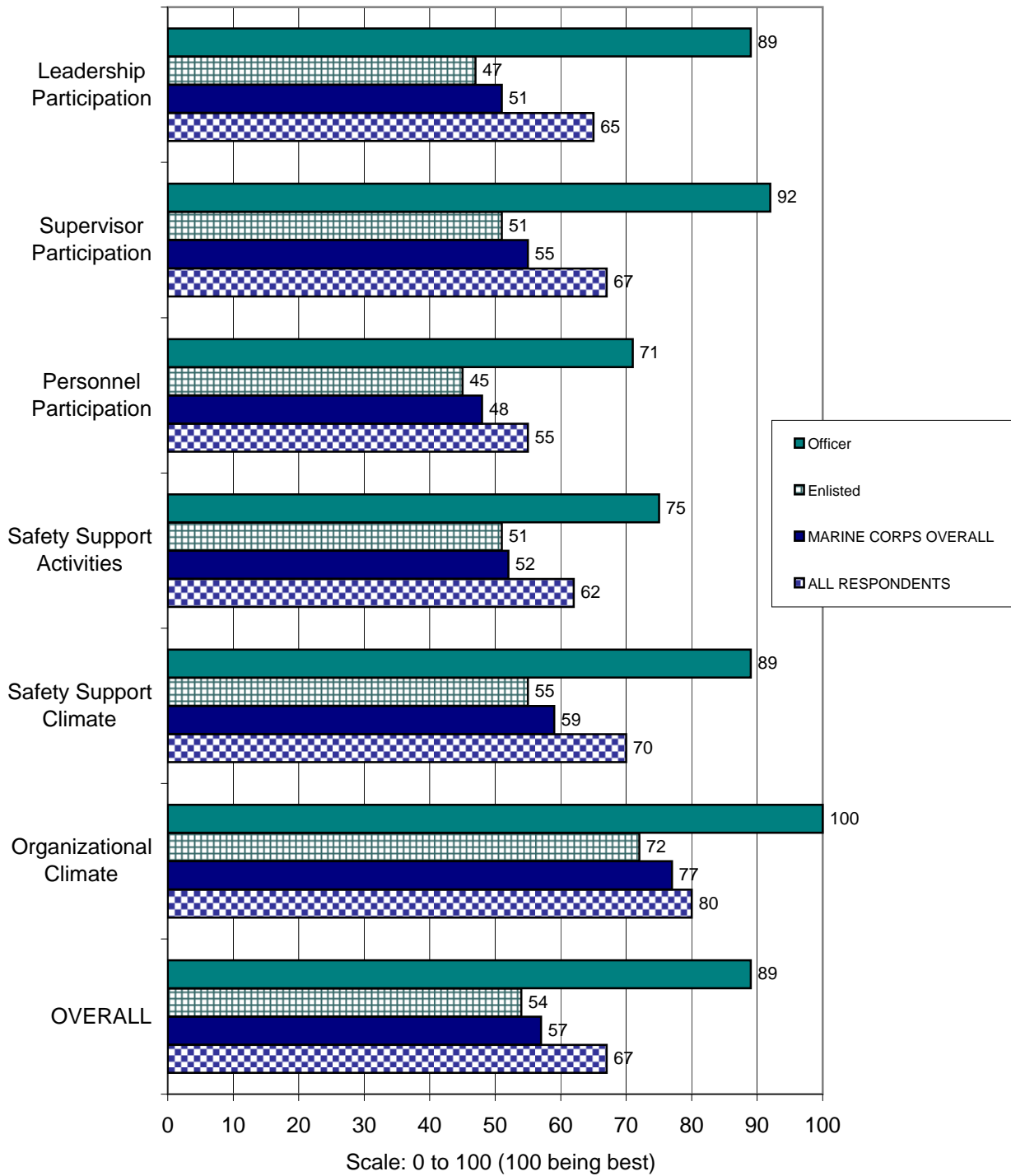
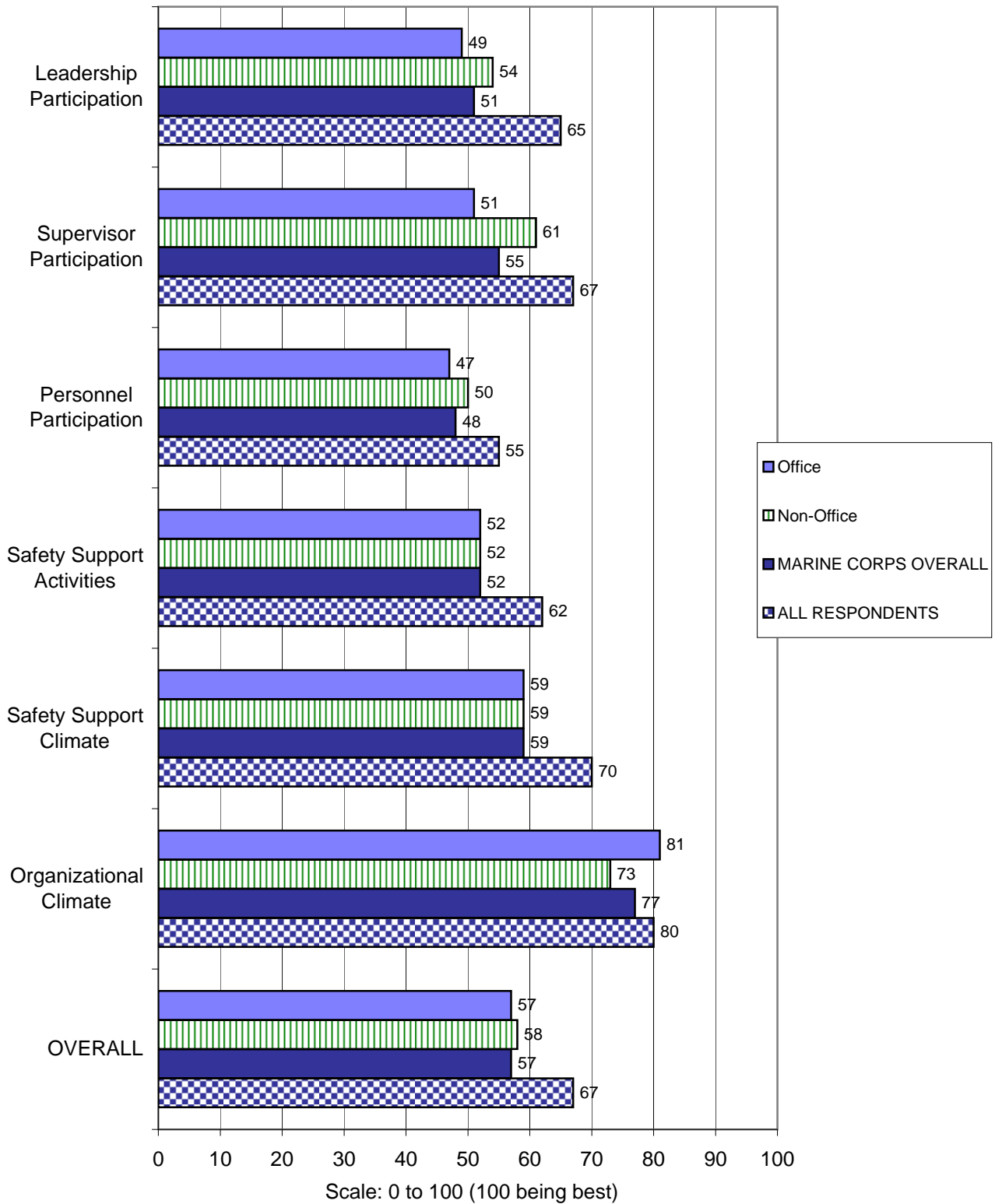


FIGURE 18 Program Category Percentile Scores by Work Location - Marine Corps

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL



3.7 AIR FORCE

Figure 19 presents the Air Force's percentile scores for each of the 50 standard safety program components in graph form. Average performance compared to the NSC Database is indicated by the line at the 50th percentile. Components with bars that meet or surpass this mark are performing at or above average while components that fall short of this mark are performing below average.

As illustrated in Figure 19, 44 components met or surpassed the 50th percentile mark, compared to 40 above average components in 2009. Nineteen components achieved a high percentile score at or above 80 in 2012, compared to only nine components in 2009. These high scoring components include six with very high scores 90s and one with the highest possible percentile score of 100. The nine highest scoring components for the Air Force 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)***
- Q31 Leadership setting a positive safety example (95)***
- Q9 Condition of unit teamwork (95)***
- Q32 Supervisors integrating safety into the performance of duties (93)***
- Q21 Leadership providing adequate safety staff (91)***
- Q45 Perception that good environmental conditions are kept (90)***
- Q36 Belief that hazards not fixed right away will still be addressed (90)***
- Q19 Supervisors enforcing safe job procedures (88)***
- Q38 Supervisors providing helpful safety training (87)***

As indicated by the red shading, the Air Force generated six components with scores below the 50th percentile (representing below average performance), compared to ten such components in 2009. Among these components, four items have moderately low scores below 40, none of which has a low score below 20. Components with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority components are listed below, from lowest to highest percentile score:

- Q25 Personnel following lockout/tagout procedures (25)***
- Q42 Unit personnel assignment stability (28)***
- Q30 Effectiveness of command safety officer in improving safety conditions (36)***

Q11 Personnel believing that their actions can protect other personnel (36)

Q7 Leadership stressing the importance of safety in communications (41)

Q1 Personnel identifying and eliminating hazards (44)

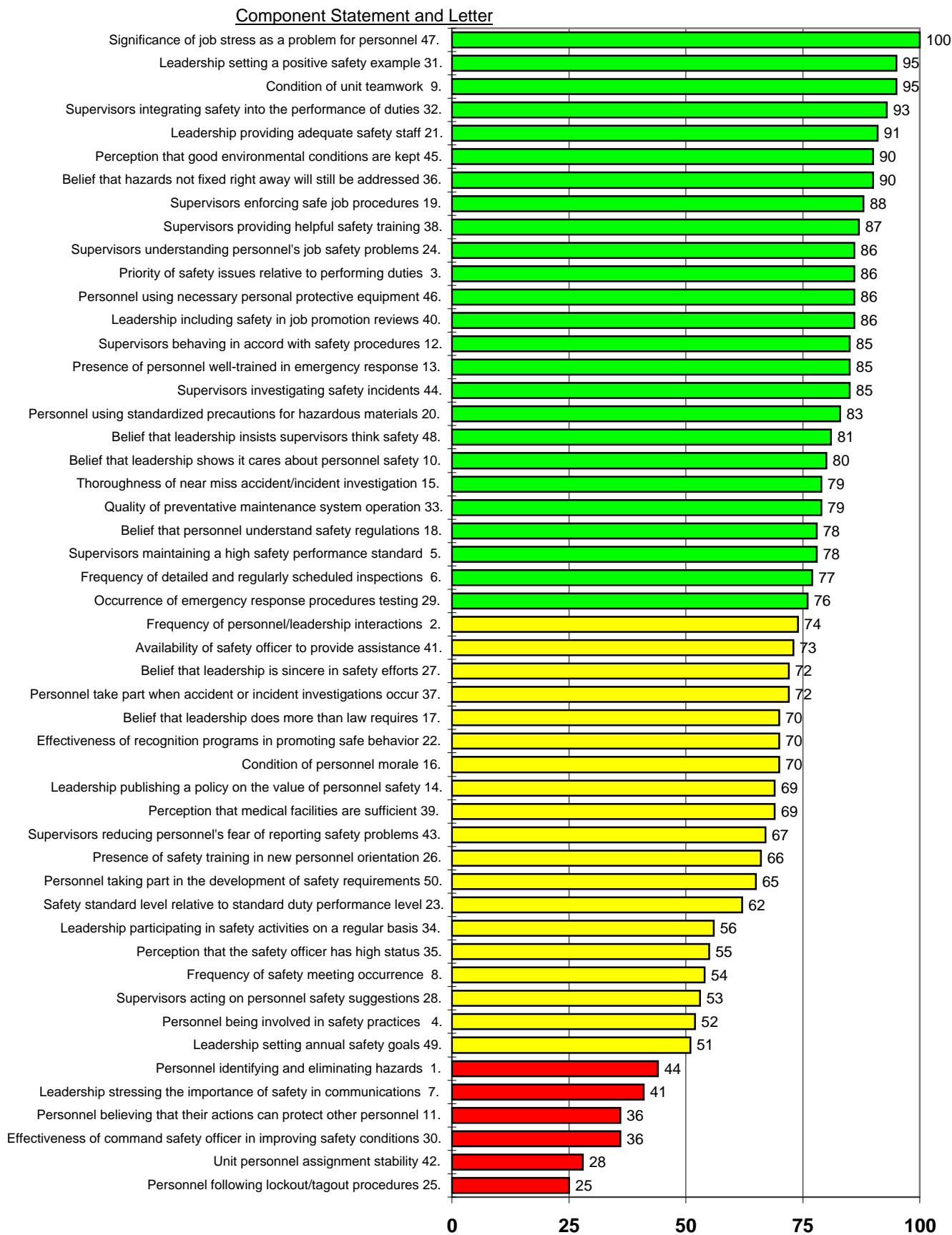
Figure 20 compares the 2012 Air Force results against previous years and against all Active Duty respondents. For all six program categories and the overall score, the Air Force results are higher than the All Respondents results and well above the Database average of 50. Air Force percentile scores range from a moderately high score of 68 for Personnel Participation to a high 87 for Organizational Climate. The overall Air Force percentile score is a high 83, indicating that only 17% of the Database organizations achieved a higher overall score than did Air Force. This is an increase of +11 percentile points from Air Force's moderately high score of 72 in 2009.

Figure 21 compares the safety perceptions of the Air Force Active Duty grades according to program category. These grades are Officer and Enlisted. Consistent with many organizations that have conducted the *SAFETY BAROMETER*, as well as Air Force 2009 results, Officers report more positive safety program perceptions overall and in all program categories compared to Enlisted personnel. Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades, while notable differences would suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap.

Figure 22 compares the safety perceptions of Office versus non-Office Active Duty Air Force work locations according to program category. Office personnel reported slightly more positive safety program perceptions compared to non-Office personnel for most program categories and overall.

