

SAFETY BAROMETER

*Results
Report*

**U.S. Department of
Defense -
Civilian Personnel**

2012



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1 EXECUTIVE SUMMARY

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS - SAFETY BAROMETER CIVILIAN PERSONNEL

This report presents the results of a **SAFETY BAROMETER** perception survey conducted among Department of Defense (DoD) Civilian personnel in 2012. DoD also conducted a **SAFETY BAROMETER** for Civilian personnel previously 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.

Civilian Personnel 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. Civilian Personnel average response scores are above the 50th percentile for 37 of the 50 individual standard components, an improvement from 32 above average components in 2009. Civilian Personnel scores on the six standard safety program categories range from a moderate 53 for Personnel Participation to a high 83 for Organizational Climate. The overall **SAFETY BAROMETER** percentile score is a moderately high 71 out of a possible 100. This indicates that 29% of the organizations in the Database achieved a higher overall score than Civilian personnel, and is an increase of +11 points from Civilian Personnel's score of 60 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 13 **SAFETY BAROMETER** components generated below average percentile scores for Civilian Personnel. They are presented in order from lowest (24) 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***
- ***Personnel being involved in safety practices***
- ***Leadership setting annual safety goals***
- ***Frequency of safety meeting occurrence***
- ***Effectiveness of command safety officer in improving safety conditions***
- ***Leadership participating in safety activities on a regular basis***
- ***Personnel identifying and eliminating hazards***
- ***Personnel taking part in the development of safety requirements***
- ***Leadership publishing a policy on the value of personnel safety***
- ***Presence of safety training in new personnel orientation***

Within grade groups, all had similar overall percentile scores. Currently, the WG/WS/WL (wage) group had an overall percentile score of 72, slightly higher than the GS/GM/SES (general schedule)

overall percentile score of 71 and the Demo/APS/Other group overall percentile score of 67. By work location, both the Office and non-Office groups scored identical percentile scores of 71.

Branch of Service analyses show the Air Force again generating the most positive safety program perceptions, with an overall score of 78, followed by Navy with an overall score of 72. Army generated the next highest percentile score of 67. DoD Agencies/Activities and Marine Corps consistently generated the least positive safety perceptions among Civilian personnel, resulting in moderately high overall percentile score of 63 and 62, respectively. All branches of Service show improvement since 2009, with DoD Agencies/Activities showing the greatest increase in overall percentile score, increasing +19 points from 44 in 2009 to 63 in 2012.

It is recommended that DoD use the findings in this Civilian Personnel 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 - SAFETY BAROMETER CIVILIAN 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 Civilian 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 an electronic survey method developed and administered by DoD's Defense Management Data Center (DMDC).

2.4 CIVILIAN PERSONNEL PROJECT SUMMARY

These written results for Civilian Personnel 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 this results report 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 Civilian Personnel survey are based on *SAFETY BAROMETER* surveys completed by U.S. Department of Defense Civilian 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

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS - SAFETY BAROMETER CIVILIAN PERSONNEL

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 Civilian 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 Civilian 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 Civilian personnel; a percentile score of 50 indicates that half (or 116) of the 232 establishments were lower than Civilian 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

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
CIVILIAN PERSONNEL

Category ¹	Statement Number and Component	Percentile Score ²	Percent Distribution of Responses					Average Response Score ³	
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative		
OC	47	Significance of job stress as a problem for personnel	99	11.7%	35.7%	34.0%	13.5%	5.2%	0.35
OC	9	Condition of unit teamwork	90	21.2%	44.6%	20.0%	9.0%	5.3%	0.68
LP	31	Leadership setting a positive safety example	89	19.8%	45.8%	27.1%	5.0%	2.2%	0.76
SP	44	Supervisors investigating safety incidents	85	15.6%	40.2%	38.4%	4.1%	1.7%	0.64
SSC	3	Priority of safety issues relative to performing duties	84	26.7%	41.3%	18.4%	8.6%	4.9%	0.76
SSC	36	Belief that hazards not fixed right away will still be addressed	84	12.9%	38.4%	35.7%	10.1%	2.9%	0.48
OC	2	Frequency of personnel/leadership interactions	81	27.0%	44.8%	15.6%	8.8%	3.7%	0.83
LP	40	Leadership including safety in job promotion reviews	81	14.2%	29.6%	45.0%	7.3%	3.9%	0.43
SP	12	Supervisors behaving in accord with safety procedures	80	34.6%	43.8%	15.2%	4.3%	2.2%	1.04
SSC	45	Perception that good environmental conditions are kept	79	13.6%	47.3%	22.1%	11.7%	5.2%	0.52
LP	21	Leadership providing adequate safety staff	74	17.9%	44.9%	29.8%	5.5%	1.9%	0.71
SP	32	Supervisors integrating safety into the performance of duties	73	18.4%	42.7%	31.8%	5.6%	1.5%	0.71
SP	5	Supervisors maintaining a high safety performance standard	72	28.6%	42.3%	23.2%	3.7%	2.2%	0.92
SSA	33	Quality of preventative maintenance system operation	72	9.7%	29.0%	44.9%	11.7%	4.6%	0.28
SP	19	Supervisors enforcing safe job procedures	71	23.9%	49.8%	22.2%	2.8%	1.3%	0.92
SSA	29	Occurrence of emergency response procedures testing	71	15.8%	38.8%	30.5%	11.1%	3.8%	0.52
SSA	41	Availability of safety officer to provide assistance	70	17.8%	41.6%	33.0%	5.6%	1.9%	0.68
SSA	15	Thoroughness of near miss accident/incident investigation	69	17.0%	34.3%	41.6%	4.9%	2.1%	0.59
OC	16	Condition of personnel morale	68	11.1%	30.2%	25.1%	19.7%	13.9%	0.05
SSA	13	Presence of personnel well-trained in emergency response	67	18.6%	42.9%	28.8%	7.6%	2.2%	0.68
SP	38	Supervisors providing helpful safety training	67	14.2%	42.8%	36.2%	5.3%	1.6%	0.63
SSC	39	Perception that medical facilities are sufficient	67	14.1%	39.9%	36.4%	6.3%	3.3%	0.55
PP	37	Personnel take part when accident or incident investigations occur	67	10.9%	38.7%	44.2%	4.8%	1.4%	0.53
PP	46	Personnel using necessary personal protective equipment	66	12.1%	34.0%	43.3%	8.2%	2.4%	0.45
SSC	10	Belief that leadership shows it cares about personnel safety	65	25.5%	44.8%	20.7%	5.4%	3.5%	0.84
SSC	35	Perception that the safety officer has high status	65	12.3%	29.8%	47.6%	7.7%	2.5%	0.42
SSC	27	Belief that leadership is sincere in safety efforts	64	24.7%	49.7%	20.3%	3.7%	1.6%	0.92
PP	18	Belief that personnel understand safety regulations	63	28.5%	57.6%	11.4%	1.8%	0.7%	1.12
PP	20	Personnel using standardized precautions for hazardous materials	63	22.9%	39.7%	35.1%	1.6%	0.8%	0.82
SSC	23	Safety standard level relative to standard duty performance level	61	6.7%	22.6%	46.5%	18.7%	5.5%	0.06
SP	43	Supervisors reducing personnel's fear of reporting safety problems	60	17.3%	45.1%	28.8%	6.4%	2.4%	0.68
SP	24	Supervisors understanding personnel's job safety problems	59	17.4%	46.2%	31.4%	3.5%	1.5%	0.74
SSA	6	Frequency of detailed and regularly scheduled inspections	59	18.4%	41.2%	31.5%	6.8%	2.1%	0.67
SSC	17	Belief that leadership does more than law requires	57	13.3%	33.9%	33.0%	14.3%	5.6%	0.35
SSC	48	Belief that leadership insists supervisors think safety	56	17.0%	43.5%	34.7%	3.7%	1.2%	0.71
SSA	22	Effectiveness of recognition programs in promoting safe behavior	56	8.2%	23.0%	46.7%	15.9%	6.1%	0.11
SP	28	Supervisors acting on personnel safety suggestions	51	15.4%	37.5%	36.9%	7.1%	3.1%	0.55
SSA	26	Presence of safety training in new personnel orientation	45	24.4%	43.1%	25.5%	5.6%	1.4%	0.84
LP	14	Leadership publishing a policy on the value of personnel safety	45	20.9%	44.7%	26.6%	5.9%	1.9%	0.77
PP	50	Personnel taking part in the development of safety requirements	45	8.6%	27.7%	45.2%	14.6%	3.9%	0.23
PP	1	Personnel identifying and eliminating hazards	41	30.7%	44.2%	17.9%	5.4%	1.7%	0.97
LP	34	Leadership participating in safety activities on a regular basis	41	13.7%	36.6%	40.9%	6.7%	2.2%	0.53
SSA	30	Effectiveness of command safety officer in improving safety condition:	39	14.2%	36.0%	43.6%	4.2%	2.0%	0.56
SSA	8	Frequency of safety meeting occurrence	39	11.1%	29.8%	37.4%	15.9%	5.9%	0.24
LP	49	Leadership setting annual safety goals	36	12.1%	31.6%	45.9%	8.1%	2.3%	0.43
PP	4	Personnel being involved in safety practices	34	12.5%	33.3%	36.8%	13.3%	4.0%	0.37
PP	11	Personnel believing that their actions can protect other personnel	33	36.6%	50.3%	11.4%	1.3%	0.4%	1.21
OC	42	Unit personnel assignment stability	33	10.8%	39.4%	34.9%	11.1%	3.7%	0.43
LP	7	Leadership stressing the importance of safety in communications	33	13.8%	36.0%	24.2%	18.4%	7.6%	0.30
PP	25	Personnel following lockout/tagout procedures	24	14.6%	28.5%	51.0%	4.3%	1.7%	0.50

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 Civilian Personnel 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 Civilian Personnel safety program improvement efforts.

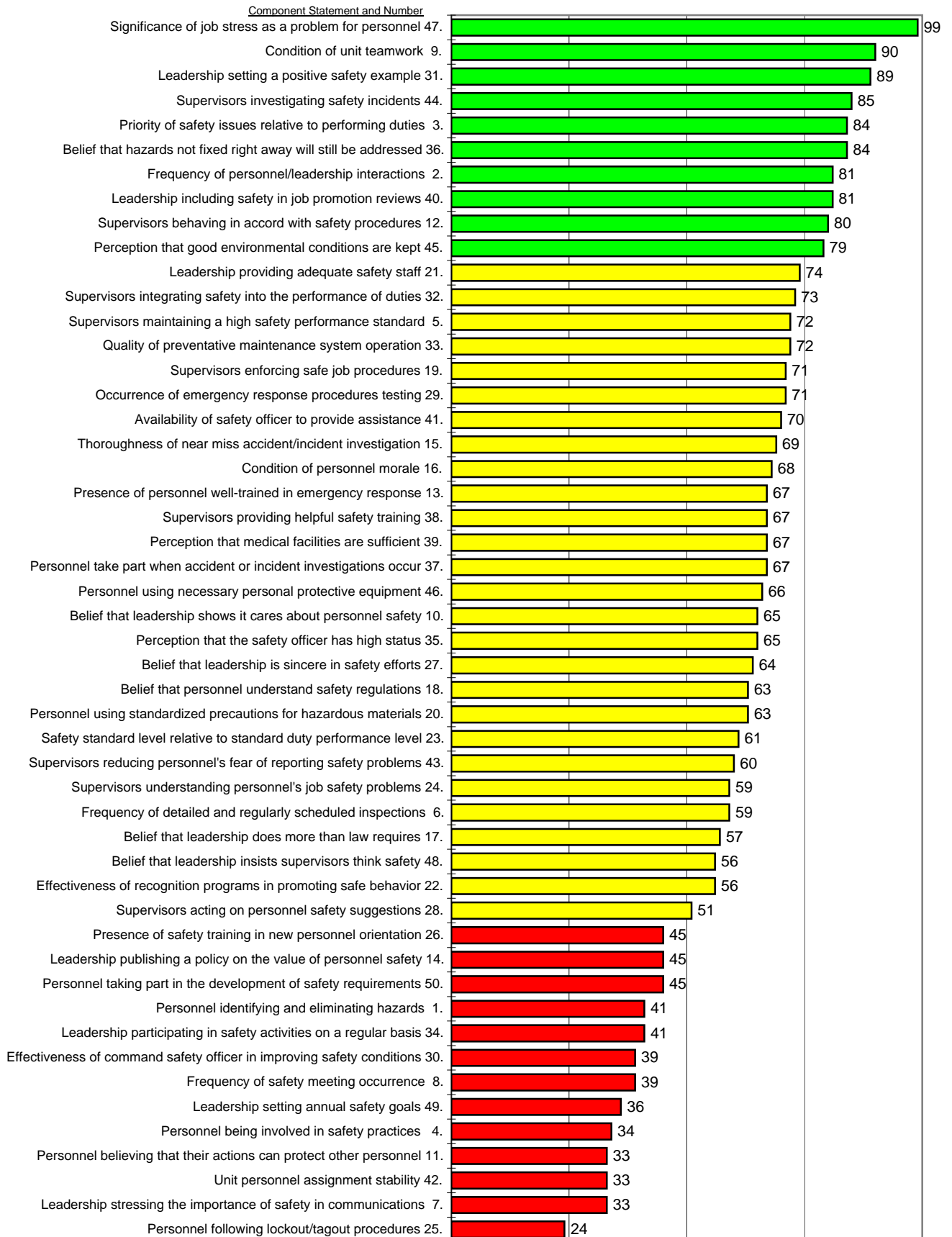
The majority of personnel opinions regarding the Civilian Personnel safety program are moderately high compared to the NSC Database participants. Of the 50 standard components, 37 received above average percentile scores of 50 or above, an increase from 32 such components in 2009. In the current survey, 13 standard items received below average scores below 50. Only five components achieved a high percentile score at or above 80 in 2009, while 2012 results show nine components with percentiles at or above 80. In 2012, there were no components that generated a low percentile score of 20 or below. 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 79 and above. These components consist of three components each from the Safety Support Climate and Organizational Climate categories, and two components each from the Leadership Participation and Supervisor Participation categories. There were no components from the Personnel Participation or Safety Support Activities categories in the current group of highest-scoring items.

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.

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

Q31 Leadership setting a positive safety example (89)

Q44 Supervisors investigating safety incidents (85)

Q40 Leadership including safety in job promotion reviews (81)

Q12 Supervisors behaving in accord with safety procedures (80)

More than three fourths of respondents indicate that supervisors behave in accord with safety procedures (Question [Q]12), while nearly two thirds feel that leadership sets a positive safety example through their words and actions (Q31). Over half of survey participants report that their supervisor always investigates safety incidents (Q44), and more than 40% indicate that leadership considers a person's safety performance when determining promotions (Q40).

The highly rated Safety Support Climate components are:

Q3 Priority of safety issues relative to performing duties (84)

Q36 Belief that hazards not fixed right away will still be addressed (84)

Q45 Perception that good environmental conditions are kept (79)

More than two thirds of respondents feel that safety does not take a back seat to performing duties (Q3), while over 60% indicate that ventilation, lighting, noise, and other environmental conditions are kept at good levels (Q45). More than half of participants report that hazards not fixed right away by supervisors will still be addressed (Q36).

The Organizational Climate components rated most highly are:

Q47 Significance of job stress as a problem for personnel (99)

Q9 Condition of unit teamwork (90)

Q2 Frequency of personnel/leadership interactions (81)

Over 70% of respondents answered positively regarding the frequency of personnel/leadership interactions (Q2). Nearly two thirds feel that good teamwork exists within their unit (Q9), while nearly 50% of participants indicate 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, 13 components received percentile scores below the average score of 50, a decrease from 18 below average items in 2009. Components with below average percentiles are potential target areas that can be used to establish improvement priorities for the Civilian personnel safety program.

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

Q7 Leadership stressing the importance of safety in communications (33)

Q49 Leadership setting annual safety goals (36)

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

Q14 Leadership publishing a policy on the value of personnel safety (45)

Consistent with previous results, 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 11% of responses were negative for the other components.

The Personnel Participation components with below average scores are:

Q25 Personnel following lockout/tagout procedures (24)

Q11 Personnel believing that their actions can protect other personnel (33)

Q4 Personnel being involved in safety practices (34)

Q1 Personnel identifying and eliminating hazards (41)

Q50 Personnel taking part in the development of safety requirements (45)

Among these components, the highest levels of negative responses were approximately 18% of respondents indicating that personnel rarely take part in the development of safety requirements for their jobs (Q50) and that personnel don't often get involved in developing or revising safety practices (Q4). Between 1% and 7% of responses were negative for the other components.

The below average scoring Safety Support Activities components are:

Q8 Frequency of safety meeting occurrence (39)

Q30 Effectiveness of command safety officer in improving safety conditions (39)

Q26 Presence of safety training in new personnel orientation (45)

More than 20% of respondents feel that safety meetings are held less often than they should be (Q8). The remaining components each generated less than 7% negative responses.

The Organizational Climate component with a below average score is:

Q42 Unit personnel assignment stability (33)

Approximately 15% of participants feel that the assignment of personnel to their unit is not stable (Q42).

It is interesting to note that Civilian personnel generated elevated neutral responses (>30%) for fully 30 of the 50 standard components in the 2012 *SAFETY BAROMETER*, a decrease from 35 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.

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 Civilian Personnel. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) since 2009. Those components that generated percentile scores above 75 in each year are shaded green; those identified as below average, with percentiles less than 50, are shaded red. Of the 50 standard components, improvement in percentile scores since 2009 was achieved for a remarkable 43 components, while five components declined and two showed no change.

Three items showed notable improvement, generating a percentile score increase of +25 points or more since 2009:

Q18 Belief that personnel understand safety regulations

Q5 Supervisors maintaining a high safety performance standard

TABLE 2
Percentile Scores of Program Components by Survey Year

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CIVILIAN PERSONNEL

Category ¹	Statement Number and Component	Percentile Scores ²				Percentile Change	
		2005	2007	2009	2012	2005 to 2012	2009 to 2012
PP	18	33	25	35	63	+30	+28
SP	5	38	36	45	72	+34	+27
PP	11	8	6	8	33	+25	+25
SP	12	65	55	56	80	+15	+24
PP	1	15	16	20	41	+26	+21
OC	2	52	50	63	81	+29	+18
SSA	41	45	45	55	70	+25	+15
SP	24	40	36	44	59	+19	+15
SP	38	46	46	53	67	+21	+14
SP	32	48	53	61	73	+25	+12
SP	19	49	53	59	71	+22	+12
SSA	30	20	19	28	39	+19	+11
SP	43	52	47	49	60	+8	+11
SSC	27	52	46	54	64	+12	+10
SSC	35	46	49	56	65	+19	+9
SSA	13	54	54	58	67	+13	+9
SP	44	76	73	76	85	+9	+9
SSC	3	78	73	75	84	+6	+9
SSC	10	49	48	57	65	+16	+8
LP	31	73	74	81	89	+16	+8
LP	21	61	57	66	74	+13	+8
SP	28	45	41	43	51	+6	+8
LP	14	29	29	38	45	+16	+7
PP	20	50	48	56	63	+13	+7
SSC	45	69	68	72	79	+10	+7
SSC	39	N/A	53	61	67	N/A	+6
SSA	26	30	33	39	45	+15	+6
PP	46	55	55	60	66	+11	+6
SSA	33	68	63	66	72	+4	+6
LP	7	33	27	27	33	0	+6
SSC	48	42	43	51	56	+14	+5
SSA	6	47	49	54	59	+12	+5
SSA	8	34	33	34	39	+5	+5
LP	34	27	29	37	41	+14	+4
PP	37	62	59	63	67	+5	+4
SSC	17	40	50	54	57	+17	+3
SSA	29	68	66	68	71	+3	+3
SSA	15	62	62	67	69	+7	+2
SSC	36	78	77	82	84	+6	+2
PP	25	19	20	22	24	+5	+2
OC	42	N/A	27	32	33	N/A	+1
LP	40	72	74	80	81	+9	+1
PP	4	26	26	33	34	+8	+1
OC	47	N/A	99	99	99	N/A	0
PP	50	34	38	45	45	+11	0
SSA	22	56	53	57	56	0	-1
SSC	23	63	62	63	61	-2	-2
OC	16	N/A	62	71	68	N/A	-3
LP	49	29	32	39	36	+7	-3
OC	9	92	90	93	90	-2	-3

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.