FIGURE 19 Percentile Scores of Safety Program Components - Air Force

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
ACTIVE DUTY PERSONNEL



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

FIGURE 20
Program Category Percentile Scores - Air Force

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL

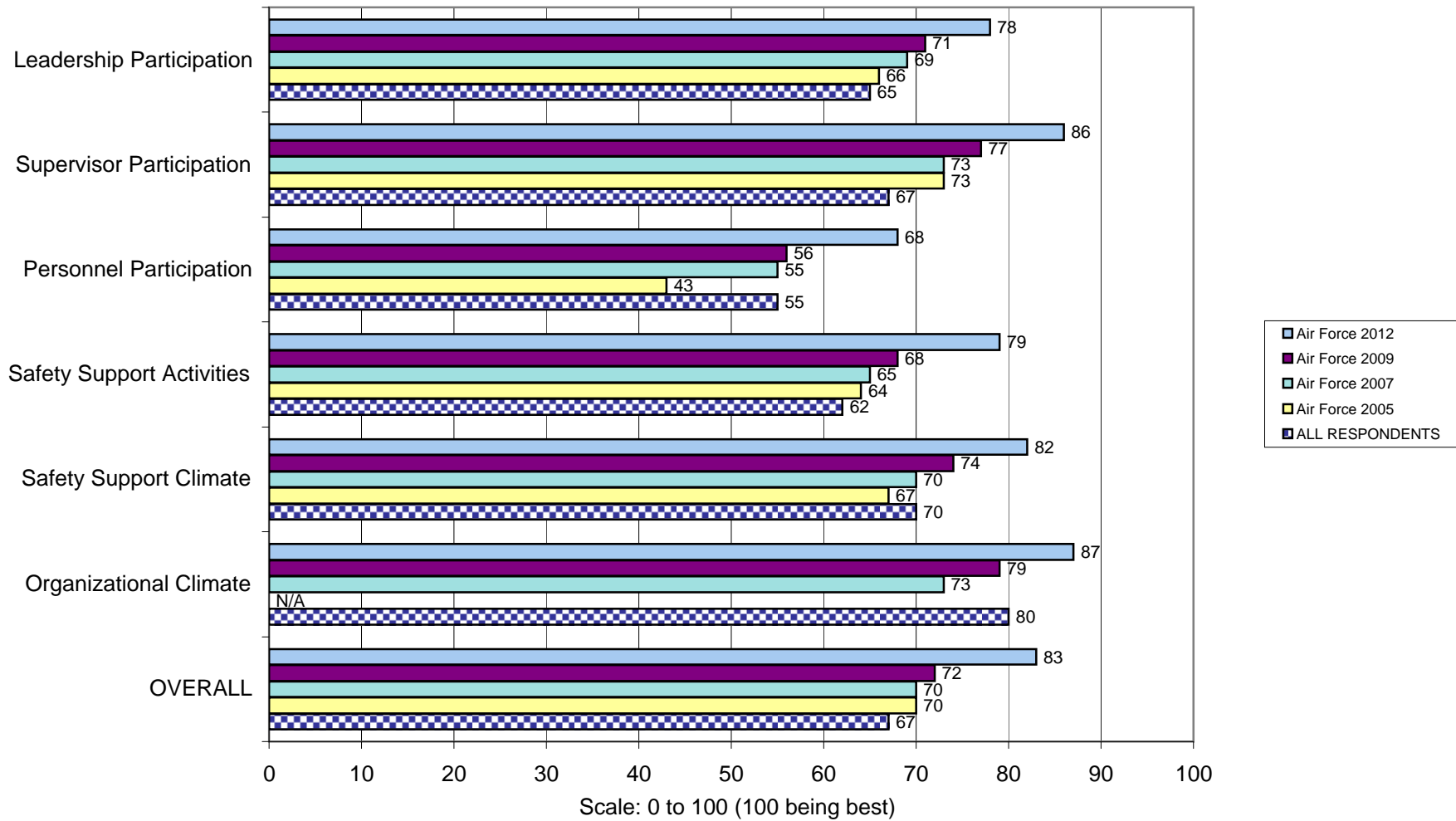


FIGURE 21
Program Category Percentile Scores by Grade - Air Force

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL

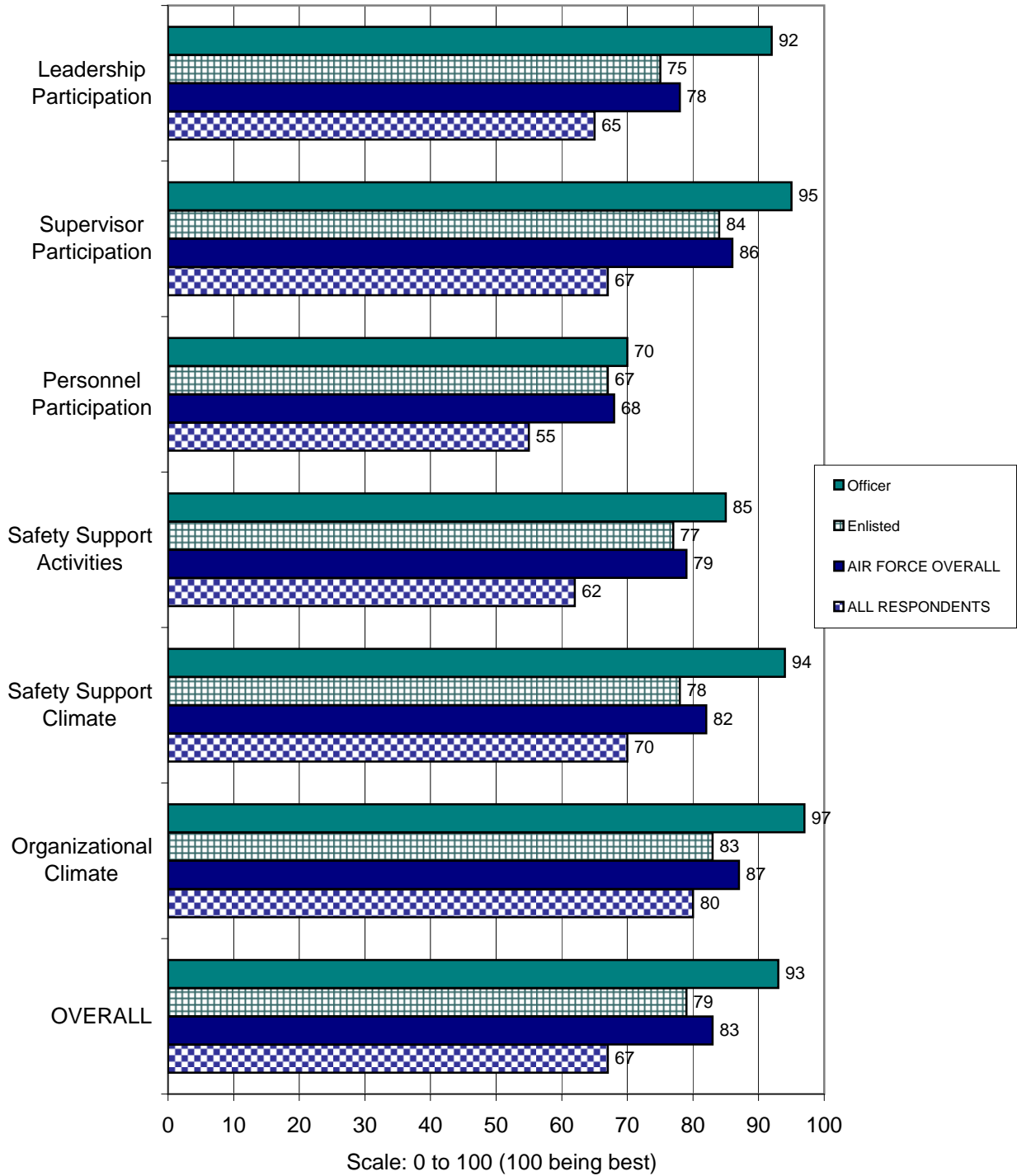
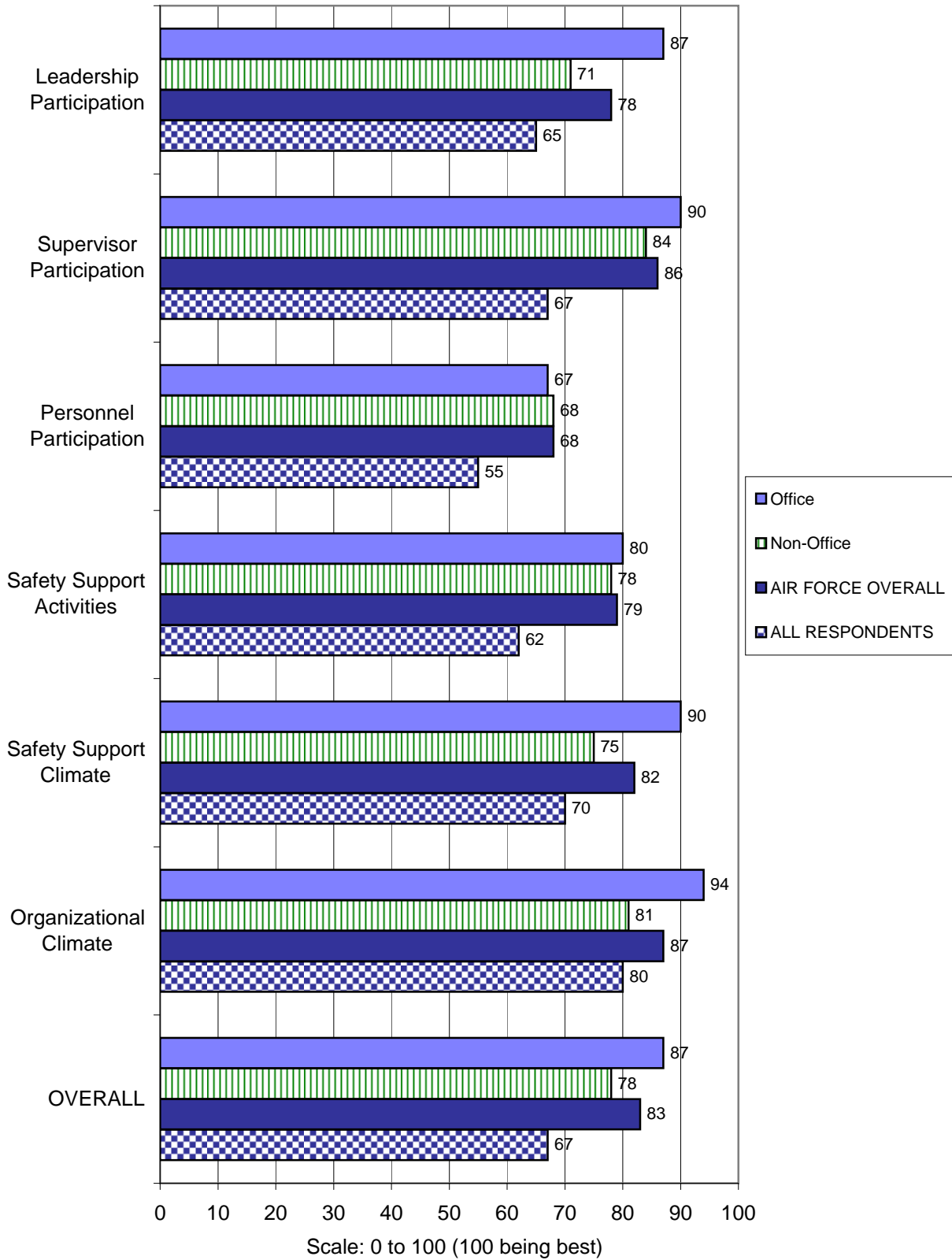


FIGURE 22
Program Category Percentile Scores by Work Location - Air Force

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 ACTIVE DUTY PERSONNEL



4 CONCLUSIONS

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS ACTIVE DUTY PERSONNEL

4.1 OVERVIEW

This report provides results of a survey of Active Duty personnel conducted in 2012, with comparisons to 2005, 2007, and 2009 results. These results can be used to assess perceptions of Active Duty personnel regarding a variety of culture and activity-based items, to identify priority problem areas for specific action planning, and to analyze differences by grade, branch of Service, and work location. The data presented in this report can also be used as a baseline against which to continue measuring future progress and to quantify changes in perceptions regarding activity-based and culture-based issues in the future. Used on an ongoing basis, the survey becomes a motivating tool to encourage action related to survey topics in addition to its use as an evaluation tool and a planning tool.

4.2 PATH FORWARD

It is recommended that DoD use these results as a catalyst and guide for making current safety program improvements. This report identifies lower-scoring priority components and problem areas for the organization as a whole and for various subgroups of personnel. Each priority identified should be examined by those interpreting results using a 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 component 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, it is recommended that DoD take the following actions in order to maximize use of survey results:

- A team or teams of personnel should be identified with specific responsibility to 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 from them
- Results of the action plans should be measured using appropriate indicators and re-implementation of the survey instrument, for which a timetable should be determined as far in advance as possible
- 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 SUMMARY OF RESULTS

The safety program for Active Duty personnel received generally moderately high and improving ratings on the *SAFETY BAROMETER* survey, with the vast majority of the 50 standard components scoring above average. Compared with responses from the 232 locations in the NSC Database, Active Duty percentile scores for safety program categories ranged from a moderate 55 for Personnel Participation to a high score of 80 for Organizational Climate. Currently, all six standard program categories have percentile scores above the Database average of 50, compared to five of the six categories at or above average in 2009. The overall *SAFETY BAROMETER* percentile score was a moderately high 67 out of 100, meaning that 33% of the Database organizations achieved a higher overall score than did Active Duty personnel. This is a substantial increase of +11 percentile points from the moderate score of 56 for DoD Active Duty in 2009.

Closer examination shows that Active Duty personnel scored at or above the 50th percentile for 38 of 50 standard components, a substantial increase from 27 above average components in 2009. Six components generated high scores at or above 80, including one component that achieved the highest possible percentile score of 100.

It is generally recommended that safety program components with percentiles less than 50 receive attention. These lowest scoring components may be used to establish improvement priorities. The 12 *SAFETY BAROMETER* components that generated below average percentile scores (<50) for

Active Duty personnel in 2012 are presented below from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (21)***
- Q7 Leadership stressing the importance of safety in communications (22)***
- Q42 Unit personnel assignment stability (26)***
- Q11 Personnel believing that their actions can protect other personnel (27)***
- Q30 Effectiveness of command safety officer in improving safety conditions (32)***
- Q28 Supervisors acting on personnel safety suggestions (33)***
- Q1 Personnel identifying and eliminating hazards (34)***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (38)***
- Q34 Leadership participating in safety activities on a regular basis (41)***
- Q26 Presence of safety training in new personnel orientation (42)***
- Q8 Frequency of safety meeting occurrence (44)***
- Q49 Leadership setting annual safety goals (45)***

A remarkable 45 out of 50 components showed increases in scores from 2009 to 2012, while only one component showed a decrease and four remained the same.

For all six program categories and overall, the Officer grade continues to generate more positive perceptions among Active Duty personnel, while Enlisted personnel generated less positive perceptions. By work location, Office personnel had more positive percentile scores than Non-Office personnel for most program categories and Overall.

Branch of Service analyses show that Air Force again generated the most positive safety program perceptions, with a high overall percentile score of 83, an increase of +11 points since 2009. Navy had the next highest percentile score of 73, a substantial increase of +14 percentile points since 2009. Marine Corps and Army respondents had the least positive perceptions, with overall percentile scores of 57 and 55, respectively. Army increased its overall percentile score by +12 points since 2009, while Marine Corps remained the same as in 2009.

It is recommended that the Department of Defense use the results in this Active Duty report as 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.

Personnel involvement in the *SAFETY BAROMETER* process is an important example of personnel taking responsibility for the success of the safety program. Efforts should be made to follow-up with personnel. Communicating results of the survey and involving personnel in the decision-making process that results from it are fundamental aspects of any successful safety program.



Appendix A SAFETY BAROMETER Survey Form

	Highly undesirable				
	Undesirable				
	Neither desirable nor undesirable				
	Desirable				
	Highly desirable				
h. Accompanied tour to Japan (36 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Unaccompanied tour to Germany (24 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
j. Accompanied tour to Germany (36 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
k. Unaccompanied tour to Bahrain (12 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
l. Accompanied tour to Bahrain (24 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
m. Unaccompanied tour to Saudi Arabia (12 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
n. Accompanied tour to Saudi Arabia (24 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
o. Unaccompanied tour to Kuwait (12 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
p. Accompanied tour to Kuwait (24 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
q. Unaccompanied tour to Cuba (12 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
r. Accompanied tour to Cuba (24 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
s. Unaccompanied tour to Turkey (15 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
t. Accompanied tour to Turkey (24 months).....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

97. [Ask if Q95 = "Yes"] How sure or unsure are you that you will be able to make your mortgage payments in the next 12 months?
- Very sure
 - Sure
 - Neither sure nor unsure
 - Unsure
 - Very unsure

98. [Ask if Q95 = "Yes"] Do you anticipate losing money when you sell your home at the next PCS?
- Yes
 - No

SAFETY

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

	Strongly disagree				
	Disagree				
	Neither agree nor disagree				
	Agree				
	Strongly agree				
a. It is common for personnel to take part in identifying and eliminating worksite hazards.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. There is frequent contact and communication between personnel and leadership.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Safety takes a back seat to performing duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Personnel often get involved in developing or revising safety practices.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. My supervisor maintains a high job safety standard.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Detailed inspections of the base and facilities are made at regular, frequent intervals.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Leadership's views on the importance of safety are seldom stressed in personnel communications.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Safety meetings are held less often than they should be.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Good teamwork exists within our unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

HOUSING AND FORECLOSURES

95. In the past 12 months, have you made mortgage payments on your primary residence?

- Yes
- No

96. In the past 12 months, have you... Mark "Yes" or "No" for each item.

	No	
	Yes	
a. Received a notice of a default of payments from your lender?.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. Received a notice that your home would be sold involuntarily?.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Had your home repossessed by your lender?.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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

		Strongly disagree				
		Disagree				
		Neither agree nor disagree				
		Agree				
		Strongly agree				
aa.	I believe leadership is sincere in its efforts to ensure personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ab.	My supervisor seldom acts on personnel safety suggestions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ac.	Emergency response-related procedures are almost never tested to make sure they are working	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ad.	The work of the command safety officer improves safety conditions in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ae.	Leadership sets a positive safety example through their words and actions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
af.	My supervisor has successfully fit safety into performance of duties	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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"/>

	Strongly disagree				
	Disagree				
	Neither agree nor disagree				
	Agree				
	Strongly agree				
ap. The assignment of personnel to my unit is stable	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aq. Personnel are afraid to report safety problems to their supervisors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ar. My supervisor always investigates safety incidents.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
as. Ventilation, lighting, noise, and other environmental conditions are kept at good levels.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
at. A lot of personnel don't use the personal protective equipment necessary to do their jobs safely	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
au. The stress of performing my armed service duties is a significant problem for me and other personnel in my unit	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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"/>

100. 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

FOOD STAMPS

101. Did you apply for food stamps in the past 12 months?

- Yes
- No

102. [Ask if Q101 = "Yes"] Did you receive food stamps in the past 12 months?

- Yes
- No

103. [Ask if Q102 = "Yes"] On average, what is your monthly food stamp benefit?

Dollars

104. Did you apply for the Defense Department's Family Subsistence Supplemental Allowance (FSSA) in the past 12 months?

- Yes
- No, I did not need the FSSA
- No, I am not aware of the FSSA program

105. Did you receive the Defense Department's Family Subsistence Supplemental Allowance (FSSA) in the past 12 months?

- Yes
- No

TAKING THE SURVEY

106. If you have comments or concerns that you were not able to express in answering this survey, please enter them in the space provided. Please do not use identifying names or information. Your feedback is useful and appreciated.



Appendix B Response Frequency & Percentage Distributions

APPENDIX B RESPONSE FREQUENCY & PERCENTAGE DISTRIBUTIONS

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS - SAFETY BAROMETER ACTIVE DUTY

In the 2005 SAFETY BAROMETER, DoD substituted 4 standard survey items with customized items. The standard NSC SAFETY BAROMETER items previously removed were then included in the 2007, 2009, and 2012 surveys, 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 survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key below provides a cross-reference between the NSC numbers used in the Results Report and the question lettering in two SAFETY BAROMETER surveys.

Question Number Key for DoD SAFETY BAROMETER Forms

Category	Statement (short form, as found in Results Report tables and figures)	NSC Question Number	Question Letter on DoD Form	
		Report & Appendices	2005 Survey	2007, 2009, and 2012 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.

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q1 Personnel identify hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	149698	10.7	22.6	22.6
	2 Agree	359289	25.7	54.3	76.9
	3 Neutral	112729	8.1	17.0	93.9
	4 Disagree	30448	2.2	4.6	98.5
	5 Strongly disagree	9614	.7	1.5	100.0
	Total	661779	47.4	100.0	
Missing	System	734151	52.6		
Total		1395930	100.0		

Q4 Personnel revise safety & health practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	70785	5.1	10.8	10.8
	2 Agree	288268	20.7	44.1	55.0
	3 Neutral	207282	14.8	31.7	86.7
	4 Disagree	66390	4.8	10.2	96.9
	5 Strongly disagree	20316	1.5	3.1	100.0
	Total	653042	46.8	100.0	
Missing	System	742888	53.2		
Total		1395930	100.0		

Q2 Frequent contact between personnel and ldrs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	118579	8.5	18.0	18.0
	2 Agree	331965	23.8	50.4	68.3
	3 Neutral	116184	8.3	17.6	86.0
	4 Disagree	61594	4.4	9.3	95.3
	5 Strongly disagree	30933	2.2	4.7	100.0
	Total	659256	47.2	100.0	
Missing	System	736674	52.8		
Total		1395930	100.0		

Q5 Supervisor maintain high safety standards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	162983	11.7	24.8	24.8
	2 Agree	308624	22.1	47.0	71.9
	3 Neutral	143658	10.3	21.9	93.8
	4 Disagree	26356	1.9	4.0	97.8
	5 Strongly disagree	14357	1.0	2.2	100.0
	Total	655977	47.0	100.0	
Missing	System	739953	53.0		
Total		1395930	100.0		

Q3 Safety takes a back seat to production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	31244	2.2	4.7	4.7
	2 Agree	74965	5.4	11.4	16.1
	3 Neutral	137678	9.9	20.9	37.0
	4 Disagree	280448	20.1	42.6	79.6
	5 Strongly disagree	134097	9.6	20.4	100.0
	Total	658432	47.2	100.0	
Missing	System	737498	52.8		
Total		1395930	100.0		

Q6 Inspections made at regular intervals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	102133	7.3	15.5	15.5
	2 Agree	278985	20.0	42.4	57.9
	3 Neutral	218488	15.7	33.2	91.1
	4 Disagree	43296	3.1	6.6	97.7
	5 Strongly disagree	15438	1.1	2.3	100.0
	Total	658340	47.2	100.0	
Missing	System	737590	52.8		
Total		1395930	100.0		

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q7 Leadership safety views seldom communicate					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	45641	3.3	6.9	6.9
	2 Agree	139179	10.0	21.2	28.1
	3 Neutral	175627	12.6	26.7	54.8
	4 Disagree	231880	16.6	35.3	90.1
	5 Strongly disagree	65383	4.7	9.9	100.0
	Total	657710	47.1	100.0	
Missing	System	738220	52.9		
Total		1395930	100.0		

Q10 Leadership shows that it cares about safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	147035	10.5	22.4	22.4
	2 Agree	311317	22.3	47.5	70.0
	3 Neutral	136804	9.8	20.9	90.8
	4 Disagree	36722	2.6	5.6	96.5
	5 Strongly disagree	23251	1.7	3.5	100.0
	Total	655130	46.9	100.0	
Missing	System	740800	53.1		
Total		1395930	100.0		

Q8 Safety meetings held less often than nec					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	27627	2.0	4.2	4.2
	2 Agree	99288	7.1	15.1	19.3
	3 Neutral	234874	16.8	35.8	55.1
	4 Disagree	222519	15.9	33.9	89.0
	5 Strongly disagree	72586	5.2	11.0	100.0
	Total	656894	47.1	100.0	
Missing	System	739036	52.9		
Total		1395930	100.0		

Q11 My actions can protect other personnel					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	225261	16.1	34.3	34.3
	2 Agree	345107	24.7	52.6	86.9
	3 Neutral	74645	5.3	11.4	98.3
	4 Disagree	6700	.5	1.0	99.3
	5 Strongly disagree	4440	.3	.7	100.0
	Total	656153	47.0	100.0	
Missing	System	739777	53.0		
Total		1395930	100.0		

Q9 Good teamwork exists within unit					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	121815	8.7	18.6	18.6
	2 Agree	308829	22.1	47.1	65.7
	3 Neutral	129089	9.2	19.7	85.4
	4 Disagree	60974	4.4	9.3	94.7
	5 Strongly disagree	35040	2.5	5.3	100.0
	Total	655747	47.0	100.0	
Missing	System	740183	53.0		
Total		1395930	100.0		

Q12 My supervisors behavior is unsafe					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13546	1.0	2.1	2.1
	2 Agree	41812	3.0	6.4	8.5
	3 Neutral	128644	9.2	19.6	28.1
	4 Disagree	288343	20.7	44.0	72.1
	5 Strongly disagree	182460	13.1	27.9	100.0
	Total	654806	46.9	100.0	
Missing	System	741124	53.1		
Total		1395930	100.0		

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q13 Des. personnel trained in emergency prac					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	110478	7.9	16.8	16.8
	2 Agree	294337	21.1	44.9	61.7
	3 Neutral	196135	14.1	29.9	91.6
	4 Disagree	42041	3.0	6.4	98.1
	5 Strongly disagree	12744	.9	1.9	100.0
	Total	655735	47.0	100.0	
Missing	System	740195	53.0		
Total		1395930	100.0		

Q16 Personnel morale is poor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	102068	7.3	15.5	15.5
	2 Agree	151010	10.8	22.9	38.4
	3 Neutral	165582	11.9	25.2	63.6
	4 Disagree	176763	12.7	26.9	90.4
	5 Strongly disagree	62899	4.5	9.6	100.0
	Total	658322	47.2	100.0	
Missing	System	737608	52.8		
Total		1395930	100.0		

Q14 Leadership published a written safety policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	139896	10.0	21.4	21.4
	2 Agree	310626	22.3	47.5	68.9
	3 Neutral	166034	11.9	25.4	94.3
	4 Disagree	25793	1.8	3.9	98.2
	5 Strongly disagree	11743	.8	1.8	100.0
	Total	654093	46.9	100.0	
Missing	System	741837	53.1		
Total		1395930	100.0		

Q17 Leadership does only what the law requires					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	28543	2.0	4.4	4.4
	2 Agree	99435	7.1	15.2	19.5
	3 Neutral	232198	16.6	35.4	54.9
	4 Disagree	224864	16.1	34.3	89.2
	5 Strongly disagree	70470	5.0	10.8	100.0
	Total	655510	47.0	100.0	
Missing	System	740420	53.0		
Total		1395930	100.0		

Q15 Near miss accidents are investigated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	117310	8.4	18.0	18.0
	2 Agree	245714	17.6	37.6	55.6
	3 Neutral	243350	17.4	37.3	92.9
	4 Disagree	36056	2.6	5.5	98.4
	5 Strongly disagree	10235	.7	1.6	100.0
	Total	652666	46.8	100.0	
Missing	System	743264	53.2		
Total		1395930	100.0		

Q18 Understand safety & health regulations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	173268	12.4	26.5	26.5
	2 Agree	381703	27.3	58.3	84.8
	3 Neutral	83464	6.0	12.8	97.6
	4 Disagree	9917	.7	1.5	99.1
	5 Strongly disagree	6088	.4	.9	100.0
	Total	654441	46.9	100.0	
Missing	System	741489	53.1		
Total		1395930	100.0		

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q19 Supervisors enforce safe job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	144720	10.4	22.1	22.1
	2 Agree	342881	24.6	52.5	74.6
	3 Neutral	143608	10.3	22.0	96.6
	4 Disagree	13683	1.0	2.1	98.7
	5 Strongly disagree	8566	.6	1.3	100.0
	Total	653459	46.8	100.0	
Missing	System	742471	53.2		
Total		1395930	100.0		

Q22 Award program does not promote safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	36863	2.6	5.7	5.7
	2 Agree	112920	8.1	17.4	23.0
	3 Neutral	295726	21.2	45.5	68.5
	4 Disagree	155650	11.2	23.9	92.4
	5 Strongly disagree	49476	3.5	7.6	100.0
	Total	650636	46.6	100.0	
Missing	System	745294	53.4		
Total		1395930	100.0		

Q20 Precautions used for hazardous mat.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	147988	10.6	22.7	22.7
	2 Agree	307287	22.0	47.1	69.8
	3 Neutral	182023	13.0	27.9	97.8
	4 Disagree	9550	.7	1.5	99.2
	5 Strongly disagree	5109	.4	.8	100.0
	Total	651956	46.7	100.0	
Missing	System	743974	53.3		
Total		1395930	100.0		

Q23 Performance standards higher than safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	38246	2.7	5.9	5.9
	2 Agree	133803	9.6	20.5	26.4
	3 Neutral	312130	22.4	47.9	74.3
	4 Disagree	135393	9.7	20.8	95.1
	5 Strongly disagree	31743	2.3	4.9	100.0
	Total	651315	46.7	100.0	
Missing	System	744615	53.3		
Total		1395930	100.0		

Q21 Adequate personnel to manage safety program					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	109024	7.8	16.7	16.7
	2 Agree	313646	22.5	48.1	64.8
	3 Neutral	191394	13.7	29.3	94.1
	4 Disagree	28498	2.0	4.4	98.5
	5 Strongly disagree	9823	.7	1.5	100.0
	Total	652386	46.7	100.0	
Missing	System	743544	53.3		
Total		1395930	100.0		

Q24 Super. understand job safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	102447	7.3	15.8	15.8
	2 Agree	315325	22.6	48.7	64.5
	3 Neutral	201976	14.5	31.2	95.7
	4 Disagree	17861	1.3	2.8	98.4
	5 Strongly disagree	10206	.7	1.6	100.0
	Total	647815	46.4	100.0	
Missing	System	748115	53.6		
Total		1395930	100.0		

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q25 Personnel follow lock/tagout procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	77183	5.5	11.9	11.9
	2 Agree	178106	12.8	27.5	39.5
	3 Neutral	354440	25.4	54.8	94.3
	4 Disagree	25422	1.8	3.9	98.2
	5 Strongly disagree	11648	.8	1.8	100.0
	Total	646799	46.3	100.0	
Missing	System	749131	53.7		
Total		1395930	100.0		

Q28 Supervisors seldom act on worker sugg.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19441	1.4	3.0	3.0
	2 Agree	71074	5.1	10.9	13.9
	3 Neutral	260246	18.6	40.0	53.9
	4 Disagree	228945	16.4	35.2	89.0
	5 Strongly disagree	71453	5.1	11.0	100.0
	Total	651159	46.6	100.0	
Missing	System	744771	53.4		
Total		1395930	100.0		

Q26 Safety training is part of orientation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	142949	10.2	21.9	21.9
	2 Agree	290985	20.8	44.6	66.5
	3 Neutral	162315	11.6	24.9	91.4
	4 Disagree	46302	3.3	7.1	98.5
	5 Strongly disagree	9981	.7	1.5	100.0
	Total	652532	46.7	100.0	
Missing	System	743398	53.3		
Total		1395930	100.0		

Q29 Emergency procedures rarely tested					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	24790	1.8	3.8	3.8
	2 Agree	93116	6.7	14.3	18.1
	3 Neutral	233106	16.7	35.9	54.0
	4 Disagree	220847	15.8	34.0	88.0
	5 Strongly disagree	78285	5.6	12.0	100.0
	Total	650143	46.6	100.0	
Missing	System	745787	53.4		
Total		1395930	100.0		

Q27 Leadership is sincere about personnel safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	134918	9.7	20.7	20.7
	2 Agree	316885	22.7	48.7	69.5
	3 Neutral	164863	11.8	25.4	94.8
	4 Disagree	22081	1.6	3.4	98.2
	5 Strongly disagree	11504	.8	1.8	100.0
	Total	650251	46.6	100.0	
Missing	System	745679	53.4		
Total		1395930	100.0		

Q30 Safety officer improves safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	78600	5.6	12.2	12.2
	2 Agree	233380	16.7	36.1	48.3
	3 Neutral	294997	21.1	45.6	93.9
	4 Disagree	26557	1.9	4.1	98.0
	5 Strongly disagree	12964	.9	2.0	100.0
	Total	646499	46.3	100.0	
Missing	System	749431	53.7		
Total		1395930	100.0		

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q31 Leadership sets fine safety example					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	115767	8.3	17.8	17.8
	2 Agree	309236	22.2	47.6	65.4
	3 Neutral	182975	13.1	28.2	93.6
	4 Disagree	23994	1.7	3.7	97.3
	5 Strongly disagree	17779	1.3	2.7	100.0
	Total	649751	46.5	100.0	
Missing	System	746179	53.5		
Total		1395930	100.0		

Q34 Leadership participates in safety activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	76226	5.5	11.7	11.7
	2 Agree	252322	18.1	38.9	50.6
	3 Neutral	269784	19.3	41.6	92.2
	4 Disagree	39818	2.9	6.1	98.3
	5 Strongly disagree	10768	.8	1.7	100.0
	Total	648918	46.5	100.0	
Missing	System	747012	53.5		
Total		1395930	100.0		

Q32 Supervisors fits safety into performance of duties					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	112728	8.1	17.3	17.3
	2 Agree	305098	21.9	46.9	64.2
	3 Neutral	204174	14.6	31.4	95.6
	4 Disagree	19514	1.4	3.0	98.6
	5 Strongly disagree	9042	.6	1.4	100.0
	Total	650556	46.6	100.0	
Missing	System	745374	53.4		
Total		1395930	100.0		

Q35 Safety officer has high status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	70058	5.0	10.8	10.8
	2 Agree	185890	13.3	28.8	39.6
	3 Neutral	315282	22.6	48.8	88.4
	4 Disagree	53469	3.8	8.3	96.6
	5 Strongly disagree	21817	1.6	3.4	100.0
	Total	646516	46.3	100.0	
Missing	System	749414	53.7		
Total		1395930	100.0		

Q33 Preventive maintenance operates poorly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	29007	2.1	4.5	4.5
	2 Agree	93979	6.7	14.5	19.0
	3 Neutral	261627	18.7	40.3	59.3
	4 Disagree	201104	14.4	31.0	90.3
	5 Strongly disagree	63058	4.5	9.7	100.0
	Total	648775	46.5	100.0	
Missing	System	747155	53.5		
Total		1395930	100.0		

Q36 Hazards not fixed quickly are ignored					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	14843	1.1	2.3	2.3
	2 Agree	74348	5.3	11.4	13.7
	3 Neutral	242317	17.4	37.2	50.9
	4 Disagree	249486	17.9	38.3	89.3
	5 Strongly disagree	69724	5.0	10.7	100.0
	Total	650717	46.6	100.0	
Missing	System	745213	53.4		
Total		1395930	100.0		

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Active Duty
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Q37 Personnel take part in accident invest.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	65781	4.7	10.1	10.1
	2 Agree	277984	19.9	42.7	52.8
	3 Neutral	276223	19.8	42.4	95.2
	4 Disagree	25210	1.8	3.9	99.0
	5 Strongly disagree	6197	.4	1.0	100.0
	Total	651395	46.7	100.0	
Missing	System	744535	53.3		
Total		1395930	100.0		

Q40 Leadership ignores safety during promotions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	23660	1.7	3.7	3.7
	2 Agree	65517	4.7	10.1	13.8
	3 Neutral	292956	21.0	45.2	59.0
	4 Disagree	181966	13.0	28.1	87.1
	5 Strongly disagree	83644	6.0	12.9	100.0
	Total	647743	46.4	100.0	
Missing	System	748187	53.6		
Total		1395930	100.0		

Q38 Training by supervisor helps job safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	86119	6.2	13.3	13.3
	2 Agree	294393	21.1	45.3	58.6
	3 Neutral	235067	16.8	36.2	94.8
	4 Disagree	24123	1.7	3.7	98.5
	5 Strongly disagree	9846	.7	1.5	100.0
	Total	649549	46.5	100.0	
Missing	System	746381	53.5		
Total		1395930	100.0		

Q41 Safety officer is readily available					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	99216	7.1	15.3	15.3
	2 Agree	255717	18.3	39.3	54.6
	3 Neutral	247786	17.8	38.1	92.6
	4 Disagree	32225	2.3	5.0	97.6
	5 Strongly disagree	15652	1.1	2.4	100.0
	Total	650596	46.6	100.0	
Missing	System	745334	53.4		
Total		1395930	100.0		

Q39 Medical facilities are sufficient					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	111474	8.0	17.2	17.2
	2 Agree	279873	20.0	43.1	60.3
	3 Neutral	182073	13.0	28.1	88.4
	4 Disagree	44512	3.2	6.9	95.2
	5 Strongly disagree	31025	2.2	4.8	100.0
	Total	648959	46.5	100.0	
Missing	System	746971	53.5		
Total		1395930	100.0		

Q42 This unit has a stable workforce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	63206	4.5	9.7	9.7
	2 Agree	233381	16.7	36.0	45.7
	3 Neutral	233735	16.7	36.0	81.8
	4 Disagree	85874	6.2	13.2	95.0
	5 Strongly disagree	32485	2.3	5.0	100.0
	Total	648681	46.5	100.0	
Missing	System	747249	53.5		
Total		1395930	100.0		

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q43 Personnel afraid to report problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13754	1.0	2.1	2.1
	2 Agree	54215	3.9	8.3	10.5
	3 Neutral	233590	16.7	36.0	46.4
	4 Disagree	253813	18.2	39.1	85.5
	5 Strongly disagree	94365	6.8	14.5	100.0
	Total	649737	46.5	100.0	
Missing	System	746193	53.5		
Total		1395930	100.0		

Q46 Personnel dont use necessary PPE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19210	1.4	2.9	2.9
	2 Agree	77173	5.5	11.8	14.7
	3 Neutral	221772	15.9	33.9	48.7
	4 Disagree	248225	17.8	38.0	86.7
	5 Strongly disagree	87100	6.2	13.3	100.0
	Total	653480	46.8	100.0	
Missing	System	742450	53.2		
Total		1395930	100.0		

Q44 Supervisors always investigate accidents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	88645	6.4	13.7	13.7
	2 Agree	258116	18.5	39.8	53.5
	3 Neutral	265666	19.0	41.0	94.5
	4 Disagree	25912	1.9	4.0	98.5
	5 Strongly disagree	9779	.7	1.5	100.0
	Total	648117	46.4	100.0	
Missing	System	747813	53.6		
Total		1395930	100.0		

Q47 Job stress is significant problem for me					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	21712	1.6	3.3	3.3
	2 Agree	61677	4.4	9.5	12.8
	3 Neutral	248084	17.8	38.1	50.9
	4 Disagree	228220	16.3	35.0	85.9
	5 Strongly disagree	91944	6.6	14.1	100.0
	Total	651637	46.7	100.0	
Missing	System	744293	53.3		
Total		1395930	100.0		