Q11 Personnel believing that their actions can protect other personnel

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

Looking across survey years, two items consistently appeared among the better-performing components: belief that hazards not fixed right away will still be addressed (Q36) and condition of unit teamwork (Q9). Eleven items generated below average percentile scores of less than 50 for all four survey years. Increases in percentile scores of up to +28 points were noted, while decreases were limited to -3 points or less.

3.2 PERCENTILE SCORES OF PROGRAM CATEGORIES

Civilian Personnel 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 at or above the Database average of 50, compared to five of six above average categories in 2009. In 2012, Organizational Climate received the highest percentile, with a high score of 83. The lowest score continues to be for Personnel Participation, which increased from a moderately low score of 40 in 2009 to moderate score of 53 in 2012.

Finally, the current overall **SAFETY BAROMETER** percentile score is a moderately high 71, indicating that 29% of the organizations in the NSC Database achieved a higher overall score than DoD Civilian Personnel. This is an increase of +11 percentile points from the score of 60 in 2009. Improvement was made in every program category since the 2009 survey.

TABLE 3
Average Response Scores and Percentile Scores by Program Category

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN 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	0.76	74
Personnel Participation	0.66	0.69	53
Safety Support Activities	0.41	0.52	65
Safety Support Climate	0.39	0.56	74
Organizational Climate	0.14	0.47	83
OVERALL	0.48	0.60	71

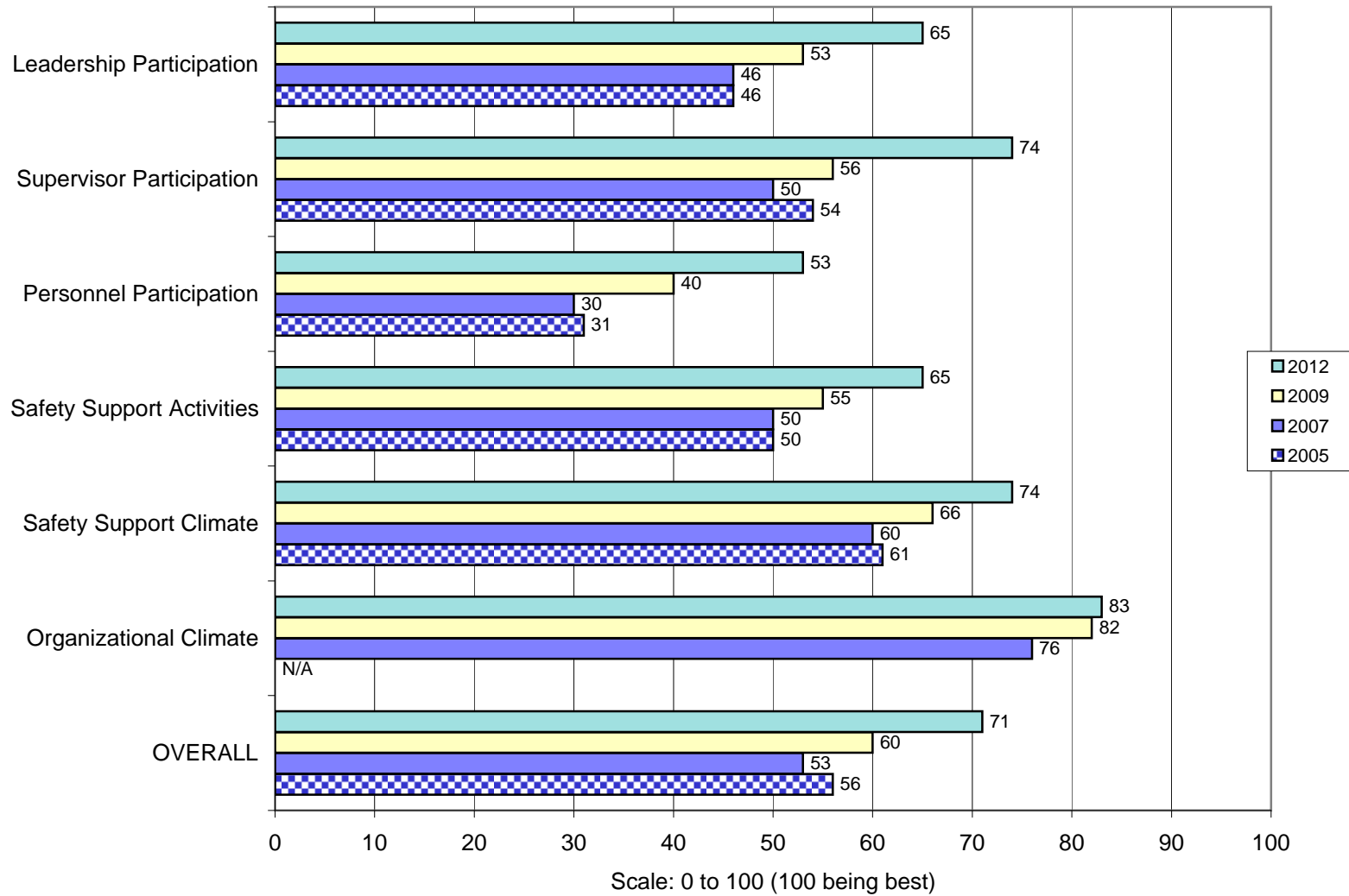
¹ National Safety Council (NSC) Database consists of the 232 locations that have participated in an NSC safety perception survey.

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
CIVILIAN PERSONNEL



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>
GS/GM/SES	530,059	69.5%
WG/WS/WL	131,130	17.2%
Demo/APS/Other White, Blue Collar	94,945	12.5%
Not Indicated	6,234	0.8%

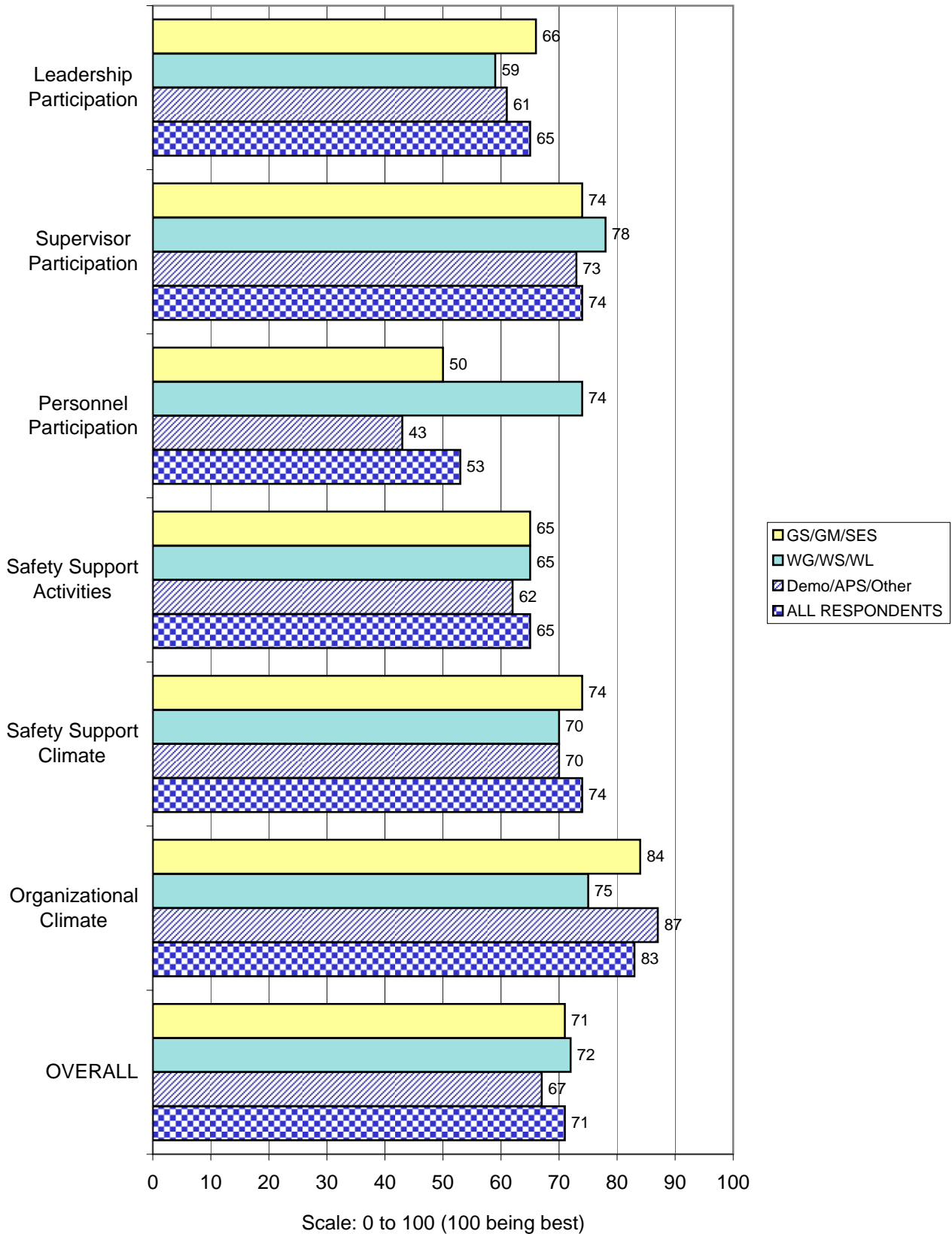
The weighted response distributions for each survey item by grade are presented in Appendix D. Personnel responses were compared with establishments in the NSC Database to generate percentile scores for the standard program categories. Figure 3 compares the overall safety perceptions of the Civilian Personnel grades, grouped as General Schedule (GS/GM/SES), Wage (WG/WS/WL), and Demo/APS/Other White & Blue Collar.