Q45 Environmental cond. kept at good levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	90811	6.5	14.0	14.0
	2 Agree	287467	20.6	44.4	58.4
	3 Neutral	203891	14.6	31.5	89.9
	4 Disagree	44526	3.2	6.9	96.8
	5 Strongly disagree	20859	1.5	3.2	100.0
	Total	647554	46.4	100.0	
Missing	System	748376	53.6		
Total		1395930	100.0		

Q48 Leadership insists supervisor think safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	114641	8.2	17.6	17.6
	2 Agree	304241	21.8	46.7	64.2
	3 Neutral	210289	15.1	32.3	96.5
	4 Disagree	16976	1.2	2.6	99.1
	5 Strongly disagree	5822	.4	.9	100.0
	Total	651969	46.7	100.0	
Missing	System	743961	53.3		
Total		1395930	100.0		

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Active Duty
Response Frequency & Percentage Distributions

Q49 Leadership sets goals-hold all accountable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	83110	6.0	12.8	12.8
	2 Agree	232137	16.6	35.8	48.6
	3 Neutral	279302	20.0	43.1	91.7
	4 Disagree	41294	3.0	6.4	98.1
	5 Strongly disagree	12167	.9	1.9	100.0
	Total	648011	46.4	100.0	
Missing	System	747919	53.6		
Total		1395930	100.0		

XSVC XSVCR					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Army	550410	39.4	39.8	39.8
	2 Navy	315077	22.6	22.8	62.5
	3 Marine Corps	194556	13.9	14.1	76.6
	4 Air Force	323722	23.2	23.4	100.0
	Total	1383764	99.1	100.0	
Missing	System	12166	.9		
Total		1395930	100.0		

Q50 Personnel rarely dev. safety requirements					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18025	1.3	2.8	2.8
	2 Agree	85791	6.1	13.2	15.9
	3 Neutral	302687	21.7	46.5	62.4
	4 Disagree	193502	13.9	29.7	92.1
	5 Strongly disagree	51171	3.7	7.9	100.0
	Total	651176	46.6	100.0	
Missing	System	744754	53.4		
Total		1395930	100.0		

SAFELOCR SAFELOC					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Office	312088	22.4	46.8	46.8
	2 Non-Office	354737	25.4	53.2	100.0
	Total	666824	47.8	100.0	
Missing	System	729106	52.2		
Total		1395930	100.0		

XPAYGRP3 XPAYGROUP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Enlisted	1145044	82.0	82.7	82.7
	2 Officer	238720	17.1	17.3	100.0
	Total	1383764	99.1	100.0	
Missing	System	12166	.9		
Total		1395930	100.0		



Appendix C Methods & Data Analyses

APPENDIX C METHODS & DATA ANALYSES

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS - SAFETY BAROMETER ACTIVE DUTY

The SAFETY BAROMETER elicits personnel opinions about a broad spectrum of components or elements that contribute to successful safety management. These elements include executive leadership, supervisory and personnel participation, safety support procedures, processes, and safety climate, as well as the overall organizational climate.

SAFETY BAROMETER Background

The content of the SAFETY BAROMETER survey form (Appendix A) 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 components 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 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, it is suggested that each 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 2012. The SAFETY BAROMETER was administered as part of a periodic on-line survey conducted by DoD's Defense Manpower Data Center (DMDC) and was previously administered in 2005, 2007, and 2009. Data collected through this process were forwarded to the National Safety Council for analysis.

SAFETY BAROMETER Content

The SAFETY BAROMETER survey asked respondents to indicate their level of agreement or disagreement 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 components are grouped into six standard program categories (see Appendix B 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 2012 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 that are 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 had completed the SAFETY BAROMETER at the time of DoD's first SAFETY BAROMETER survey in 2005.

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 SAFETY BAROMETER statements with positive descriptions were scored as follows:

+2 = Strongly Agree

+1 = Agree

0 = No Opinion

-1 = Disagree

-2 = Strongly Disagree

Responses to Safety Barometer 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 program categories as shown in the previous table.

Average response and program category average response scores were compared with scores from the NSC Database. 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 D Response Distributions by Grade

		XPAYGRP3 XPAYGROUP						
		Enlisted		Officer		Total		
		Count	%	Count	%	Count	%	Missing
Q1 Personnel identify hazards	1 Strongly agree	127529	23.3%	22169	19.5%	149698	22.6%	
	2 Agree	289439	52.8%	69850	61.6%	359289	54.3%	
	3 No opinion	96314	17.6%	16415	14.5%	112729	17.0%	
	4 Disagree	25889	4.7%	4559	4.0%	30448	4.6%	
	5 Strongly disagree	9172	1.7%	442	.4%	9614	1.5%	
	Total	548343		113436		661779		734151
Q2 Frequent contact between personnel and ldrs	1 Strongly agree	94584	17.3%	23995	21.2%	118579	18.0%	
	2 Agree	264428	48.4%	67537	59.6%	331965	50.4%	
	3 No opinion	103154	18.9%	13030	11.5%	116184	17.6%	
	4 Disagree	54262	9.9%	7332	6.5%	61594	9.3%	
	5 Strongly disagree	29586	5.4%	1347	1.2%	30933	4.7%	
	Total	546013		113242		659256		736674
Q3 Safety takes a back seat to production	1 Strongly agree	28763	5.3%	2481	2.2%	31244	4.7%	
	2 Agree	67976	12.5%	6990	6.2%	74965	11.4%	
	3 No opinion	120822	22.1%	16856	15.0%	137678	20.9%	
	4 Disagree	220990	40.5%	59458	52.9%	280448	42.6%	
	5 Strongly disagree	107398	19.7%	26699	23.7%	134097	20.4%	
	Total	545949		112483		658432		737498
Q4 Personnel revise safety & health practices	1 Strongly agree	60390	11.2%	10395	9.2%	70785	10.8%	
	2 Agree	232699	43.1%	55569	49.4%	288268	44.1%	
	3 No opinion	173569	32.1%	33712	29.9%	207282	31.7%	
	4 Disagree	54759	10.1%	11631	10.3%	66390	10.2%	
	5 Strongly disagree	19033	3.5%	1284	1.1%	20316	3.1%	
	Total	540450		112591		653042		742888
Q5 Supervisor maintain high safety standards	1 Strongly agree	133439	24.6%	29544	26.2%	162983	24.8%	
	2 Agree	249826	46.0%	58798	52.1%	308624	47.0%	
	3 No opinion	122332	22.5%	21325	18.9%	143658	21.9%	
	4 Disagree	23711	4.4%	2645	2.3%	26356	4.0%	
	5 Strongly disagree	13795	2.5%	562	.5%	14357	2.2%	
	Total	543103		112874		655977		739953
Q6 Inspections made at regular intervals	1 Strongly agree	87675	16.1%	14458	12.8%	102133	15.5%	
	2 Agree	228280	41.9%	50704	44.8%	278985	42.4%	
	3 No opinion	178434	32.7%	40055	35.4%	218488	33.2%	
	4 Disagree	36221	6.6%	7075	6.2%	43296	6.6%	
	5 Strongly disagree	14449	2.7%	990	.9%	15438	2.3%	
	Total	545059		113282		658340		737590
Q7 Leadership safety views seldom communicat	1 Strongly agree	41291	7.6%	4350	3.8%	45641	6.9%	
	2 Agree	122850	22.6%	16329	14.4%	139179	21.2%	
	3 No opinion	153044	28.1%	22583	19.9%	175627	26.7%	
	4 Disagree	178821	32.8%	53059	46.9%	231880	35.3%	
	5 Strongly disagree	48456	8.9%	16927	14.9%	65383	9.9%	
	Total	544462		113247		657710		738220
Q8 Safety meetings held less often than nec	1 Strongly agree	25074	4.6%	2553	2.3%	27627	4.2%	
	2 Agree	86761	15.9%	12528	11.1%	99288	15.1%	
	3 No opinion	196430	36.1%	38443	34.1%	234874	35.8%	
	4 Disagree	178024	32.7%	44495	39.4%	222519	33.9%	
	5 Strongly disagree	57788	10.6%	14798	13.1%	72586	11.0%	
	Total	544077		112817		656894		739036

		XPAYGRP3 XPAYGROUP						
		Enlisted		Officer		Total		
		Count	%	Count	%	Count	%	Missing
Q9 Good teamwork exists within unit	1 Strongly agree	95944	17.7%	25871	22.9%	121815	18.6%	
	2 Agree	243672	44.9%	65158	57.7%	308829	47.1%	
	3 No opinion	113424	20.9%	15665	13.9%	129089	19.7%	
	4 Disagree	56292	10.4%	4682	4.1%	60974	9.3%	
	5 Strongly disagree	33486	6.2%	1554	1.4%	35040	5.3%	
	Total	542818		112929		655747		740183
Q10 Leadership shows that it cares about safety	1 Strongly agree	115723	21.3%	31312	27.8%	147035	22.4%	
	2 Agree	251427	46.4%	59890	53.1%	311317	47.5%	
	3 No opinion	120152	22.2%	16652	14.8%	136804	20.9%	
	4 Disagree	32873	6.1%	3849	3.4%	36722	5.6%	
	5 Strongly disagree	22206	4.1%	1045	.9%	23251	3.5%	
	Total	542382		112748		655130		740800
Q11 My actions can protect other personnel	1 Strongly agree	188751	34.7%	36509	32.4%	225261	34.3%	
	2 Agree	278355	51.2%	66753	59.2%	345107	52.6%	
	3 No opinion	66348	12.2%	8298	7.4%	74645	11.4%	
	4 Disagree	5595	1.0%	1106	1.0%	6700	1.0%	
	5 Strongly disagree	4323	.8%	116	.1%	4440	.7%	
	Total	543372		112782		656153		739777
Q12 My supervisors behavior is unsafe	1 Strongly agree	11989	2.2%	1557	1.4%	13546	2.1%	
	2 Agree	37078	6.8%	4735	4.2%	41812	6.4%	
	3 No opinion	115981	21.4%	12662	11.3%	128644	19.6%	
	4 Disagree	236784	43.6%	51560	46.0%	288343	44.0%	
	5 Strongly disagree	140940	26.0%	41520	37.1%	182460	27.9%	
	Total	542772		112034		654806		741124
Q13 Des. personnel trained in emergency prac	1 Strongly agree	94510	17.4%	15968	14.1%	110478	16.8%	
	2 Agree	239204	44.1%	55133	48.8%	294337	44.9%	
	3 No opinion	162317	29.9%	33818	30.0%	196135	29.9%	
	4 Disagree	34866	6.4%	7176	6.4%	42041	6.4%	
	5 Strongly disagree	11961	2.2%	782	.7%	12744	1.9%	
	Total	542859		112877		655735		740195
Q14 Leadership published a written safety policy	1 Strongly agree	113874	21.0%	26022	23.0%	139896	21.4%	
	2 Agree	252866	46.7%	57760	51.1%	310626	47.5%	
	3 No opinion	141655	26.2%	24379	21.6%	166034	25.4%	
	4 Disagree	22060	4.1%	3733	3.3%	25793	3.9%	
	5 Strongly disagree	10687	2.0%	1056	.9%	11743	1.8%	
	Total	541142		112951		654093		741837
Q15 Near miss accidents are investigated	1 Strongly agree	95691	17.7%	21619	19.2%	117310	18.0%	
	2 Agree	197745	36.6%	47969	42.6%	245714	37.6%	
	3 No opinion	205633	38.1%	37716	33.5%	243350	37.3%	
	4 Disagree	32138	5.9%	3919	3.5%	36056	5.5%	
	5 Strongly disagree	8933	1.7%	1302	1.2%	10235	1.6%	
	Total	540140		112525		652666		743264
Q16 Personnel morale is poor	1 Strongly agree	94782	17.4%	7286	6.5%	102068	15.5%	
	2 Agree	133552	24.5%	17458	15.5%	151010	22.9%	
	3 No opinion	141206	25.9%	24376	21.6%	165582	25.2%	
	4 Disagree	130658	23.9%	46105	40.9%	176763	26.9%	
	5 Strongly disagree	45489	8.3%	17411	15.5%	62899	9.6%	
	Total	545687		112635		658322		737608

		XPAYGRP3 XPAYGROUP						
		Enlisted		Officer		Total		
		Count	%	Count	%	Count	%	Missing
Q17 Leadership does only what the law requires	1 Strongly agree	24596	4.5%	3947	3.5%	28543	4.4%	
	2 Agree	87914	16.2%	11521	10.3%	99435	15.2%	
	3 No opinion	204694	37.7%	27505	24.5%	232198	35.4%	
	4 Disagree	175599	32.3%	49265	43.9%	224864	34.3%	
	5 Strongly disagree	50453	9.3%	20018	17.8%	70470	10.8%	
	Total	543255		112255		655510		740420
Q18 Understand safety & health regulations	1 Strongly agree	145345	26.8%	27923	24.9%	173268	26.5%	
	2 Agree	310527	57.3%	71176	63.4%	381703	58.3%	
	3 No opinion	72232	13.3%	11233	10.0%	83464	12.8%	
	4 Disagree	8253	1.5%	1664	1.5%	9917	1.5%	
	5 Strongly disagree	5892	1.1%	196	.2%	6088	.9%	
	Total	542248		112193		654441		741489
Q19 Supervisors enforce safe job procedures	1 Strongly agree	117449	21.7%	27270	24.3%	144720	22.1%	
	2 Agree	276569	51.1%	66313	59.1%	342881	52.5%	
	3 No opinion	126409	23.4%	17199	15.3%	143608	22.0%	
	4 Disagree	12614	2.3%	1069	1.0%	13683	2.1%	
	5 Strongly disagree	8235	1.5%	331	.3%	8566	1.3%	
	Total	541276		112182		653459		742471
Q20 Precautions used for hazardous mat.	1 Strongly agree	123816	22.9%	24171	21.6%	147988	22.7%	
	2 Agree	252490	46.8%	54796	48.9%	307287	47.1%	
	3 No opinion	150202	27.8%	31821	28.4%	182023	27.9%	
	4 Disagree	8781	1.6%	770	.7%	9550	1.5%	
	5 Strongly disagree	4714	.9%	394	.4%	5109	.8%	
	Total	540004		111952		651956		743974
Q21 Adequate personnel to manage safety program	1 Strongly agree	90898	16.8%	18126	16.1%	109024	16.7%	
	2 Agree	253108	46.9%	60538	53.9%	313646	48.1%	
	3 No opinion	163170	30.2%	28225	25.1%	191394	29.3%	
	4 Disagree	24029	4.4%	4470	4.0%	28498	4.4%	
	5 Strongly disagree	8838	1.6%	984	.9%	9823	1.5%	
	Total	540043		112343		652386		743544
Q22 Award program does not promote safety	1 Strongly agree	32849	6.1%	4015	3.6%	36863	5.7%	
	2 Agree	95611	17.8%	17309	15.5%	112920	17.4%	
	3 No opinion	249445	46.3%	46281	41.3%	295726	45.5%	
	4 Disagree	121028	22.5%	34622	30.9%	155650	23.9%	
	5 Strongly disagree	39718	7.4%	9758	8.7%	49476	7.6%	
	Total	538650		111986		650636		745294
Q23 Performance standards higher than safety	1 Strongly agree	33873	6.3%	4373	3.9%	38246	5.9%	
	2 Agree	113389	21.0%	20414	18.2%	133803	20.5%	
	3 No opinion	260973	48.4%	51157	45.7%	312130	47.9%	
	4 Disagree	106433	19.7%	28960	25.9%	135393	20.8%	
	5 Strongly disagree	24711	4.6%	7033	6.3%	31743	4.9%	
	Total	539379		111936		651315		744615
Q24 Super. understand job safety problems	1 Strongly agree	84585	15.8%	17862	16.0%	102447	15.8%	
	2 Agree	259075	48.3%	56250	50.4%	315325	48.7%	
	3 No opinion	167893	31.3%	34083	30.5%	201976	31.2%	
	4 Disagree	15355	2.9%	2506	2.2%	17861	2.8%	
	5 Strongly disagree	9209	1.7%	997	.9%	10206	1.6%	
	Total	536117		111698		647815		748115