WG/WS/WL personnel hold the highest perceptions, followed closely by GS/GM/SES and Demo/APS/Other personnel, in that order. WG/WS/WL personnel program category percentile scores ranged from 59 for Leadership Participation to 78 for Supervisor Participation. GS/GM/SES personnel scores ranged from 50 to 84, while Demo/APS/Other personnel scores ranged from 43 to 87. For GS/GM/SES and Demo/APS/Other personnel, the highest scoring category was Organizational Climate and the lowest scoring category was Personnel Participation.

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. Because the grade categories changed in 2012, comparisons across survey years cannot be made.

FIGURE 3
Overall Percentile Scores by Grade

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL



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	549,420	72.1%
Non-Office	205,303	26.9%
Not Indicated	7,645	1.0%

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

Among DoD Civilian personnel, Office and non-Office personnel had the same overall percentile score. Office personnel had higher scores than non-Office for the Leadership Participation, Safety Support Climate, and Organizational Climate categories, while non-Office had higher scores for Supervisor Participation and Personnel Participation. Scores were tied for the Safety Support Activities category as well as the overall score. 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. Because the work location categories changed in 2012, comparisons across survey years cannot be made.

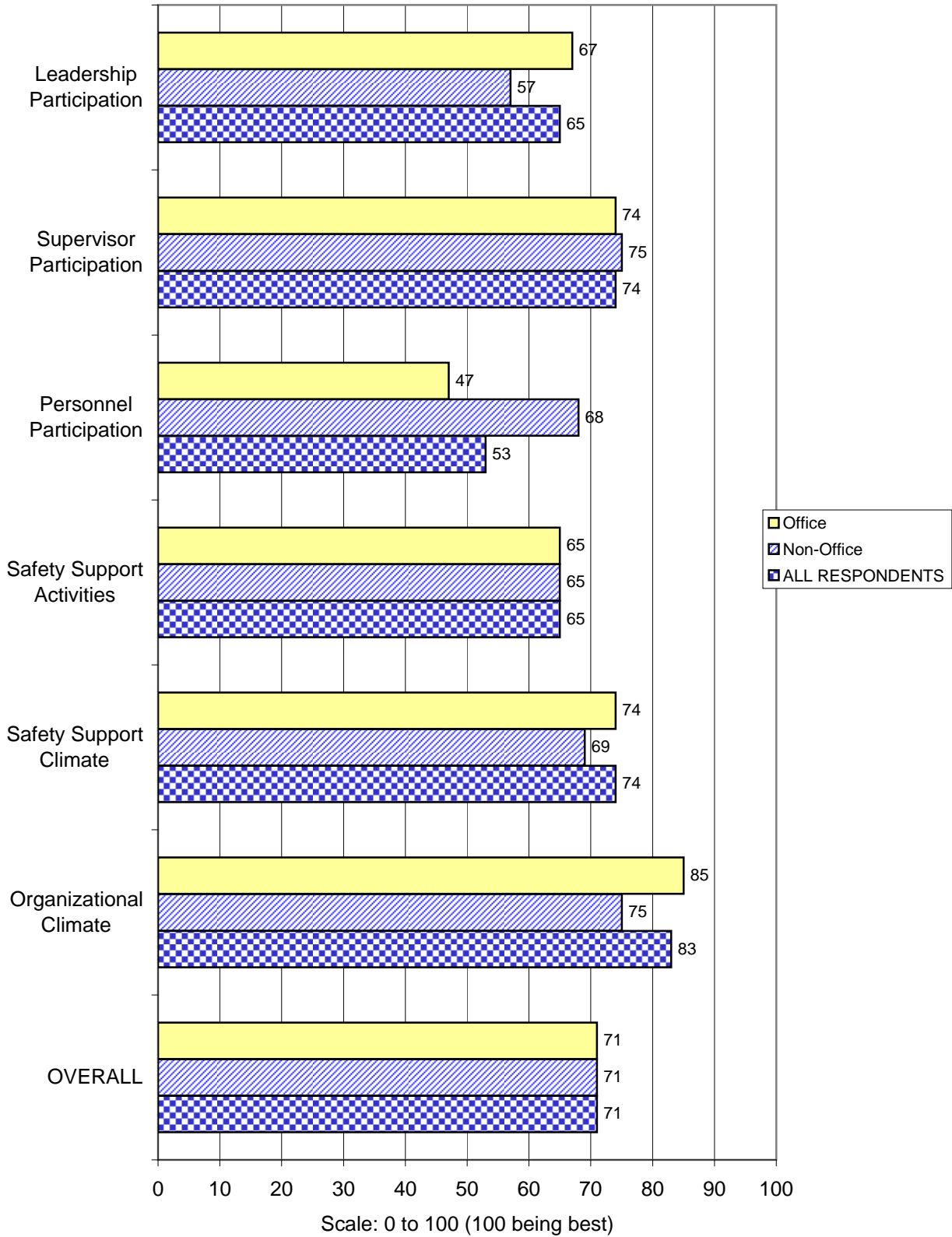
3.3.3 Comparison by branch of Service

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	266,360	34.9%
Navy	181,960	23.9%
Marine Corps	19,467	2.6%
Air Force	168,574	22.1%

FIGURE 4
Program Category Percentile Scores by Work Location

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL



...table continued from previous page

DoD Agencies/ Activities	119,773	15.7%
Not Indicated	6,234	0.8%

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 their respective branch-specific results discussions.

3.3.3.1 Program Components

Safety program component percentile scores for each branch of Service are presented in Table 4. For each Civilian Personnel 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. Components with percentiles below 50 will also be identified as priority areas. Table 4 can be used to determine which branch of Service has a particular strength or weakness regarding each of the survey components.

Seven components are 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); supervisors investigating safety incidents (Q44); priority of safety issues relative to performing duties (Q3); belief that hazards not fixed right away will still be addressed (Q36); and frequency of personnel/leadership interactions (Q2). Two additional components are identified by four Service branches as better performing components among Civilian personnel (Q40 and Q12).

Conversely, eight below average components are identified as priority items by all branches of Service, with five additional components rated below average by four branches. Although there appears to be commonality in the areas needing improvement, the personnel in each Civilian

TABLE 4
Program Component Percentile Scores¹ by Branch of Service

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
CIVILIAN PERSONNEL

Statement Number and Component	Percentile Score ¹					
	ALL RESPONDENTS	Army	Navy	Marine Corps	Air Force	DoD Agencies/Activities
47 Significance of job stress as a problem for personnel	99	99	99	99	99	98
9 Condition of unit teamwork	90	90	90	83	93	88
31 Leadership setting a positive safety example	89	87	90	83	92	86
44 Supervisors investigating safety incidents	85	82	87	79	89	82
3 Priority of safety issues relative to performing duties	84	81	86	80	89	79
36 Belief that hazards not fixed right away will still be addressed	84	79	83	82	90	84
2 Frequency of personnel/leadership interactions	81	81	81	78	82	82
40 Leadership including safety in job promotion reviews	81	80	84	71	85	78
12 Supervisors behaving in accord with safety procedures	80	71	84	80	84	77
45 Perception that good environmental conditions are kept	79	79	73	75	83	85
21 Leadership providing adequate safety staff	74	70	72	68	85	72
32 Supervisors integrating safety into the performance of duties	73	69	73	66	88	64
5 Supervisors maintaining a high safety performance standard	72	70	73	63	77	67
33 Quality of preventative maintenance system operation	72	70	71	65	77	71
19 Supervisors enforcing safe job procedures	71	67	71	66	82	65
29 Occurrence of emergency response procedures testing	71	69	73	59	75	72
41 Availability of safety officer to provide assistance	70	72	64	76	76	63
15 Thoroughness of near miss accident/incident investigation	69	67	72	65	72	67
16 Condition of personnel morale	68	66	72	58	70	63
13 Presence of personnel well-trained in emergency response	67	65	59	57	83	67
38 Supervisors providing helpful safety training	67	63	66	61	82	61
39 Perception that medical facilities are sufficient	67	72	63	65	56	69
37 Personnel take part when accident or incident investigations occur	67	65	69	61	70	63
46 Personnel using necessary personal protective equipment	66	59	73	57	73	55
10 Belief that leadership shows it cares about personnel safety	65	64	66	57	72	59
35 Perception that the safety officer has high status	65	66	61	56	67	55
27 Belief that leadership is sincere in safety efforts	64	58	67	50	70	57
18 Belief that personnel understand safety regulations	63	61	62	60	77	55
20 Personnel using standardized precautions for hazardous materials	63	61	73	60	71	46
23 Safety standard level relative to standard duty performance level	61	57	64	60	66	50
43 Supervisors reducing personnel's fear of reporting safety problems	60	52	64	47	68	52
24 Supervisors understanding personnel's job safety problems	59	54	64	56	74	49
6 Frequency of detailed and regularly scheduled inspections	59	54	55	54	76	56
17 Belief that leadership does more than law requires	57	53	61	50	64	50
48 Belief that leadership insists supervisors think safety	56	55	60	51	65	44
22 Effectiveness of recognition programs in promoting safe behavior	56	52	62	48	59	52
28 Supervisors acting on personnel safety suggestions	51	44	61	46	61	42
26 Presence of safety training in new personnel orientation	45	38	48	33	61	41
14 Leadership publishing a policy on the value of personnel safety	45	43	48	35	54	39
50 Personnel taking part in the development of safety requirements	45	47	48	39	52	33
1 Personnel identifying and eliminating hazards	41	40	39	34	53	29
34 Leadership participating in safety activities on a regular basis	41	41	42	29	52	37
30 Effectiveness of command safety officer in improving safety conditions	39	41	42	34	34	35
8 Frequency of safety meeting occurrence	39	36	39	36	46	32
49 Leadership setting annual safety goals	36	36	36	30	37	28
4 Personnel being involved in safety practices	34	37	29	34	39	26
11 Personnel believing that their actions can protect other personnel	33	32	34	40	43	23
42 Unit personnel assignment stability	33	32	36	28	32	36
7 Leadership stressing the importance of safety in communications	33	29	38	27	41	21
25 Personnel following lockout/tagout procedures	24	20	30	22	29	20

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**.

Personnel 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 - 3.8 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 Civilian Personnel respondent scores, previously presented in Figure 2, are also included for comparison. As illustrated in Figure 5, Air Force generally generated the highest program category and overall percentile score (78), followed by Navy with an overall score of 72. Army generated the next highest percentile score of 67. DoD Agencies/Activities and Marine Corps consistently generated the least positive safety perceptions among Civilian personnel, resulting in moderately high overall percentile score of 63 and 62, respectively.

Figure 6 compares the 2005, 2007, 2009 and 2012 overall percentile scores for each branch of Service. Each branch of Service improved its SAFETY BAROMETER performance since 2009. DoD Agencies/Activities saw the greatest increase of +19 percentile points from a moderate score of 44 in 2009 to a moderately high score of 63 in 2012. Among DoD Civilian personnel, Navy increased by +10 points, Army and Marine Corps improved by +8 points, and Air Force increased by +7 points.

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

FIGURE 5
Program Category Percentile Scores by Branch of Service

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL

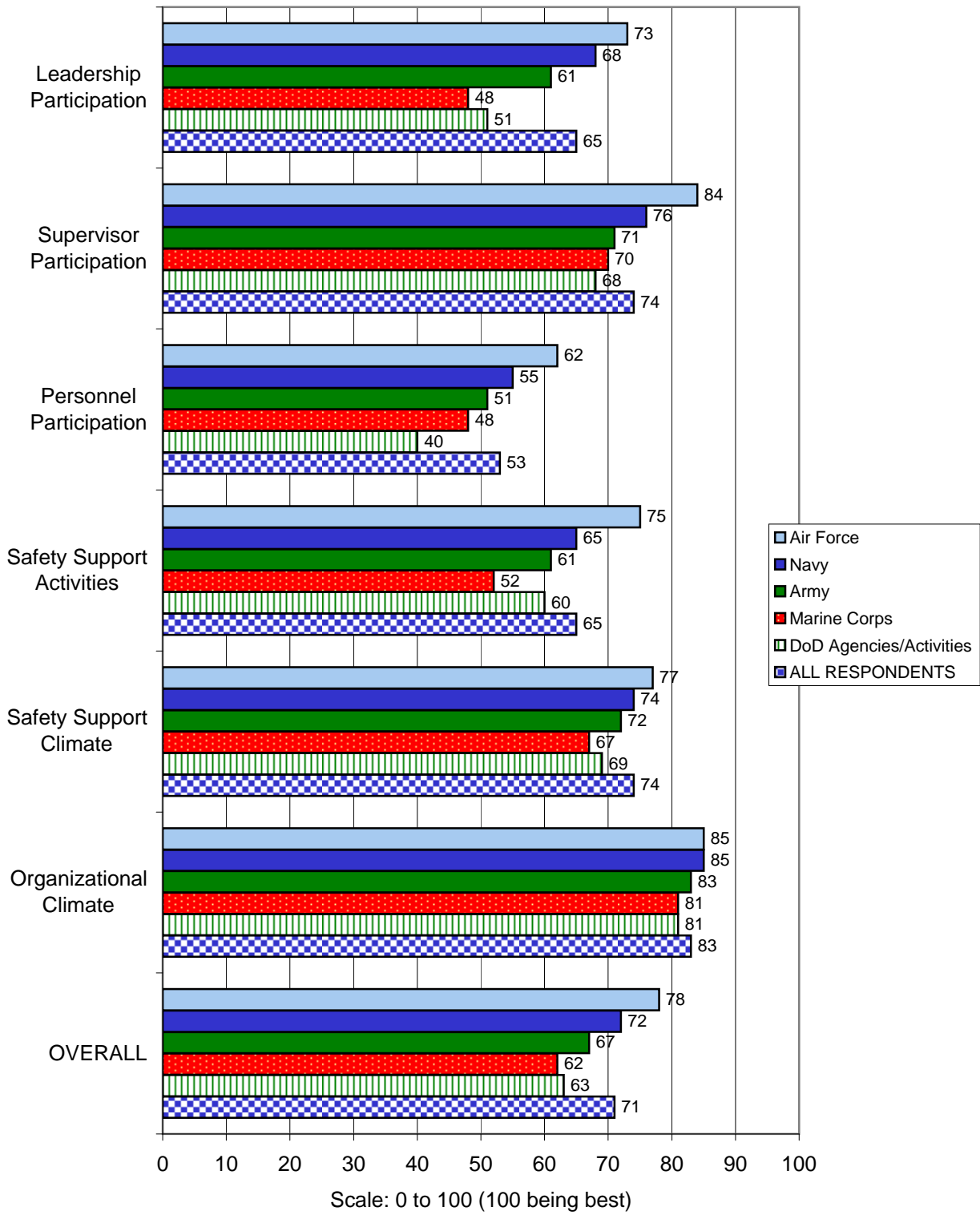
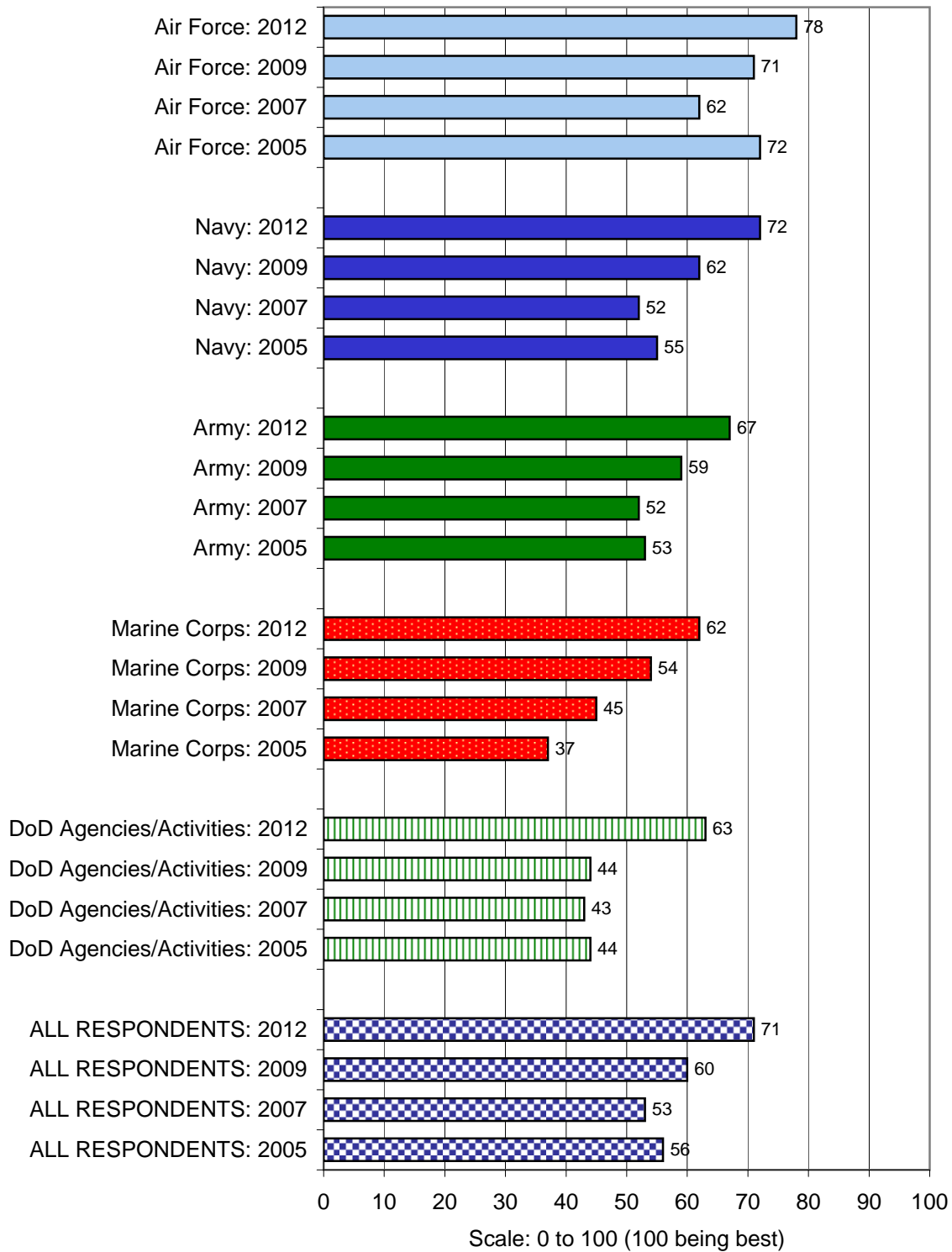