		XPAYGRP3 XPAYGROUP						
		Enlisted		Officer		Total		
		Count	%	Count	%	Count	%	Missing
Q25 Personnel follow lock/tagout procedures	1 Strongly agree	65185	12.2%	11998	10.8%	77183	11.9%	
	2 Agree	148541	27.7%	29565	26.6%	178106	27.5%	
	3 No opinion	290280	54.2%	64160	57.7%	354440	54.8%	
	4 Disagree	22213	4.1%	3209	2.9%	25422	3.9%	
	5 Strongly disagree	9407	1.8%	2241	2.0%	11648	1.8%	
	Total	535626		111173		646799		749131
Q26 Safety training is part of orientation	1 Strongly agree	119586	22.1%	23363	20.9%	142949	21.9%	
	2 Agree	237124	43.8%	53861	48.2%	290985	44.6%	
	3 No opinion	137162	25.4%	25153	22.5%	162315	24.9%	
	4 Disagree	38037	7.0%	8265	7.4%	46302	7.1%	
	5 Strongly disagree	8951	1.7%	1030	.9%	9981	1.5%	
	Total	540860		111672		652532		743398
Q27 Leadership is sincere about personnel safety	1 Strongly agree	107727	20.0%	27191	24.4%	134918	20.7%	
	2 Agree	254277	47.2%	62608	56.2%	316885	48.7%	
	3 No opinion	146064	27.1%	18799	16.9%	164863	25.4%	
	4 Disagree	19903	3.7%	2178	2.0%	22081	3.4%	
	5 Strongly disagree	10846	2.0%	659	.6%	11504	1.8%	
	Total	538817		111434		650251		745679
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	17976	3.3%	1465	1.3%	19441	3.0%	
	2 Agree	64812	12.0%	6262	5.6%	71074	10.9%	
	3 No opinion	224799	41.7%	35447	31.7%	260246	40.0%	
	4 Disagree	179537	33.3%	49408	44.2%	228945	35.2%	
	5 Strongly disagree	52166	9.7%	19287	17.2%	71453	11.0%	
	Total	539290		111869		651159		744771
Q29 Emergency procedures rarely tested	1 Strongly agree	23404	4.3%	1386	1.2%	24790	3.8%	
	2 Agree	81177	15.1%	11939	10.7%	93116	14.3%	
	3 No opinion	198131	36.8%	34975	31.3%	233106	35.9%	
	4 Disagree	174450	32.4%	46397	41.6%	220847	34.0%	
	5 Strongly disagree	61346	11.4%	16939	15.2%	78285	12.0%	
	Total	538509		111635		650143		745787
Q30 Safety officer improves safety	1 Strongly agree	64676	12.1%	13925	12.5%	78600	12.2%	
	2 Agree	187690	35.1%	45690	41.0%	233380	36.1%	
	3 No opinion	248435	46.4%	46562	41.8%	294997	45.6%	
	4 Disagree	22595	4.2%	3962	3.6%	26557	4.1%	
	5 Strongly disagree	11640	2.2%	1324	1.2%	12964	2.0%	
	Total	535035		111464		646499		749431
Q31 Leadership sets fine safety example	1 Strongly agree	91285	17.0%	24482	21.9%	115767	17.8%	
	2 Agree	248126	46.1%	61110	54.8%	309236	47.6%	
	3 No opinion	161339	30.0%	21637	19.4%	182975	28.2%	
	4 Disagree	20874	3.9%	3120	2.8%	23994	3.7%	
	5 Strongly disagree	16511	3.1%	1267	1.1%	17779	2.7%	
	Total	538136		111615		649751		746179
Q32 Supervisors fits safety into performance of duties	1 Strongly agree	91178	16.9%	21550	19.4%	112728	17.3%	
	2 Agree	248762	46.1%	56336	50.6%	305098	46.9%	
	3 No opinion	173845	32.2%	30329	27.2%	204174	31.4%	
	4 Disagree	17225	3.2%	2289	2.1%	19514	3.0%	
	5 Strongly disagree	8203	1.5%	839	.8%	9042	1.4%	
	Total	539213		111343		650556		745374

		XPAYGRP3 XPAYGROUP						
		Enlisted		Officer		Total		
		Count	%	Count	%	Count	%	Missing
Q33 Preventive maintenance operates poorly	1 Strongly agree	26316	4.9%	2691	2.4%	29007	4.5%	
	2 Agree	81998	15.3%	11980	10.8%	93979	14.5%	
	3 No opinion	218589	40.7%	43038	38.7%	261627	40.3%	
	4 Disagree	160337	29.8%	40766	36.7%	201104	31.0%	
	5 Strongly disagree	50331	9.4%	12727	11.4%	63058	9.7%	
	Total	537572		111203		648775		747155
Q34 Leadership participates in safety activities	1 Strongly agree	60162	11.2%	16064	14.4%	76226	11.7%	
	2 Agree	200207	37.2%	52115	46.8%	252322	38.9%	
	3 No opinion	231064	43.0%	38720	34.8%	269784	41.6%	
	4 Disagree	36317	6.8%	3501	3.1%	39818	6.1%	
	5 Strongly disagree	9790	1.8%	978	.9%	10768	1.7%	
	Total	537540		111377		648918		747012
Q35 Safety officer has high status	1 Strongly agree	58726	11.0%	11332	10.2%	70058	10.8%	
	2 Agree	150483	28.1%	35407	31.8%	185890	28.8%	
	3 No opinion	264177	49.4%	51105	45.9%	315282	48.8%	
	4 Disagree	42336	7.9%	11133	10.0%	53469	8.3%	
	5 Strongly disagree	19558	3.7%	2259	2.0%	21817	3.4%	
	Total	535281		111235		646516		749414
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	13770	2.6%	1073	1.0%	14843	2.3%	
	2 Agree	65738	12.2%	8610	7.7%	74348	11.4%	
	3 No opinion	204895	38.0%	37422	33.6%	242317	37.2%	
	4 Disagree	198300	36.8%	51186	45.9%	249486	38.3%	
	5 Strongly disagree	56618	10.5%	13106	11.8%	69724	10.7%	
	Total	539321		111396		650717		745213
Q37 Personnel take part in accident invest.	1 Strongly agree	52705	9.8%	13076	11.7%	65781	10.1%	
	2 Agree	220370	40.8%	57615	51.6%	277984	42.7%	
	3 No opinion	237247	44.0%	38976	34.9%	276223	42.4%	
	4 Disagree	23302	4.3%	1908	1.7%	25210	3.9%	
	5 Strongly disagree	6069	1.1%	127	.1%	6197	1.0%	
	Total	539693		111701		651395		744535
Q38 Training by supervisor helps job safety	1 Strongly agree	73288	13.6%	12831	11.5%	86119	13.3%	
	2 Agree	241335	44.9%	53059	47.6%	294393	45.3%	
	3 No opinion	193371	35.9%	41696	37.4%	235067	36.2%	
	4 Disagree	20674	3.8%	3449	3.1%	24123	3.7%	
	5 Strongly disagree	9420	1.8%	425	.4%	9846	1.5%	
	Total	538089		111460		649549		746381
Q39 Medical facilities are sufficient	1 Strongly agree	90228	16.8%	21246	19.1%	111474	17.2%	
	2 Agree	222426	41.4%	57447	51.6%	279873	43.1%	
	3 No opinion	155916	29.0%	26157	23.5%	182073	28.1%	
	4 Disagree	39727	7.4%	4786	4.3%	44512	6.9%	
	5 Strongly disagree	29380	5.5%	1645	1.5%	31025	4.8%	
	Total	537677		111282		648959		746971
Q40 Leadership ignores safety during promotions	1 Strongly agree	22394	4.2%	1266	1.1%	23660	3.7%	
	2 Agree	59137	11.0%	6380	5.7%	65517	10.1%	
	3 No opinion	252828	47.1%	40128	36.0%	292956	45.2%	
	4 Disagree	139604	26.0%	42362	38.0%	181966	28.1%	
	5 Strongly disagree	62288	11.6%	21356	19.2%	83644	12.9%	
	Total	536252		111491		647743		748187

		XPAYGRP3 XPAYGROUP						
		Enlisted		Officer		Total		
		Count	%	Count	%	Count	%	Missing
Q41 Safety officer is readily available	1 Strongly agree	78709	14.6%	20508	18.4%	99216	15.3%	
	2 Agree	204333	37.9%	51384	46.1%	255717	39.3%	
	3 No opinion	213207	39.5%	34579	31.0%	247786	38.1%	
	4 Disagree	28243	5.2%	3982	3.6%	32225	5.0%	
	5 Strongly disagree	14612	2.7%	1040	.9%	15652	2.4%	
	Total	539103		111492		650596		745334
Q42 This unit has a stable workforce	1 Strongly agree	52930	9.8%	10275	9.2%	63206	9.7%	
	2 Agree	188017	35.0%	45364	40.8%	233381	36.0%	
	3 No opinion	199492	37.1%	34242	30.8%	233735	36.0%	
	4 Disagree	69308	12.9%	16566	14.9%	85874	13.2%	
	5 Strongly disagree	27787	5.2%	4698	4.2%	32485	5.0%	
	Total	537535		111146		648681		747249
Q43 Personnel afraid to report problems	1 Strongly agree	12790	2.4%	965	.9%	13754	2.1%	
	2 Agree	49042	9.1%	5173	4.7%	54215	8.3%	
	3 No opinion	204456	37.9%	29133	26.4%	233590	36.0%	
	4 Disagree	200588	37.2%	53225	48.1%	253813	39.1%	
	5 Strongly disagree	72311	13.4%	22054	19.9%	94365	14.5%	
	Total	539187		110549		649737		746193
Q44 Supervisors always investigate accidents	1 Strongly agree	70305	13.1%	18339	16.6%	88645	13.7%	
	2 Agree	208199	38.7%	49916	45.1%	258116	39.8%	
	3 No opinion	226003	42.1%	39663	35.8%	265666	41.0%	
	4 Disagree	23736	4.4%	2177	2.0%	25912	4.0%	
	5 Strongly disagree	9130	1.7%	649	.6%	9779	1.5%	
	Total	537373		110744		648117		747813
Q45 Environmental cond. kept at good levels	1 Strongly agree	73911	13.8%	16900	15.2%	90811	14.0%	
	2 Agree	228556	42.6%	58911	53.0%	287467	44.4%	
	3 No opinion	177511	33.1%	26379	23.7%	203891	31.5%	
	4 Disagree	37467	7.0%	7059	6.4%	44526	6.9%	
	5 Strongly disagree	18989	3.5%	1870	1.7%	20859	3.2%	
	Total	536434		111119		647554		748376
Q46 Personnel dont use necessary PPE	1 Strongly agree	18066	3.3%	1144	1.0%	19210	2.9%	
	2 Agree	70989	13.1%	6184	5.5%	77173	11.8%	
	3 No opinion	188495	34.8%	33276	29.8%	221772	33.9%	
	4 Disagree	195586	36.1%	52639	47.1%	248225	38.0%	
	5 Strongly disagree	68547	12.7%	18553	16.6%	87100	13.3%	
	Total	541683		111797		653480		742450
Q47 Job stress is significant problem for me	1 Strongly agree	20014	3.7%	1698	1.5%	21712	3.3%	
	2 Agree	53909	10.0%	7767	7.0%	61677	9.5%	
	3 No opinion	215256	39.9%	32828	29.4%	248084	38.1%	
	4 Disagree	177031	32.8%	51189	45.9%	228220	35.0%	
	5 Strongly disagree	73836	13.7%	18108	16.2%	91944	14.1%	
	Total	540047		111590		651637		744293
Q48 Leadership insists supervisor think safety	1 Strongly agree	90839	16.8%	23802	21.3%	114641	17.6%	
	2 Agree	247002	45.7%	57238	51.2%	304241	46.7%	
	3 No opinion	182125	33.7%	28164	25.2%	210289	32.3%	
	4 Disagree	14800	2.7%	2176	1.9%	16976	2.6%	
	5 Strongly disagree	5516	1.0%	306	.3%	5822	.9%	
	Total	540282		111688		651969		743961

		XPAYGRP3 XPAYGROUP						
		Enlisted		Officer		Total		
		Count	%	Count	%	Count	%	Missing
Q49 Leadership sets goals- hold all accountable	1 Strongly agree	68058	12.7%	15052	13.5%	83110	12.8%	
	2 Agree	190299	35.5%	41838	37.6%	232137	35.8%	
	3 No opinion	232973	43.4%	46329	41.6%	279302	43.1%	
	4 Disagree	34226	6.4%	7068	6.3%	41294	6.4%	
	5 Strongly disagree	11135	2.1%	1033	.9%	12167	1.9%	
	Total	536690		111321		648011		747919
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	16335	3.0%	1690	1.5%	18025	2.8%	
	2 Agree	74691	13.8%	11100	10.0%	85791	13.2%	
	3 No opinion	256477	47.5%	46210	41.5%	302687	46.5%	
	4 Disagree	151842	28.1%	41660	37.4%	193502	29.7%	
	5 Strongly disagree	40571	7.5%	10600	9.5%	51171	7.9%	
	Total	539916		111260		651176		744754



Appendix E Response Distributions by Work Location

		SAFELOC SAFELOC						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q1 Personnel identify hazards	1 Strongly agree	69947	22.6%	79423	22.6%	149371	22.6%	
	2 Agree	168036	54.3%	190985	54.4%	359021	54.4%	
	3 No opinion	52896	17.1%	59108	16.8%	112004	17.0%	
	4 Disagree	14508	4.7%	15832	4.5%	30339	4.6%	
	5 Strongly disagree	3931	1.3%	5684	1.6%	9614	1.5%	
	Total	309318		351032		660350		735580
Q2 Frequent contact between personnel and ldrs	1 Strongly agree	59252	19.2%	58936	16.9%	118188	18.0%	
	2 Agree	166363	53.9%	165134	47.3%	331497	50.4%	
	3 No opinion	47826	15.5%	67898	19.4%	115724	17.6%	
	4 Disagree	23115	7.5%	38371	11.0%	61485	9.3%	
	5 Strongly disagree	11884	3.9%	19049	5.5%	30933	4.7%	
	Total	308440		349387		657827		738103
Q3 Safety takes a back seat to production	1 Strongly agree	12548	4.1%	18369	5.3%	30917	4.7%	
	2 Agree	30839	10.0%	44126	12.6%	74965	11.4%	
	3 No opinion	59358	19.3%	77934	22.3%	137292	20.9%	
	4 Disagree	139887	45.4%	139930	40.1%	279817	42.6%	
	5 Strongly disagree	65319	21.2%	68693	19.7%	134012	20.4%	
	Total	307951		349052		657004		738926
Q4 Personnel revise safety & health practices	1 Strongly agree	33366	10.9%	37092	10.7%	70458	10.8%	
	2 Agree	136912	44.7%	151172	43.8%	288085	44.2%	
	3 No opinion	96955	31.7%	109602	31.7%	206558	31.7%	
	4 Disagree	30792	10.1%	35490	10.3%	66282	10.2%	
	5 Strongly disagree	8216	2.7%	12016	3.5%	20231	3.1%	
	Total	306241		345372		651613		744317
Q5 Supervisor maintain high safety standards	1 Strongly agree	73770	24.1%	88885	25.5%	162655	24.9%	
	2 Agree	147877	48.4%	160384	46.0%	308261	47.1%	
	3 No opinion	67449	22.1%	75578	21.7%	143027	21.9%	
	4 Disagree	12467	4.1%	13781	4.0%	26248	4.0%	
	5 Strongly disagree	4138	1.4%	10219	2.9%	14357	2.2%	
	Total	305702		348847		654548		741382
Q6 Inspections made at regular intervals	1 Strongly agree	46113	15.0%	55693	15.9%	101806	15.5%	
	2 Agree	127898	41.6%	150875	43.2%	278773	42.4%	
	3 No opinion	107257	34.9%	110580	31.7%	217837	33.2%	
	4 Disagree	20859	6.8%	22263	6.4%	43122	6.6%	
	5 Strongly disagree	5573	1.8%	9865	2.8%	15438	2.3%	
	Total	307700		349276		656976		738954
Q7 Leadership safety views seldom communicate	1 Strongly agree	21917	7.1%	23396	6.7%	45313	6.9%	
	2 Agree	57268	18.6%	81614	23.4%	138882	21.2%	
	3 No opinion	82568	26.8%	92606	26.6%	175174	26.7%	
	4 Disagree	115132	37.4%	116461	33.4%	231593	35.3%	
	5 Strongly disagree	30903	10.0%	34480	9.9%	65383	10.0%	
	Total	307788		348558		656345		739585
Q8 Safety meetings held less often than nec	1 Strongly agree	11445	3.7%	16182	4.6%	27627	4.2%	
	2 Agree	43023	14.0%	56129	16.1%	99152	15.1%	
	3 No opinion	114110	37.2%	119796	34.3%	233906	35.7%	
	4 Disagree	106721	34.8%	115538	33.1%	222259	33.9%	
	5 Strongly disagree	31230	10.2%	41356	11.8%	72586	11.1%	
	Total	306528		349002		655530		740400

		SAFELOC SAFELOC						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q9 Good teamwork exists within unit	1 Strongly agree	56673	18.5%	64730	18.6%	121403	18.6%	
	2 Agree	149279	48.7%	159301	45.8%	308580	47.2%	
	3 No opinion	58375	19.1%	70121	20.1%	128496	19.6%	
	4 Disagree	27839	9.1%	33026	9.5%	60865	9.3%	
	5 Strongly disagree	14111	4.6%	20928	6.0%	35040	5.4%	
	Total	306277		348106		654383		741547
Q10 Leadership shows that it cares about safety	1 Strongly agree	72293	23.6%	74415	21.4%	146708	22.4%	
	2 Agree	151819	49.6%	159385	45.8%	311204	47.6%	
	3 No opinion	58282	19.1%	77773	22.4%	136055	20.8%	
	4 Disagree	15052	4.9%	21497	6.2%	36548	5.6%	
	5 Strongly disagree	8490	2.8%	14760	4.2%	23251	3.6%	
	Total	305935		347830		653766		742164
Q11 My actions can protect other personnel	1 Strongly agree	101144	32.9%	123718	35.6%	224862	34.3%	
	2 Agree	168958	54.9%	175508	50.6%	344467	52.6%	
	3 No opinion	33097	10.8%	41332	11.9%	74429	11.4%	
	4 Disagree	2876	.9%	3716	1.1%	6592	1.0%	
	5 Strongly disagree	1549	.5%	2891	.8%	4440	.7%	
	Total	307624		347165		654789		741141
Q12 My supervisors behavior is unsafe	1 Strongly agree	5033	1.6%	8513	2.5%	13546	2.1%	
	2 Agree	15968	5.2%	25844	7.4%	41812	6.4%	
	3 No opinion	54420	17.8%	73811	21.3%	128231	19.6%	
	4 Disagree	140098	45.8%	147379	42.4%	287477	44.0%	
	5 Strongly disagree	90640	29.6%	91735	26.4%	182375	27.9%	
	Total	306160		347282		653442		742488
Q13 Des. personnel trained in emergency prac	1 Strongly agree	46531	15.1%	63620	18.3%	110151	16.8%	
	2 Agree	138607	45.1%	155547	44.9%	294154	45.0%	
	3 No opinion	94298	30.7%	101158	29.2%	195456	29.9%	
	4 Disagree	23250	7.6%	18683	5.4%	41933	6.4%	
	5 Strongly disagree	4897	1.6%	7780	2.2%	12677	1.9%	
	Total	307584		346787		654371		741559
Q14 Leadership published a written safety policy	1 Strongly agree	63727	20.7%	75842	21.9%	139569	21.4%	
	2 Agree	148619	48.4%	161784	46.8%	310404	47.6%	
	3 No opinion	80636	26.3%	84739	24.5%	165375	25.3%	
	4 Disagree	9796	3.2%	15842	4.6%	25638	3.9%	
	5 Strongly disagree	4359	1.4%	7384	2.1%	11743	1.8%	
	Total	307137		345592		652729		743201
Q15 Near miss accidents are investigated	1 Strongly agree	52908	17.2%	64074	18.6%	116983	18.0%	
	2 Agree	113467	37.0%	132162	38.4%	245629	37.7%	
	3 No opinion	121735	39.7%	120819	35.1%	242554	37.2%	
	4 Disagree	14281	4.7%	21620	6.3%	35901	5.5%	
	5 Strongly disagree	4456	1.5%	5779	1.7%	10235	1.6%	
	Total	306847		344454		651302		744628
Q16 Personnel morale is poor	1 Strongly agree	41112	13.4%	60956	17.5%	102068	15.5%	
	2 Agree	62340	20.3%	88427	25.3%	150766	22.9%	
	3 No opinion	77025	25.0%	87630	25.1%	164655	25.1%	
	4 Disagree	92216	30.0%	84353	24.2%	176569	26.9%	
	5 Strongly disagree	35110	11.4%	27790	8.0%	62899	9.6%	
	Total	307802		349156		656958		738972