FIGURE 6 Overall Percentile Score by Branch of Service

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
CIVILIAN PERSONNEL



3.4 ARMY

Figure 7 graphically presents the Army's percentile scores for each of the 50 standard safety program components. 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, 36 components met or surpassed the 50th percentile mark, compared to 31 above average components in 2009. Seven components achieved high scores at or above 80. The nine highest scoring components for the Army had percentile scores at or above 79 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)*
- Q9 Condition of unit teamwork (90)*
- Q31 Leadership setting a positive safety example (87)*
- Q44 Supervisors investigating safety incidents (82)*
- Q2 Frequency of personnel/leadership interactions (81)*
- Q3 Priority of safety issues relative to performing duties (81)*
- Q40 Leadership including safety in job promotion reviews (80)*
- Q45 Perception that good environmental conditions are kept (79)*
- Q36 Belief that hazards not fixed right away will still be addressed (79)*

As indicated by the red shading, the Army generated 14 components with scores below the 50th percentile (representing below average performance), a decrease from 19 such components in 2009. Among these components, eight 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 (20)*
- Q7 Leadership stressing the importance of safety in communications (29)*
- Q42 Unit personnel assignment stability (32)*
- Q11 Personnel believing that their actions can protect other personnel (32)*
- Q8 Frequency of safety meeting occurrence (36)*
- Q49 Leadership setting annual safety goals (36)*
- Q4 Personnel being involved in safety practices (37)*

Q26 Presence of safety training in new personnel orientation (38)

Q1 Personnel identifying and eliminating hazards (40)

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

Q30 Effectiveness of command safety officer in improving safety conditions (41)

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

Q28 Supervisors acting on personnel safety suggestions (44)

Q50 Personnel taking part in the development of safety requirements (47)

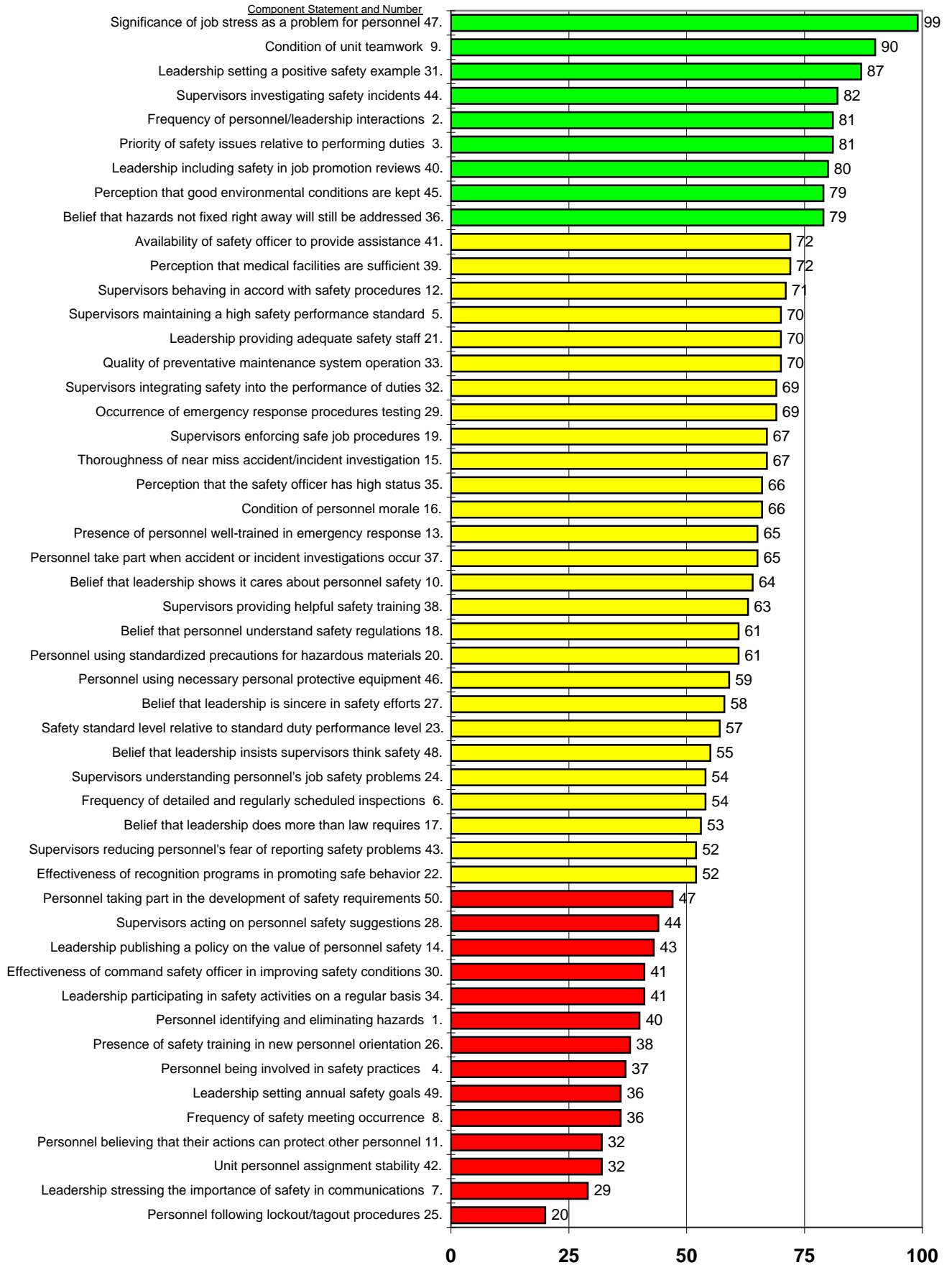
Figure 8 compares the current Army results to its own 2005, 2007, and 2009 results and the 2012 All Civilian Personnel respondents. For most program categories, Army scores are slightly lower than the All Respondents results, but higher than its own 2009 results. The Army percentile scores range from a moderate score of 51 for Personnel Participation to a high 83 for Organizational Climate. All program category scores are now above the Database average of 50. The overall Army percentile score is a moderately high 67 indicating that 33% of the Database organizations achieved a higher overall score than did the Army. This is an increase of +8 percentile points from Army's moderate score of 59 in 2009.

Figure 9 compares the overall safety perceptions of the Army Civilian Personnel grades, grouped as General Schedule (GS/GM/SES), Wage (WG/WS/WL), and Demo/APS/Other White & Blue Collar. Because the grade categories changed in 2012, comparisons across survey years cannot be made. WG/WS/WL personnel report the most positive safety program perceptions overall and in most program categories compared to other personnel groups, followed by GS/GM/SES personnel and Demo/APS/Other, in that order. 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 Civilian Army work locations according to program category. Non-Office personnel reported more positive safety program perceptions compared to Office personnel for half the program categories and overall. Because the work location categories changed in 2012, comparisons across survey years cannot be made.

FIGURE 7 Percentile Scores of Safety Program Components - Army

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
CIVILIAN 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
CIVILIAN PERSONNEL