		SAFELOC SAFELOC						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q17 Leadership does only what the law requires	1 Strongly agree	11195	3.7%	17347	5.0%	28543	4.4%	
	2 Agree	40915	13.4%	58520	16.8%	99435	15.2%	
	3 No opinion	104604	34.1%	126817	36.5%	231422	35.4%	
	4 Disagree	109867	35.9%	114409	32.9%	224276	34.3%	
	5 Strongly disagree	39876	13.0%	30594	8.8%	70470	10.8%	
	Total	306458		347688		654146		741784
Q18 Understand safety & health regulations	1 Strongly agree	73887	24.1%	99054	28.6%	172941	26.5%	
	2 Agree	185917	60.6%	195074	56.3%	380991	58.3%	
	3 No opinion	39260	12.8%	43987	12.7%	83248	12.7%	
	4 Disagree	4922	1.6%	4887	1.4%	9808	1.5%	
	5 Strongly disagree	2842	.9%	3246	.9%	6088	.9%	
	Total	306829		346248		653077		742853
Q19 Supervisors enforce safe job procedures	1 Strongly agree	67149	21.9%	77243	22.3%	144392	22.1%	
	2 Agree	162667	53.1%	179764	52.0%	342431	52.5%	
	3 No opinion	66832	21.8%	76298	22.1%	143130	21.9%	
	4 Disagree	6658	2.2%	6917	2.0%	13575	2.1%	
	5 Strongly disagree	3027	1.0%	5539	1.6%	8566	1.3%	
	Total	306332		345762		652094		743836
Q20 Precautions used for hazardous mat.	1 Strongly agree	62695	20.6%	84965	24.6%	147660	22.7%	
	2 Agree	137253	45.0%	169851	49.1%	307104	47.2%	
	3 No opinion	100119	32.8%	81158	23.5%	181278	27.9%	
	4 Disagree	2830	.9%	6612	1.9%	9442	1.5%	
	5 Strongly disagree	1962	.6%	3147	.9%	5109	.8%	
	Total	304858		345734		650592		745338
Q21 Adequate personnel to manage safety program	1 Strongly agree	51269	16.7%	57427	16.7%	108697	16.7%	
	2 Agree	147934	48.3%	165495	48.0%	313430	48.1%	
	3 No opinion	90469	29.5%	100261	29.1%	190730	29.3%	
	4 Disagree	13382	4.4%	14961	4.3%	28343	4.4%	
	5 Strongly disagree	3153	1.0%	6669	1.9%	9823	1.5%	
	Total	306208		344814		651022		744908
Q22 Award program does not promote safety	1 Strongly agree	15874	5.2%	20662	6.0%	36536	5.6%	
	2 Agree	48122	15.8%	64798	18.8%	112920	17.4%	
	3 No opinion	138891	45.6%	155906	45.2%	294797	45.4%	
	4 Disagree	78153	25.7%	77389	22.4%	155542	24.0%	
	5 Strongly disagree	23218	7.6%	26258	7.6%	49476	7.6%	
	Total	304258		345013		649271		746659
Q23 Performance standards higher than safety	1 Strongly agree	14691	4.8%	23228	6.8%	37918	5.8%	
	2 Agree	58293	19.1%	75510	21.9%	133803	20.6%	
	3 No opinion	148055	48.4%	163148	47.4%	311202	47.9%	
	4 Disagree	68327	22.3%	66957	19.5%	135284	20.8%	
	5 Strongly disagree	16538	5.4%	15205	4.4%	31743	4.9%	
	Total	305904		344048		649951		745979
Q24 Super. understand job safety problems	1 Strongly agree	43937	14.4%	58184	17.0%	102120	15.8%	
	2 Agree	149094	49.0%	166184	48.6%	315278	48.8%	
	3 No opinion	102557	33.7%	98537	28.8%	201094	31.1%	
	4 Disagree	5968	2.0%	11784	3.4%	17753	2.7%	
	5 Strongly disagree	2935	1.0%	7271	2.1%	10206	1.6%	
	Total	304491		341960		646451		749479

		SAFELOC SAFELOC						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q25 Personnel follow lock./tagout procedures	1 Strongly agree	32319	10.6%	44537	13.0%	76856	11.9%	
	2 Agree	79224	26.1%	98835	28.9%	178059	27.6%	
	3 No opinion	176472	58.1%	177086	51.8%	353558	54.8%	
	4 Disagree	10510	3.5%	14804	4.3%	25313	3.9%	
	5 Strongly disagree	5352	1.8%	6297	1.8%	11648	1.8%	
	Total	303876		341559		645435		750495
Q26 Safety training is part of orientation	1 Strongly agree	60418	19.8%	82204	23.8%	142622	21.9%	
	2 Agree	135868	44.5%	154853	44.8%	290721	44.6%	
	3 No opinion	79673	26.1%	82174	23.8%	161847	24.9%	
	4 Disagree	25114	8.2%	20883	6.0%	45997	7.1%	
	5 Strongly disagree	4243	1.4%	5738	1.7%	9981	1.5%	
	Total	305316		345852		651168		744762
Q27 Leadership is sincere about personnel safety	1 Strongly agree	63314	20.9%	71277	20.6%	134591	20.7%	
	2 Agree	152794	50.4%	163892	47.4%	316686	48.8%	
	3 No opinion	76972	25.4%	87161	25.2%	164133	25.3%	
	4 Disagree	7095	2.3%	14878	4.3%	21972	3.4%	
	5 Strongly disagree	3283	1.1%	8222	2.4%	11504	1.8%	
	Total	303457		345430		648887		747043
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	7297	2.4%	12144	3.5%	19441	3.0%	
	2 Agree	27473	9.0%	43601	12.7%	71074	10.9%	
	3 No opinion	121748	39.9%	137617	39.9%	259365	39.9%	
	4 Disagree	110050	36.1%	118412	34.4%	228462	35.2%	
	5 Strongly disagree	38624	12.7%	32829	9.5%	71453	11.0%	
	Total	305192		344603		649795		746135
Q29 Emergency procedures rarely tested	1 Strongly agree	9682	3.2%	15107	4.4%	24790	3.8%	
	2 Agree	42190	13.9%	50926	14.8%	93116	14.4%	
	3 No opinion	110371	36.3%	121963	35.4%	232334	35.8%	
	4 Disagree	103942	34.2%	116712	33.9%	220653	34.0%	
	5 Strongly disagree	38015	12.5%	39942	11.6%	77957	12.0%	
	Total	304200		344650		648850		747080
Q30 Safety officer improves safety	1 Strongly agree	38211	12.6%	40062	11.7%	78273	12.1%	
	2 Agree	108852	36.0%	124416	36.3%	233268	36.2%	
	3 No opinion	140218	46.4%	153963	44.9%	294181	45.6%	
	4 Disagree	10677	3.5%	15771	4.6%	26448	4.1%	
	5 Strongly disagree	4341	1.4%	8623	2.5%	12964	2.0%	
	Total	302299		342836		645135		750795
Q31 Leadership sets fine safety example	1 Strongly agree	56662	18.6%	58777	17.1%	115439	17.8%	
	2 Agree	150778	49.5%	158306	46.1%	309084	47.7%	
	3 No opinion	84214	27.6%	97985	28.5%	182199	28.1%	
	4 Disagree	8283	2.7%	15603	4.5%	23886	3.7%	
	5 Strongly disagree	4734	1.6%	13045	3.8%	17779	2.7%	
	Total	304670		343716		648387		747543
Q32 Supervisors fits safety into performance of duties	1 Strongly agree	51939	17.1%	60462	17.5%	112401	17.3%	
	2 Agree	142233	46.7%	162818	47.2%	305051	47.0%	
	3 No opinion	100809	33.1%	102484	29.7%	203293	31.3%	
	4 Disagree	7539	2.5%	11866	3.4%	19405	3.0%	
	5 Strongly disagree	1955	.6%	7087	2.1%	9042	1.4%	
	Total	304474		344718		649192		746738

		SAFELOC SAFELOC						Missing
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	
Q33 Preventive maintenance operates poorly	1 Strongly agree	12791	4.2%	16216	4.7%	29007	4.5%	
	2 Agree	37797	12.4%	56182	16.4%	93979	14.5%	
	3 No opinion	131552	43.2%	129280	37.7%	260832	40.3%	
	4 Disagree	93747	30.8%	106873	31.2%	200621	31.0%	
	5 Strongly disagree	28481	9.4%	34491	10.1%	62973	9.7%	
	Total	304369		343042		647411		748519
Q34 Leadership participates in safety activities	1 Strongly agree	40212	13.2%	35686	10.4%	75898	11.7%	
	2 Agree	120118	39.4%	132203	38.5%	252322	39.0%	
	3 No opinion	124628	40.9%	144294	42.1%	268922	41.5%	
	4 Disagree	16884	5.5%	22825	6.7%	39709	6.1%	
	5 Strongly disagree	2810	.9%	7958	2.3%	10768	1.7%	
	Total	304652		342967		647620		748310
Q35 Safety officer has high status	1 Strongly agree	34704	11.4%	34961	10.2%	69665	10.8%	
	2 Agree	88337	29.1%	97553	28.5%	185890	28.8%	
	3 No opinion	147079	48.5%	167340	49.0%	314419	48.7%	
	4 Disagree	25976	8.6%	27384	8.0%	53360	8.3%	
	5 Strongly disagree	7252	2.4%	14565	4.3%	21817	3.4%	
	Total	303349		341803		645152		750778
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	3919	1.3%	10924	3.2%	14843	2.3%	
	2 Agree	31335	10.3%	43013	12.5%	74348	11.4%	
	3 No opinion	116317	38.1%	125184	36.3%	241501	37.2%	
	4 Disagree	117864	38.6%	131073	38.1%	248937	38.3%	
	5 Strongly disagree	35526	11.6%	34197	9.9%	69724	10.7%	
	Total	304961		344392		649353		746577
Q37 Personnel take part in accident invest.	1 Strongly agree	31239	10.2%	34214	9.9%	65454	10.1%	
	2 Agree	128912	42.2%	149073	43.3%	277984	42.8%	
	3 No opinion	131666	43.1%	143629	41.7%	275295	42.4%	
	4 Disagree	11203	3.7%	13898	4.0%	25101	3.9%	
	5 Strongly disagree	2366	.8%	3830	1.1%	6197	1.0%	
	Total	305386		344645		650031		745899
Q38 Training by supervisor helps job safety	1 Strongly agree	38087	12.5%	47705	13.9%	85792	13.2%	
	2 Agree	133567	43.9%	160779	46.8%	294346	45.4%	
	3 No opinion	119349	39.2%	114902	33.4%	234251	36.1%	
	4 Disagree	9743	3.2%	14206	4.1%	23949	3.7%	
	5 Strongly disagree	3682	1.2%	6164	1.8%	9846	1.5%	
	Total	304429		343756		648185		747745
Q39 Medical facilities are sufficient	1 Strongly agree	54633	17.9%	56514	16.5%	111147	17.2%	
	2 Agree	133387	43.8%	146157	42.6%	279545	43.2%	
	3 No opinion	85379	28.0%	96227	28.1%	181605	28.0%	
	4 Disagree	17841	5.9%	26432	7.7%	44272	6.8%	
	5 Strongly disagree	13538	4.4%	17487	5.1%	31025	4.8%	
	Total	304778		342817		647594		748336
Q40 Leadership ignores safety during promotions	1 Strongly agree	7076	2.3%	16584	4.8%	23660	3.7%	
	2 Agree	24749	8.2%	40768	11.9%	65517	10.1%	
	3 No opinion	136994	45.2%	155185	45.2%	292179	45.2%	
	4 Disagree	89726	29.6%	91979	26.8%	181706	28.1%	
	5 Strongly disagree	44661	14.7%	38656	11.3%	83316	12.9%	
	Total	303206		343172		646379		749551

		SAFELOC SAFELOC						Missing
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	
Q41 Safety officer is readily available	1 Strongly agree	50960	16.8%	47863	13.9%	98824	15.2%	
	2 Agree	122971	40.4%	132698	38.5%	255670	39.4%	
	3 No opinion	114229	37.5%	132741	38.5%	246970	38.0%	
	4 Disagree	11121	3.7%	20995	6.1%	32116	4.9%	
	5 Strongly disagree	4941	1.6%	10711	3.1%	15652	2.4%	
	Total	304224		345008		649232		746698
Q42 This unit has a stable workforce	1 Strongly agree	33211	10.9%	29667	8.7%	62879	9.7%	
	2 Agree	112709	37.0%	120340	35.1%	233050	36.0%	
	3 No opinion	109524	36.0%	123727	36.1%	233251	36.0%	
	4 Disagree	37188	12.2%	48464	14.1%	85652	13.2%	
	5 Strongly disagree	11949	3.9%	20536	6.0%	32485	5.0%	
	Total	304582		342735		647317		748613
Q43 Personnel afraid to report problems	1 Strongly agree	4579	1.5%	9176	2.7%	13754	2.1%	
	2 Agree	17486	5.7%	36729	10.7%	54215	8.4%	
	3 No opinion	109748	36.1%	123291	35.8%	233040	35.9%	
	4 Disagree	123793	40.7%	129471	37.6%	253265	39.1%	
	5 Strongly disagree	48537	16.0%	45562	13.2%	94099	14.5%	
	Total	304143		344230		648372		747558
Q44 Supervisors always investigate accidents	1 Strongly agree	40958	13.5%	47360	13.8%	88317	13.7%	
	2 Agree	118272	38.9%	139758	40.8%	258030	39.9%	
	3 No opinion	131756	43.3%	133067	38.9%	264823	40.9%	
	4 Disagree	10465	3.4%	15338	4.5%	25804	4.0%	
	5 Strongly disagree	2897	1.0%	6882	2.0%	9779	1.5%	
	Total	304348		342405		646753		749177
Q45 Environmental cond. kept at good levels	1 Strongly agree	47824	15.8%	42575	12.4%	90398	14.0%	
	2 Agree	137051	45.2%	150303	43.8%	287354	44.5%	
	3 No opinion	92893	30.6%	110333	32.2%	203226	31.4%	
	4 Disagree	17553	5.8%	26799	7.8%	44352	6.9%	
	5 Strongly disagree	8098	2.7%	12761	3.7%	20859	3.2%	
	Total	303419		342770		646190		749740
Q46 Personnel dont use necessary PPE	1 Strongly agree	6778	2.2%	12432	3.6%	19210	2.9%	
	2 Agree	26037	8.5%	51071	14.8%	77108	11.8%	
	3 No opinion	115301	37.6%	105740	30.6%	221041	33.9%	
	4 Disagree	117461	38.3%	130196	37.7%	247657	38.0%	
	5 Strongly disagree	40994	13.4%	46106	13.3%	87100	13.4%	
	Total	306572		345544		652116		743814
Q47 Job stress is significant problem for me	1 Strongly agree	7607	2.5%	14105	4.1%	21712	3.3%	
	2 Agree	23263	7.6%	38414	11.2%	61677	9.5%	
	3 No opinion	117247	38.3%	130106	37.8%	247354	38.0%	
	4 Disagree	114590	37.4%	113082	32.9%	227672	35.0%	
	5 Strongly disagree	43471	14.2%	48388	14.1%	91859	14.1%	
	Total	306179		344094		650273		745657
Q48 Leadership insists supervisor think safety	1 Strongly agree	54857	17.9%	59457	17.3%	114314	17.6%	
	2 Agree	139710	45.6%	164332	47.7%	304042	46.7%	
	3 No opinion	102800	33.6%	106759	31.0%	209559	32.2%	
	4 Disagree	7356	2.4%	9511	2.8%	16868	2.6%	
	5 Strongly disagree	1493	.5%	4329	1.3%	5822	.9%	
	Total	306216		344389		650605		745325

		SAFELOCR SAFELOC						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q49 Leadership sets goals- hold all accountable	1 Strongly agree	41175	13.6%	41607	12.1%	82783	12.8%	
	2 Agree	104405	34.4%	127732	37.2%	232137	35.9%	
	3 No opinion	137703	45.3%	140737	41.0%	278439	43.1%	
	4 Disagree	16882	5.6%	24238	7.1%	41120	6.4%	
	5 Strongly disagree	3495	1.2%	8672	2.5%	12167	1.9%	
	Total	303660		342986		646646		749284
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	7458	2.4%	10567	3.1%	18025	2.8%	
	2 Agree	32060	10.5%	53730	15.7%	85791	13.2%	
	3 No opinion	147807	48.2%	153999	44.9%	301806	46.4%	
	4 Disagree	93515	30.5%	99504	29.0%	193019	29.7%	
	5 Strongly disagree	25908	8.4%	25263	7.4%	51171	7.9%	
	Total	306748		343064		649812		746118