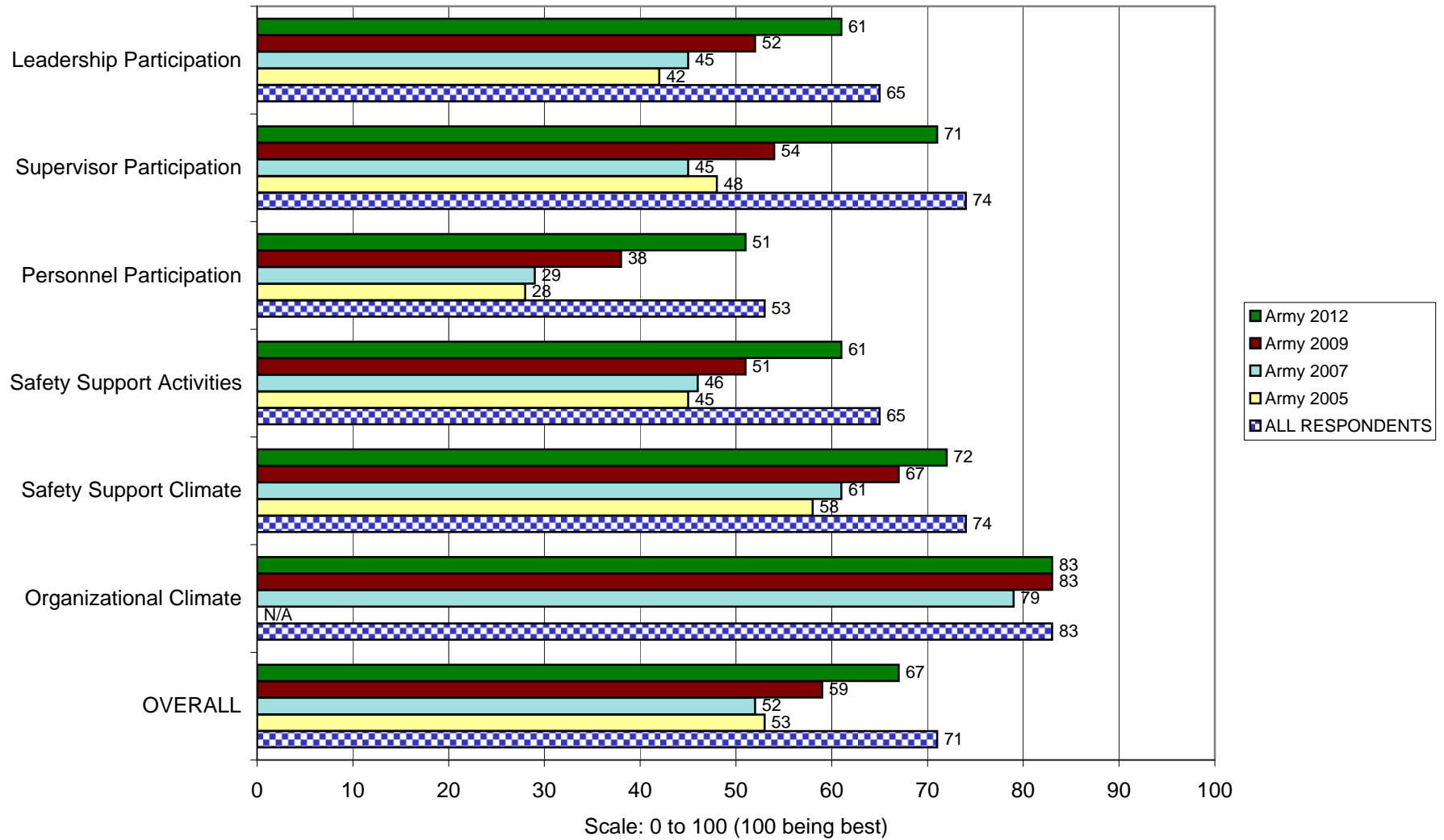


FIGURE 9 Overall Percentile Scores by Grade - Army

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
CIVILIAN PERSONNEL

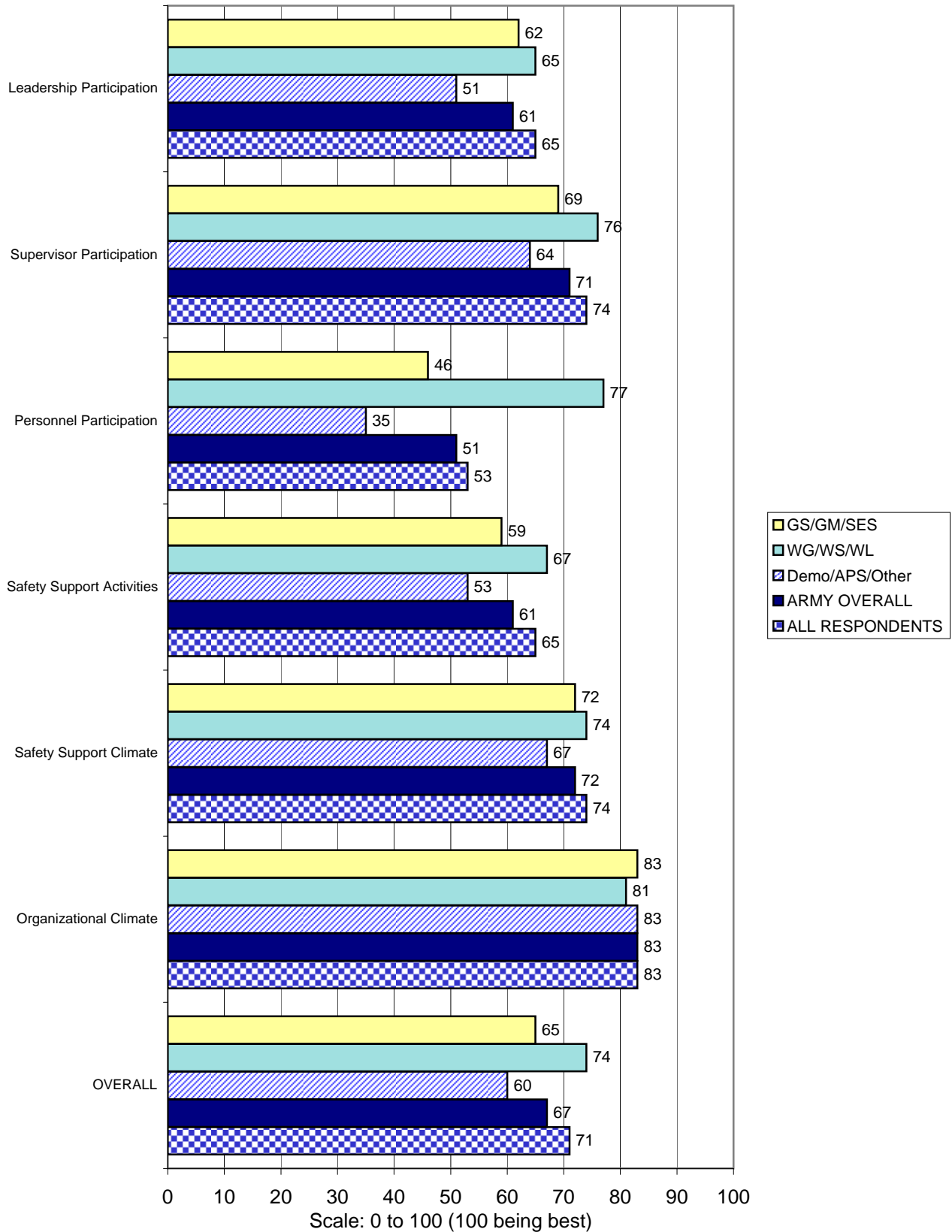
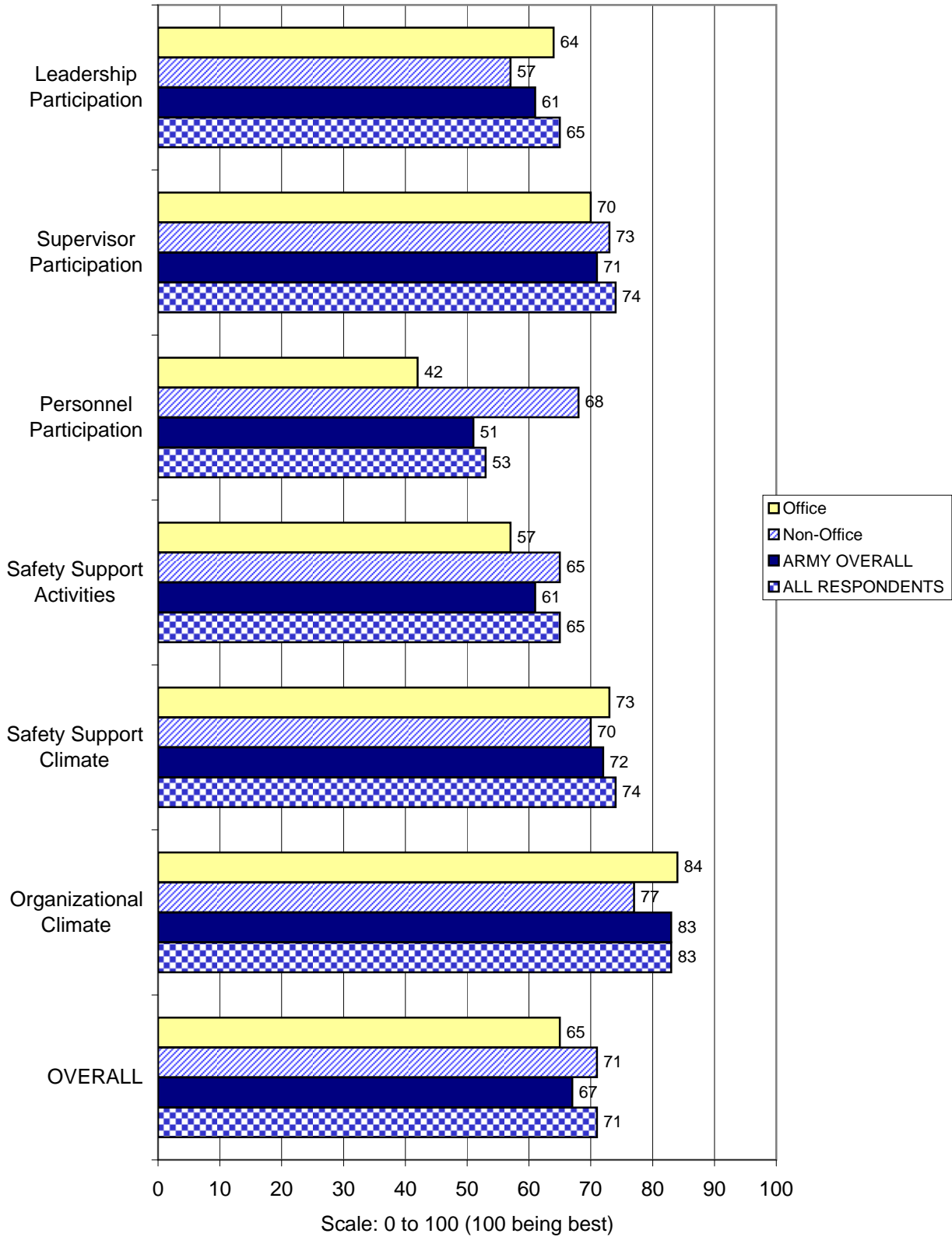


FIGURE 10
Program Category Percentile Scores by Work Location - Army

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL



3.5 NAVY

Figure 11 graphically presents the Navy's percentile scores for each of the 50 standard safety program components. 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, 37 components met or surpassed the 50th percentile mark, compared to 33 above average components in 2009. Nine components achieved high percentile scores at or above 80. The nine highest scoring components for the Navy had percentile scores at or above 81 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q31 Leadership setting a positive safety example (90)***
- Q9 Condition of unit teamwork (90)***
- Q44 Supervisors investigating safety incidents (87)***
- Q3 Priority of safety issues relative to performing duties (86)***
- Q12 Supervisors behaving in accord with safety procedures (84)***
- Q40 Leadership including safety in job promotion reviews (84)***
- Q36 Belief that hazards not fixed right away will still be addressed (83)***
- Q2 Frequency of personnel/leadership interactions (81)***

As indicated by the red shading, the Navy generated 13 components with scores below the 50th percentile (representing below average performance), compared to 17 such components in 2009. Among these components, eight 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:

- Q4 Personnel being involved in safety practices (29)***
- Q25 Personnel following lockout/tagout procedures (30)***
- Q11 Personnel believing that their actions can protect other personnel (34)***
- Q49 Leadership setting annual safety goals (36)***
- Q42 Unit personnel assignment stability (36)***