Appendix F Response Distributions by Branch of Service

		X SVC X SVCR										
		Army		Navy		Marine Corps		Air Force		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q1 Personnel identify hazards	1 Strongly agree	57053	21.3%	37690	25.4%	18831	19.5%	36124	24.2%	149698	22.6%	
	2 Agree	138244	51.7%	80573	54.3%	54786	56.8%	85687	57.3%	359289	54.3%	
	3 No opinion	53449	20.0%	21870	14.7%	17283	17.9%	20127	13.5%	112729	17.0%	
	4 Disagree	14514	5.4%	6014	4.1%	3627	3.8%	6293	4.2%	30448	4.6%	
	5 Strongly disagree	4022	1.5%	2334	1.6%	1926	2.0%	1333	.9%	9614	1.5%	
	Total	267281		148482		96452		149564		661779		734151
Q2 Frequent contact between personnel and ldrs	1 Strongly agree	39228	14.8%	31347	21.1%	18160	18.8%	29845	20.1%	118579	18.0%	
	2 Agree	134250	50.5%	72829	49.0%	48866	50.7%	76021	51.1%	331965	50.4%	
	3 No opinion	49112	18.5%	24537	16.5%	17546	18.2%	24989	16.8%	116184	17.6%	
	4 Disagree	26708	10.1%	13201	8.9%	8681	9.0%	13004	8.7%	61594	9.3%	
	5 Strongly disagree	16299	6.1%	6662	4.5%	3179	3.3%	4793	3.2%	30933	4.7%	
	Total	265596		148575		96433		148652		659256		736674
Q3 Safety takes a back seat to production	1 Strongly agree	13922	5.2%	9332	6.3%	1702	1.8%	6288	4.2%	31244	4.7%	
	2 Agree	32053	12.1%	18140	12.3%	14922	15.5%	9849	6.6%	74965	11.4%	
	3 No opinion	60374	22.7%	27900	18.9%	23066	23.9%	26338	17.8%	137678	20.9%	
	4 Disagree	108669	40.9%	59560	40.3%	40574	42.1%	71646	48.3%	280448	42.6%	
	5 Strongly disagree	50834	19.1%	32921	22.3%	16153	16.8%	34190	23.1%	134097	20.4%	
	Total	265853		147852		96417		148310		658432		737498
Q4 Personnel revise safety & health practices	1 Strongly agree	27766	10.5%	17868	12.1%	8511	8.9%	16641	11.3%	70785	10.8%	
	2 Agree	112214	42.6%	68611	46.6%	43488	45.7%	63954	43.4%	288268	44.1%	
	3 No opinion	86317	32.8%	43088	29.3%	28806	30.3%	49071	33.3%	207282	31.7%	
	4 Disagree	27353	10.4%	13934	9.5%	11202	11.8%	13902	9.4%	66390	10.2%	
	5 Strongly disagree	9861	3.7%	3679	2.5%	3138	3.3%	3638	2.5%	20316	3.1%	
	Total	263511		147180		95145		147206		653042		742888
Q5 Supervisor maintain high safety standards	1 Strongly agree	61526	23.2%	39123	26.8%	23295	24.1%	39038	26.3%	162983	24.8%	
	2 Agree	122052	46.1%	70479	48.3%	43479	45.0%	72614	48.9%	308624	47.0%	
	3 No opinion	61263	23.1%	28055	19.2%	23015	23.8%	31324	21.1%	143658	21.9%	
	4 Disagree	12374	4.7%	5408	3.7%	4940	5.1%	3634	2.4%	26356	4.0%	
	5 Strongly disagree	7739	2.9%	2861	2.0%	1828	1.9%	1929	1.3%	14357	2.2%	
	Total	264955		145926		96557		148540		655977		739953
Q6 Inspections made at regular intervals	1 Strongly agree	35276	13.2%	22447	15.3%	12826	13.4%	31585	21.3%	102133	15.5%	
	2 Agree	104138	38.9%	65252	44.5%	40956	42.8%	68639	46.2%	278985	42.4%	
	3 No opinion	100238	37.5%	46003	31.4%	32171	33.6%	40076	27.0%	218488	33.2%	
	4 Disagree	20534	7.7%	8758	6.0%	7781	8.1%	6223	4.2%	43296	6.6%	
	5 Strongly disagree	7237	2.7%	4204	2.9%	1999	2.1%	1998	1.3%	15438	2.3%	
	Total	267423		146663		95733		148520		658340		737590
Q7 Leadership safety views seldom communit	1 Strongly agree	19019	7.1%	8959	6.1%	7611	7.9%	10052	6.8%	45641	6.9%	
	2 Agree	56304	21.2%	36252	24.7%	23743	24.8%	22880	15.4%	139179	21.2%	
	3 No opinion	79265	29.8%	35300	24.0%	27490	28.7%	33571	22.5%	175627	26.7%	
	4 Disagree	89674	33.7%	49944	34.0%	29670	31.0%	62592	42.0%	231880	35.3%	
	5 Strongly disagree	21789	8.2%	16536	11.2%	7253	7.6%	19805	13.3%	65383	9.9%	
	Total	266051		146992		95767		148900		657710		738220
Q8 Safety meetings held less often than nec	1 Strongly agree	12521	4.7%	5804	3.9%	3681	3.9%	5622	3.8%	27627	4.2%	
	2 Agree	46986	17.7%	24990	17.0%	10254	10.7%	17058	11.5%	99288	15.1%	
	3 No opinion	96342	36.2%	50800	34.6%	38426	40.2%	49306	33.2%	234874	35.8%	
	4 Disagree	85432	32.1%	49476	33.7%	31568	33.0%	56044	37.7%	222519	33.9%	
	5 Strongly disagree	24578	9.2%	15917	10.8%	11620	12.2%	20471	13.8%	72586	11.0%	
	Total	265858		146986		95550		148501		656894		739036

		XSVC XSVCR										
		Army		Navy		Marine Corps		Air Force		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q9 Good teamwork exists within unit	1 Strongly agree	43400	16.4%	31488	21.4%	14362	15.1%	32566	21.9%	121815	18.6%	
	2 Agree	121373	45.8%	71565	48.7%	42597	44.8%	73295	49.4%	308829	47.1%	
	3 No opinion	53567	20.2%	26442	18.0%	22447	23.6%	26633	17.9%	129089	19.7%	
	4 Disagree	30299	11.4%	10320	7.0%	8627	9.1%	11727	7.9%	60974	9.3%	
	5 Strongly disagree	16596	6.3%	7106	4.8%	7077	7.4%	4261	2.9%	35040	5.3%	
	Total	265234		146921		95109		148482		655747		740183
Q10 Leadership shows that it cares about safety	1 Strongly agree	52698	19.9%	35422	24.2%	17683	18.6%	41233	27.7%	147035	22.4%	
	2 Agree	122794	46.4%	73227	50.0%	42085	44.2%	73211	49.2%	311317	47.5%	
	3 No opinion	59641	22.5%	25768	17.6%	26037	27.4%	25359	17.0%	136804	20.9%	
	4 Disagree	16699	6.3%	7425	5.1%	6063	6.4%	6536	4.4%	36722	5.6%	
	5 Strongly disagree	12869	4.9%	4714	3.2%	3241	3.4%	2426	1.6%	23251	3.5%	
	Total	264700		146556		95109		148765		655130		740800
Q11 My actions can protect other personnel	1 Strongly agree	95117	35.7%	47031	32.1%	29890	31.5%	53223	35.8%	225261	34.3%	
	2 Agree	140785	52.9%	78491	53.6%	48157	50.8%	77674	52.3%	345107	52.6%	
	3 No opinion	25924	9.7%	17973	12.3%	14812	15.6%	15936	10.7%	74645	11.4%	
	4 Disagree	2717	1.0%	1767	1.2%	1001	1.1%	1216	.8%	6700	1.0%	
	5 Strongly disagree	1794	.7%	1109	.8%	959	1.0%	577	.4%	4440	.7%	
	Total	266338		146371		94818		148626		656153		739777
Q12 My supervisors behavior is unsafe	1 Strongly agree	4961	1.9%	2696	1.8%	2482	2.6%	3407	2.3%	13546	2.1%	
	2 Agree	19112	7.2%	10539	7.2%	7694	8.1%	4467	3.0%	41812	6.4%	
	3 No opinion	59101	22.3%	28293	19.4%	20457	21.6%	20793	14.0%	128644	19.6%	
	4 Disagree	117951	44.4%	65078	44.5%	40439	42.7%	64876	43.7%	288343	44.0%	
	5 Strongly disagree	64306	24.2%	39562	27.1%	23723	25.0%	54870	37.0%	182460	27.9%	
	Total	265431		146167		94795		148413		654806		741124
Q13 Des. personnel trained in emergency prac	1 Strongly agree	38152	14.3%	26141	17.9%	12448	13.1%	33737	22.7%	110478	16.8%	
	2 Agree	116599	43.8%	71352	48.9%	36749	38.7%	69637	46.8%	294337	44.9%	
	3 No opinion	86144	32.4%	36200	24.8%	37129	39.1%	36662	24.7%	196135	29.9%	
	4 Disagree	18261	6.9%	9018	6.2%	7586	8.0%	7177	4.8%	42041	6.4%	
	5 Strongly disagree	6809	2.6%	3287	2.3%	1136	1.2%	1511	1.0%	12744	1.9%	
	Total	265966		145998		95049		148723		655735		740195
Q14 Leadership published a written safety policy	1 Strongly agree	50923	19.2%	28230	19.3%	20936	22.3%	39807	26.8%	139896	21.4%	
	2 Agree	126863	47.8%	71955	49.2%	43021	45.8%	68787	46.3%	310626	47.5%	
	3 No opinion	69387	26.1%	37577	25.7%	26729	28.5%	32342	21.8%	166034	25.4%	
	4 Disagree	11901	4.5%	5692	3.9%	2983	3.2%	5217	3.5%	25793	3.9%	
	5 Strongly disagree	6361	2.4%	2801	1.9%	268	.3%	2312	1.6%	11743	1.8%	
	Total	265435		146256		93937		148465		654093		741837
Q15 Near miss accidents are investigated	1 Strongly agree	41652	15.7%	28354	19.5%	17349	18.4%	29955	20.2%	117310	18.0%	
	2 Agree	93812	35.4%	63254	43.4%	30412	32.3%	58237	39.3%	245714	37.6%	
	3 No opinion	107619	40.6%	45670	31.4%	36523	38.8%	53537	36.1%	243350	37.3%	
	4 Disagree	16184	6.1%	6948	4.8%	8303	8.8%	4621	3.1%	36056	5.5%	
	5 Strongly disagree	5516	2.1%	1399	1.0%	1516	1.6%	1805	1.2%	10235	1.6%	
	Total	264783		145626		94103		148154		652666		743264
Q16 Personnel morale is poor	1 Strongly agree	45284	17.0%	21408	14.6%	15993	16.7%	19383	13.0%	102068	15.5%	
	2 Agree	66183	24.8%	30088	20.5%	24213	25.3%	30525	20.5%	151010	22.9%	
	3 No opinion	64996	24.4%	37960	25.9%	24725	25.8%	37902	25.5%	165582	25.2%	
	4 Disagree	67314	25.2%	42133	28.7%	23429	24.4%	43887	29.5%	176763	26.9%	
	5 Strongly disagree	23054	8.6%	15248	10.4%	7480	7.8%	17117	11.5%	62899	9.6%	
	Total	266831		146838		95840		148814		658322		737608

		XSVC XSVCR										
		Army		Navy		Marine Corps		Air Force		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q17 Leadership does only what the law requires	1 Strongly agree	13329	5.0%	5584	3.8%	4985	5.2%	4644	3.1%	28543	4.4%	
	2 Agree	44540	16.8%	25330	17.3%	14487	15.1%	15078	10.2%	99435	15.2%	
	3 No opinion	98325	37.1%	45033	30.7%	38095	39.8%	50744	34.3%	232198	35.4%	
	4 Disagree	83947	31.6%	53434	36.5%	29606	30.9%	57876	39.1%	224864	34.3%	
	5 Strongly disagree	25121	9.5%	17168	11.7%	8592	9.0%	19588	13.2%	70470	10.8%	
	Total	265263		146550		95767		147931		655510		740420
Q18 Understand safety & health regulations	1 Strongly agree	64145	24.1%	39972	27.4%	23799	24.9%	45352	30.9%	173268	26.5%	
	2 Agree	153018	57.6%	86735	59.4%	56449	59.1%	85500	58.2%	381703	58.3%	
	3 No opinion	38006	14.3%	16700	11.4%	14115	14.8%	14644	10.0%	83464	12.8%	
	4 Disagree	6126	2.3%	2138	1.5%	739	.8%	915	.6%	9917	1.5%	
	5 Strongly disagree	4459	1.7%	592	.4%	441	.5%	597	.4%	6088	.9%	
	Total	265754		146137		95543		147007		654441		741489
Q19 Supervisors enforce safe job procedures	1 Strongly agree	50753	19.2%	33132	22.6%	19552	20.5%	41281	28.2%	144720	22.1%	
	2 Agree	136092	51.4%	79167	54.0%	50981	53.3%	76642	52.4%	342881	52.5%	
	3 No opinion	65918	24.9%	29512	20.1%	22599	23.6%	25579	17.5%	143608	22.0%	
	4 Disagree	5883	2.2%	3287	2.2%	2401	2.5%	2112	1.4%	13683	2.1%	
	5 Strongly disagree	6303	2.4%	1523	1.0%	35	.0%	705	.5%	8566	1.3%	
	Total	264949		146622		95568		146319		653459		742471
Q20 Precautions used for hazardous mat.	1 Strongly agree	51146	19.3%	34508	23.8%	21580	22.5%	40754	27.8%	147988	22.7%	
	2 Agree	121280	45.8%	76198	52.6%	43481	45.4%	66328	45.2%	307287	47.1%	
	3 No opinion	84804	32.0%	30519	21.1%	28354	29.6%	38346	26.1%	182023	27.9%	
	4 Disagree	3344	1.3%	3202	2.2%	2272	2.4%	732	.5%	9550	1.5%	
	5 Strongly disagree	4166	1.6%	337	.2%	24	.0%	582	.4%	5109	.8%	
	Total	264740		144764		95710		146741		651956		743974
Q21 Adequate personnel to manage safety program	1 Strongly agree	38535	14.6%	23847	16.3%	16321	17.1%	30321	20.7%	109024	16.7%	
	2 Agree	117049	44.3%	74634	51.1%	45999	48.3%	75964	51.8%	313646	48.1%	
	3 No opinion	90624	34.3%	38830	26.6%	28534	29.9%	33407	22.8%	191394	29.3%	
	4 Disagree	12303	4.7%	7077	4.8%	4233	4.4%	4885	3.3%	28498	4.4%	
	5 Strongly disagree	5863	2.2%	1740	1.2%	226	.2%	1994	1.4%	9823	1.5%	
	Total	264373		146129		95313		146571		652386		743544
Q22 Award program does not promote safety	1 Strongly agree	15549	5.9%	10568	7.2%	4295	4.5%	6451	4.4%	36863	5.7%	
	2 Agree	45365	17.3%	26858	18.4%	21177	22.3%	19519	13.3%	112920	17.4%	
	3 No opinion	122863	46.8%	61577	42.2%	45505	47.8%	65781	44.8%	295726	45.5%	
	4 Disagree	61486	23.4%	36316	24.9%	17813	18.7%	40035	27.2%	155650	23.9%	
	5 Strongly disagree	17326	6.6%	10602	7.3%	6377	6.7%	15171	10.3%	49476	7.6%	
	Total	262590		145921		95167		146957		650636		745294
Q23 Performance standards higher than safety	1 Strongly agree	16153	6.1%	9510	6.5%	4618	4.9%	7964	5.5%	38246	5.9%	
	2 Agree	53625	20.3%	29815	20.4%	24192	25.4%	26172	17.9%	133803	20.5%	
	3 No opinion	129722	49.2%	68696	47.0%	46279	48.7%	67434	46.2%	312130	47.9%	
	4 Disagree	51724	19.6%	31184	21.3%	16537	17.4%	35948	24.6%	135393	20.8%	
	5 Strongly disagree	12698	4.8%	6966	4.8%	3482	3.7%	8597	5.9%	31743	4.9%	
	Total	263923		146169		95108		146115		651315		744615
Q24 Super. understand job safety problems	1 Strongly agree	33697	12.9%	22921	15.8%	14643	15.5%	31186	21.4%	102447	15.8%	
	2 Agree	120040	45.9%	75421	51.8%	47843	50.6%	72020	49.4%	315325	48.7%	
	3 No opinion	92307	35.3%	41304	28.4%	28163	29.8%	40202	27.5%	201976	31.2%	
	4 Disagree	8583	3.3%	3600	2.5%	3668	3.9%	2011	1.4%	17861	2.8%	
	5 Strongly disagree	7121	2.7%	2254	1.5%	320	.3%	511	.4%	10206	1.6%	
	Total	261747		145500		94638		145930		647815		748115

		XSVC XSVCR										
		Army		Navy		Marine Corps		Air Force		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q25 Personnel follow lock./tagout procedures	1 Strongly agree	18576	7.1%	29883	20.6%	7582	8.0%	21143	14.5%	77183	11.9%	
	2 Agree	59856	22.9%	49972	34.4%	29011	30.6%	39267	27.0%	178106	27.5%	
	3 No opinion	161758	61.9%	60896	42.0%	52314	55.2%	79472	54.6%	354440	54.8%	
	4 Disagree	13850	5.3%	2661	1.8%	4977	5.2%	3934	2.7%	25422	3.9%	
	5 Strongly disagree	7324	2.8%	1722	1.2%	929	1.0%	1673	1.1%	11648	1.8%	
	Total	261364		145134		94812		145489		646799		749131
Q26 Safety training is part of orientation	1 Strongly agree	40075	15.1%	37837	25.9%	19187	20.1%	45849	31.3%	142949	21.9%	
	2 Agree	105348	39.8%	72299	49.5%	42498	44.5%	70840	48.4%	290985	44.6%	
	3 No opinion	82278	31.1%	29304	20.1%	26144	27.4%	24589	16.8%	162315	24.9%	
	4 Disagree	30425	11.5%	4966	3.4%	6736	7.1%	4174	2.9%	46302	7.1%	
	5 Strongly disagree	6470	2.4%	1677	1.1%	934	1.0%	900	.6%	9981	1.5%	
	Total	264596		146084		95500		146353		652532		743398
Q27 Leadership is sincere about personnel safety	1 Strongly agree	47494	18.0%	32852	22.5%	16323	17.2%	38249	26.2%	134918	20.7%	
	2 Agree	117861	44.8%	75224	51.4%	47182	49.8%	76618	52.5%	316885	48.7%	
	3 No opinion	79827	30.3%	31833	21.8%	26273	27.7%	26930	18.4%	164863	25.4%	
	4 Disagree	11726	4.5%	4729	3.2%	2987	3.1%	2639	1.8%	22081	3.4%	
	5 Strongly disagree	6273	2.4%	1628	1.1%	2069	2.2%	1535	1.1%	11504	1.8%	
	Total	263181		146265		94833		145972		650251		745679
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	8336	3.2%	4711	3.2%	2464	2.6%	3930	2.7%	19441	3.0%	
	2 Agree	27181	10.3%	18577	12.7%	15600	16.4%	9715	6.7%	71074	10.9%	
	3 No opinion	112316	42.6%	50880	34.8%	43537	45.8%	53513	36.6%	260246	40.0%	
	4 Disagree	91021	34.5%	55027	37.6%	25618	27.0%	57278	39.2%	228945	35.2%	
	5 Strongly disagree	24945	9.5%	17095	11.7%	7817	8.2%	21596	14.8%	71453	11.0%	
	Total	263799		146291		95036		146033		651159		744771
Q29 Emergency procedures rarely tested	1 Strongly agree	11756	4.5%	3545	2.4%	5178	5.4%	4311	3.0%	24790	3.8%	
	2 Agree	39472	15.0%	21284	14.6%	17671	18.5%	14689	10.1%	93116	14.3%	
	3 No opinion	106875	40.6%	47307	32.4%	35216	36.9%	43708	30.0%	233106	35.9%	
	4 Disagree	82219	31.2%	53127	36.4%	29711	31.2%	55789	38.3%	220847	34.0%	
	5 Strongly disagree	22913	8.7%	20581	14.1%	7593	8.0%	27198	18.7%	78285	12.0%	
	Total	263235		145844		95369		145695		650143		745787
Q30 Safety officer improves safety	1 Strongly agree	26915	10.3%	20071	13.9%	12200	12.9%	19414	13.4%	78600	12.2%	
	2 Agree	88649	33.9%	63103	43.6%	31995	33.8%	49633	34.2%	233380	36.1%	
	3 No opinion	125899	48.1%	55282	38.2%	44366	46.9%	69451	47.8%	294997	45.6%	
	4 Disagree	13075	5.0%	4568	3.2%	4661	4.9%	4252	2.9%	26557	4.1%	
	5 Strongly disagree	7292	2.8%	1820	1.3%	1433	1.5%	2420	1.7%	12964	2.0%	
	Total	261831		144843		94655		145170		646499		749431
Q31 Leadership sets fine safety example	1 Strongly agree	40539	15.4%	26774	18.3%	16419	17.5%	32035	22.0%	115767	17.8%	
	2 Agree	119615	45.3%	71156	48.6%	44654	47.7%	73810	50.6%	309236	47.6%	
	3 No opinion	83926	31.8%	39645	27.1%	25669	27.4%	33735	23.1%	182975	28.2%	
	4 Disagree	9907	3.8%	5412	3.7%	5189	5.5%	3486	2.4%	23994	3.7%	
	5 Strongly disagree	9917	3.8%	3386	2.3%	1733	1.9%	2743	1.9%	17779	2.7%	
	Total	263904		146373		93664		145809		649751		746179
Q32 Supervisors fits safety into performance of duties	1 Strongly agree	38670	14.7%	25871	17.7%	15390	16.2%	32797	22.5%	112728	17.3%	
	2 Agree	120485	45.7%	72699	49.7%	42072	44.3%	69842	47.9%	305098	46.9%	
	3 No opinion	90075	34.2%	41546	28.4%	33292	35.1%	39261	26.9%	204174	31.4%	
	4 Disagree	7795	3.0%	5497	3.8%	3221	3.4%	3000	2.1%	19514	3.0%	
	5 Strongly disagree	6425	2.4%	766	.5%	987	1.0%	864	.6%	9042	1.4%	
	Total	263451		146381		94962		145763		650556		745374

		XSVC XSVCR										
		Army		Navy		Marine Corps		Air Force		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q33 Preventive maintenance operates poorly	1 Strongly agree	11984	4.5%	6930	4.8%	3136	3.3%	6956	4.8%	29007	4.5%	
	2 Agree	41328	15.7%	22687	15.6%	14130	14.9%	15833	11.0%	93979	14.5%	
	3 No opinion	107379	40.7%	55670	38.2%	43219	45.5%	55359	38.3%	261627	40.3%	
	4 Disagree	79899	30.3%	46043	31.6%	24872	26.2%	50291	34.8%	201104	31.0%	
	5 Strongly disagree	22950	8.7%	14557	10.0%	9590	10.1%	15962	11.1%	63058	9.7%	
	Total	263540		145887		94946		144402		648775		747155
Q34 Leadership participates in safety activities	1 Strongly agree	26554	10.1%	19676	13.5%	9032	9.5%	20963	14.4%	76226	11.7%	
	2 Agree	95884	36.5%	65793	45.1%	32349	34.1%	58297	40.2%	252322	38.9%	
	3 No opinion	117523	44.7%	49814	34.2%	45484	47.9%	56962	39.2%	269784	41.6%	
	4 Disagree	16334	6.2%	9817	6.7%	6853	7.2%	6813	4.7%	39818	6.1%	
	5 Strongly disagree	6686	2.5%	728	.5%	1197	1.3%	2157	1.5%	10768	1.7%	
	Total	262981		145828		94916		145193		648918		747012
Q35 Safety officer has high status	1 Strongly agree	25801	9.8%	19198	13.2%	8503	9.0%	16556	11.5%	70058	10.8%	
	2 Agree	74332	28.3%	46986	32.3%	25271	26.8%	39301	27.2%	185890	28.8%	
	3 No opinion	127923	48.8%	64135	44.1%	50203	53.2%	73020	50.5%	315282	48.8%	
	4 Disagree	23442	8.9%	11674	8.0%	6740	7.1%	11613	8.0%	53469	8.3%	
	5 Strongly disagree	10805	4.1%	3324	2.3%	3586	3.8%	4103	2.8%	21817	3.4%	
	Total	262302		145317		94303		144594		646516		749414
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	6352	2.4%	4575	3.1%	1324	1.4%	2593	1.8%	14843	2.3%	
	2 Agree	33345	12.7%	13789	9.4%	13825	14.5%	13389	9.2%	74348	11.4%	
	3 No opinion	105081	39.9%	51417	35.1%	39659	41.5%	46160	31.7%	242317	37.2%	
	4 Disagree	94831	36.0%	57953	39.6%	32837	34.4%	63865	43.8%	249486	38.3%	
	5 Strongly disagree	23513	8.9%	18660	12.7%	7838	8.2%	19712	13.5%	69724	10.7%	
	Total	263122		146395		95482		145718		650717		745213
Q37 Personnel take part in accident invest.	1 Strongly agree	22133	8.4%	17741	12.1%	8261	8.7%	17647	12.1%	65781	10.1%	
	2 Agree	105448	40.0%	67969	46.4%	41805	43.8%	62763	43.1%	277984	42.7%	
	3 No opinion	123375	46.8%	53447	36.5%	40749	42.7%	58652	40.3%	276223	42.4%	
	4 Disagree	9998	3.8%	5451	3.7%	4309	4.5%	5452	3.7%	25210	3.9%	
	5 Strongly disagree	2945	1.1%	1797	1.2%	341	.4%	1115	.8%	6197	1.0%	
	Total	263899		146404		95464		145628		651395		744535
Q38 Training by supervisor helps job safety	1 Strongly agree	29471	11.2%	20355	13.9%	10681	11.3%	25613	17.6%	86119	13.3%	
	2 Agree	110614	42.0%	72477	49.5%	43167	45.6%	68136	46.9%	294393	45.3%	
	3 No opinion	106224	40.4%	47914	32.7%	35322	37.3%	45606	31.4%	235067	36.2%	
	4 Disagree	10487	4.0%	4443	3.0%	4359	4.6%	4834	3.3%	24123	3.7%	
	5 Strongly disagree	6353	2.4%	1261	.9%	1099	1.2%	1132	.8%	9846	1.5%	
	Total	263149		146451		94628		145321		649549		746381
Q39 Medical facilities are sufficient	1 Strongly agree	46157	17.7%	26097	17.9%	13222	13.9%	25998	17.8%	111474	17.2%	
	2 Agree	111158	42.5%	66927	45.8%	39910	41.8%	61878	42.4%	279873	43.1%	
	3 No opinion	77014	29.5%	40356	27.6%	26928	28.2%	37776	25.9%	182073	28.1%	
	4 Disagree	13715	5.2%	8455	5.8%	10558	11.1%	11784	8.1%	44512	6.9%	
	5 Strongly disagree	13376	5.1%	4305	2.9%	4778	5.0%	8566	5.9%	31025	4.8%	
	Total	261420		146139		95397		146002		648959		746971
Q40 Leadership ignores safety during promotions	1 Strongly agree	10408	4.0%	4983	3.4%	3255	3.4%	5015	3.4%	23660	3.7%	
	2 Agree	23578	9.0%	15452	10.6%	16663	17.6%	9823	6.7%	65517	10.1%	
	3 No opinion	124286	47.5%	60964	41.8%	45752	48.3%	61954	42.6%	292956	45.2%	
	4 Disagree	72721	27.8%	42774	29.3%	20313	21.5%	46158	31.7%	181966	28.1%	
	5 Strongly disagree	30574	11.7%	21734	14.9%	8702	9.2%	22634	15.5%	83644	12.9%	
	Total	261567		145907		94685		145585		647743		748187

		XSVC XSVCR										Missing
		Army		Navy		Marine Corps		Air Force		Total		
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q41 Safety officer is readily available	1 Strongly agree	34671	13.2%	25348	17.3%	12736	13.5%	26462	18.1%	99216	15.3%	
	2 Agree	92646	35.2%	61834	42.2%	40408	42.8%	60829	41.6%	255717	39.3%	
	3 No opinion	111407	42.3%	50587	34.5%	34838	36.9%	50953	34.8%	247786	38.1%	
	4 Disagree	15454	5.9%	6910	4.7%	3831	4.1%	6030	4.1%	32225	5.0%	
	5 Strongly disagree	9135	3.5%	1837	1.3%	2593	2.7%	2087	1.4%	15652	2.4%	
	Total	263313		146516		94405		146361		650596		745334
Q42 This unit has a stable workforce	1 Strongly agree	22258	8.5%	15494	10.6%	7158	7.6%	18296	12.5%	63206	9.7%	
	2 Agree	88362	33.6%	53296	36.5%	40721	43.4%	51003	34.9%	233381	36.0%	
	3 No opinion	102472	39.0%	50186	34.4%	31853	33.9%	49223	33.7%	233735	36.0%	
	4 Disagree	36220	13.8%	18875	12.9%	9719	10.4%	21061	14.4%	85874	13.2%	
	5 Strongly disagree	13345	5.1%	8201	5.6%	4383	4.7%	6556	4.5%	32485	5.0%	
	Total	262657		146052		93834		146138		648681		747249
Q43 Personnel afraid to report problems	1 Strongly agree	6519	2.5%	3711	2.5%	914	1.0%	2610	1.8%	13754	2.1%	
	2 Agree	20276	7.7%	14392	9.8%	12236	12.9%	7311	5.0%	54215	8.3%	
	3 No opinion	106726	40.5%	47350	32.4%	36891	39.0%	42623	29.3%	233590	36.0%	
	4 Disagree	98473	37.4%	55624	38.1%	33859	35.8%	65857	45.3%	253813	39.1%	
	5 Strongly disagree	31536	12.0%	25044	17.1%	10667	11.3%	27118	18.6%	94365	14.5%	
	Total	263530		146121		94567		145519		649737		746193
Q44 Supervisors always investigate accidents	1 Strongly agree	29917	11.4%	23127	16.0%	13812	14.7%	21788	14.9%	88645	13.7%	
	2 Agree	97043	36.9%	64006	44.2%	37308	39.7%	59759	40.9%	258116	39.8%	
	3 No opinion	117679	44.7%	51460	35.5%	38849	41.4%	57678	39.5%	265666	41.0%	
	4 Disagree	12931	4.9%	5156	3.6%	3159	3.4%	4666	3.2%	25912	4.0%	
	5 Strongly disagree	5642	2.1%	1198	.8%	821	.9%	2119	1.5%	9779	1.5%	
	Total	263212		144947		93949		146010		648117		747813
Q45 Environmental cond. kept at good levels	1 Strongly agree	32967	12.6%	22601	15.5%	11027	11.7%	24215	16.7%	90811	14.0%	
	2 Agree	112936	43.0%	63908	43.9%	40512	43.1%	70111	48.2%	287467	44.4%	
	3 No opinion	91087	34.7%	43801	30.1%	32976	35.1%	36026	24.8%	203891	31.5%	
	4 Disagree	17088	6.5%	10362	7.1%	6214	6.6%	10862	7.5%	44526	6.9%	
	5 Strongly disagree	8502	3.2%	4898	3.4%	3289	3.5%	4171	2.9%	20859	3.2%	
	Total	262580		145572		94017		145385		647554		748376
Q46 Personnel dont use necessary PPE	1 Strongly agree	9122	3.5%	5118	3.5%	1489	1.6%	3481	2.4%	19210	2.9%	
	2 Agree	33737	12.8%	17584	12.0%	14923	15.6%	10929	7.4%	77173	11.8%	
	3 No opinion	100686	38.1%	46594	31.7%	32954	34.5%	41538	28.3%	221772	33.9%	
	4 Disagree	91658	34.7%	57510	39.1%	36445	38.2%	62613	42.7%	248225	38.0%	
	5 Strongly disagree	29023	11.0%	20213	13.7%	9632	10.1%	28232	19.2%	87100	13.3%	
	Total	264227		147018		95443		146792		653480		742450
Q47 Job stress is significant problem for me	1 Strongly agree	8620	3.3%	5760	3.9%	1946	2.1%	5385	3.7%	21712	3.3%	
	2 Agree	22813	8.6%	16357	11.1%	11276	12.0%	11231	7.7%	61677	9.5%	
	3 No opinion	108624	41.1%	56112	38.2%	35678	38.1%	47671	32.6%	248084	38.1%	
	4 Disagree	88607	33.5%	51545	35.1%	31144	33.2%	56925	38.9%	228220	35.0%	
	5 Strongly disagree	35848	13.6%	17176	11.7%	13718	14.6%	25202	17.2%	91944	14.1%	
	Total	264513		146949		93762		146414		651637		744293
Q48 Leadership insists supervisor think safety	1 Strongly agree	41665	15.7%	26515	18.1%	13836	14.7%	32625	22.3%	114641	17.6%	
	2 Agree	113271	42.8%	71079	48.6%	47274	50.2%	72616	49.5%	304241	46.7%	
	3 No opinion	97059	36.6%	45434	31.0%	29655	31.5%	38141	26.0%	210289	32.3%	
	4 Disagree	8976	3.4%	2932	2.0%	2494	2.7%	2574	1.8%	16976	2.6%	
	5 Strongly disagree	3954	1.5%	434	.3%	827	.9%	608	.4%	5822	.9%	
	Total	264924		146394		94086		146565		651969		743961

		XSVC XSVC										
		Army		Navy		Marine Corps		Air Force		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q49 Leadership sets goals-hold all accountable	1 Strongly agree	31740	12.0%	19833	13.6%	10390	11.2%	21148	14.5%	83110	12.8%	
	2 Agree	85516	32.4%	60326	41.4%	34725	37.6%	51570	35.3%	232137	35.8%	
	3 No opinion	121268	46.0%	56055	38.5%	39526	42.7%	62454	42.7%	279302	43.1%	
	4 Disagree	18650	7.1%	7412	5.1%	6793	7.3%	8439	5.8%	41294	6.4%	
	5 Strongly disagree	6416	2.4%	2092	1.4%	1043	1.1%	2617	1.8%	12167	1.9%	
	Total	263589		145717		92476		146228		648011		747919
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	7712	2.9%	4489	3.1%	2046	2.2%	3778	2.6%	18025	2.8%	
	2 Agree	33786	12.8%	20061	13.7%	15652	16.7%	16292	11.1%	85791	13.2%	
	3 No opinion	129110	48.8%	63786	43.6%	45825	48.8%	63966	43.7%	302687	46.5%	
	4 Disagree	74577	28.2%	45503	31.1%	25558	27.2%	47864	32.7%	193502	29.7%	
	5 Strongly disagree	19290	7.3%	12429	8.5%	4891	5.2%	14561	9.9%	51171	7.9%	
	Total	264475		146268		93973		146461		651176		744754