- Q7 Leadership stressing the importance of safety in communications (38)***
- Q8 Frequency of safety meeting occurrence (39)***
- Q1 Personnel identifying and eliminating hazards (39)***
- Q34 Leadership participating in safety activities on a regular basis (42)***
- Q30 Effectiveness of command safety officer in improving safety conditions (42)***
- Q50 Personnel taking part in the development of safety requirements (48)***
- Q14 Leadership publishing a policy on the value of personnel safety (48)***
- Q26 Presence of safety training in new personnel orientation (48)***

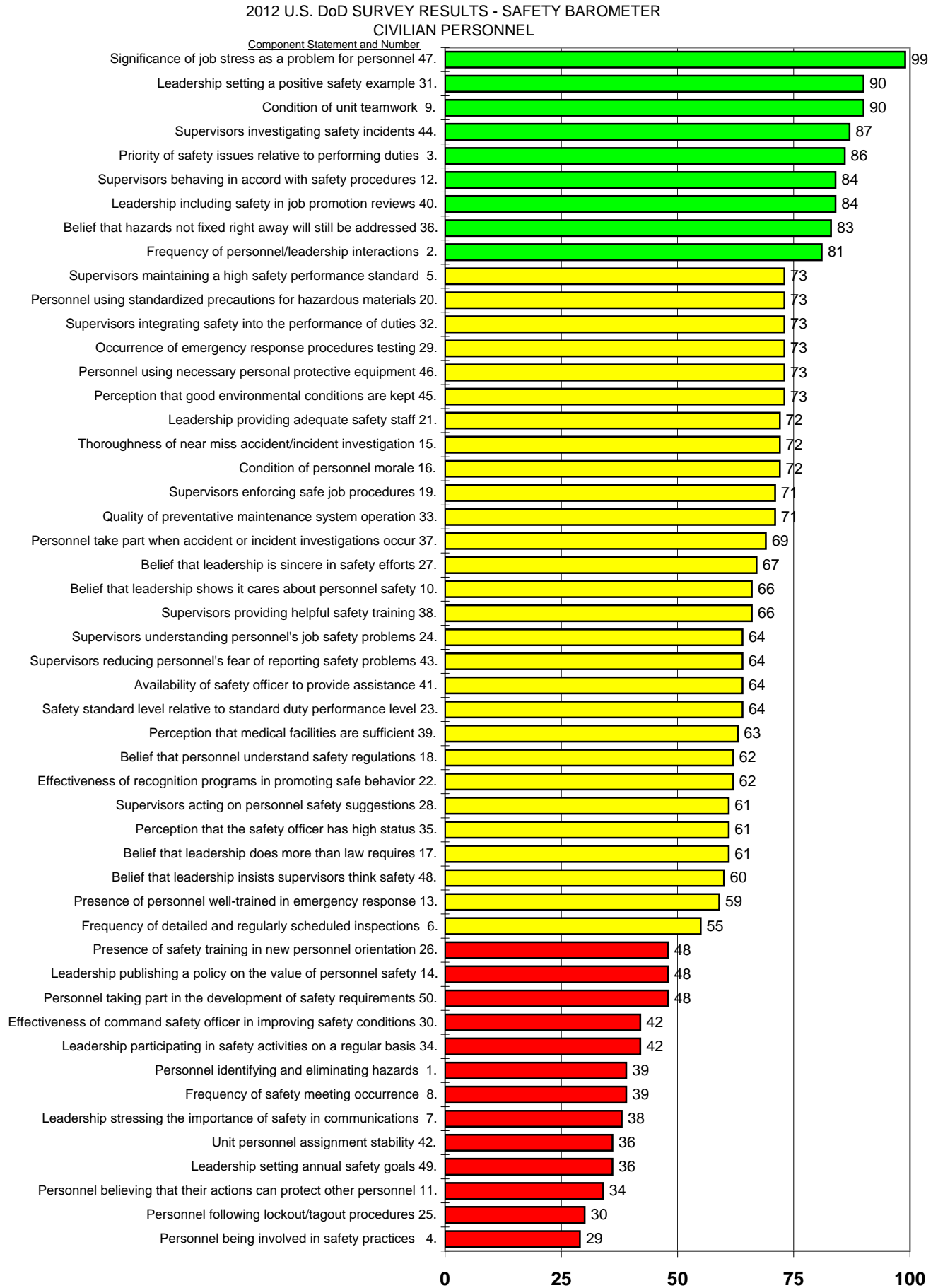
Figure 12 compares the current Navy results to its own 2005, 2007, and 2009 results and the 2012 All Civilian Personnel respondents. For all program categories and overall, Navy scores are equal to or higher than the All Respondents results. Navy scores are also substantially higher than their own 2009 results for all program categories and overall. The Navy percentile scores range from a moderate score of 55 for Personnel Participation to a high 85 for Organizational Climate. All program category scores are now above the Database average percentile score of 50. The overall Navy percentile score is a moderately high 72, indicating that 28% of the Database organizations achieved a higher overall score than did the Navy. This is a notable increase of +10 percentile points from Navy's moderate score of 62 in 2009.

Figure 13 compares the overall safety perceptions of Navy Civilian Personnel grades, grouped as General Schedule (GS/GM/SES), Wage (WG/WS/WL), and Demo/APS/Other White & Blue Collar. Because the grade categories changed in 2012, comparisons across survey years cannot be made. All personnel grades reported nearly identical safety program perceptions overall, although the Wage grade tended to be lower in Organizational Climate than other grades and higher in Supervisor Participation and Personnel Participation. Relative similarity among grade perceptions indicates that the DoD Civilian safety program is uniformly administered across grades.

Figure 14 compares the safety perceptions of Office versus non-Office Civilian Navy work locations according to program category. Office and non-Office personnel reported nearly identical safety program perceptions overall, although non-Office personnel tended to give more positive perceptions than Office personnel for the Supervisor Participation and Personnel

Participation program categories. Because the work location categories changed in 2012, comparisons across survey years cannot be made.

FIGURE 11
Percentile Scores of Safety Program Components - Navy



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
CIVILIAN PERSONNEL

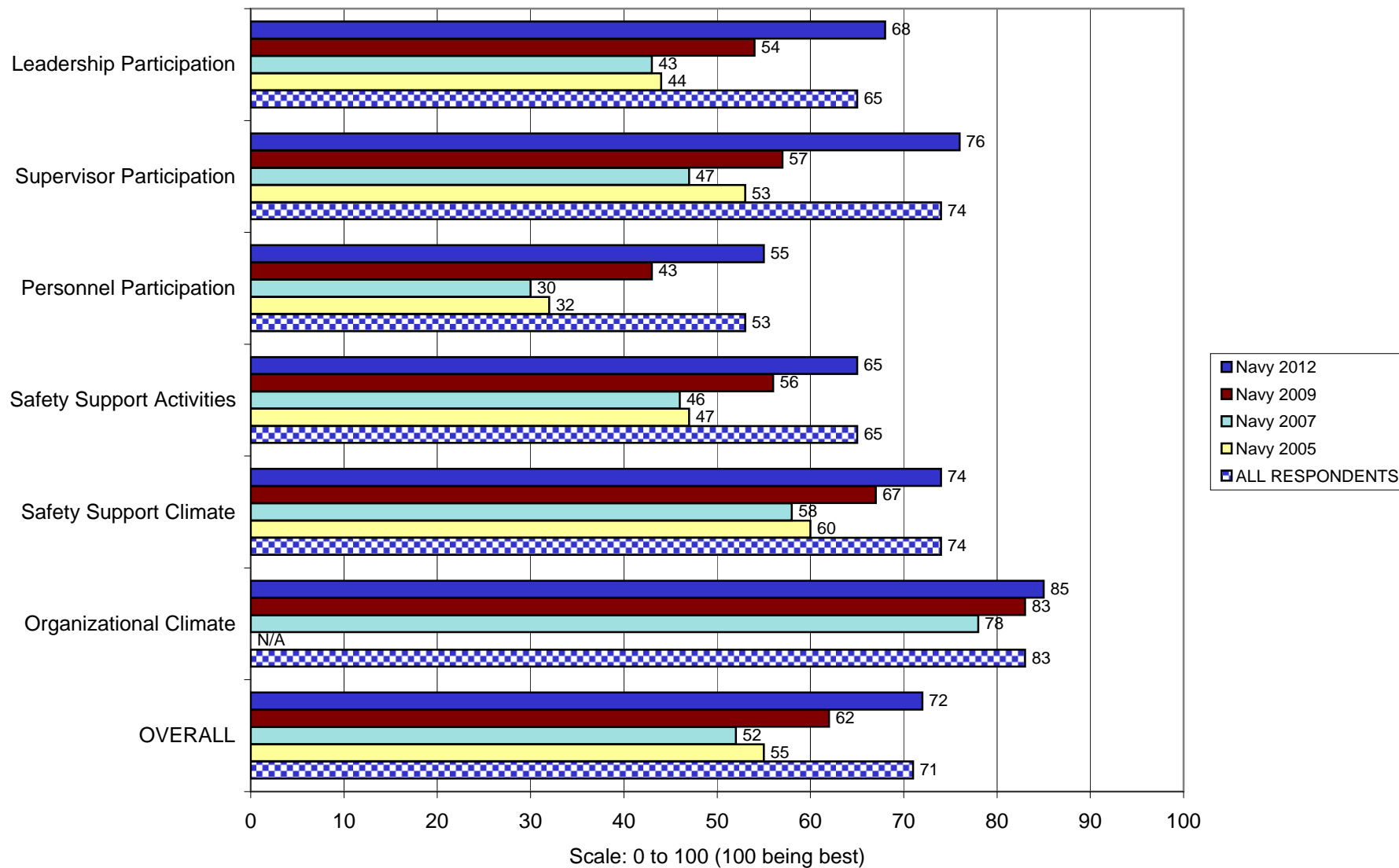


FIGURE 13 Overall Percentile Scores by Grade - Navy

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
CIVILIAN PERSONNEL

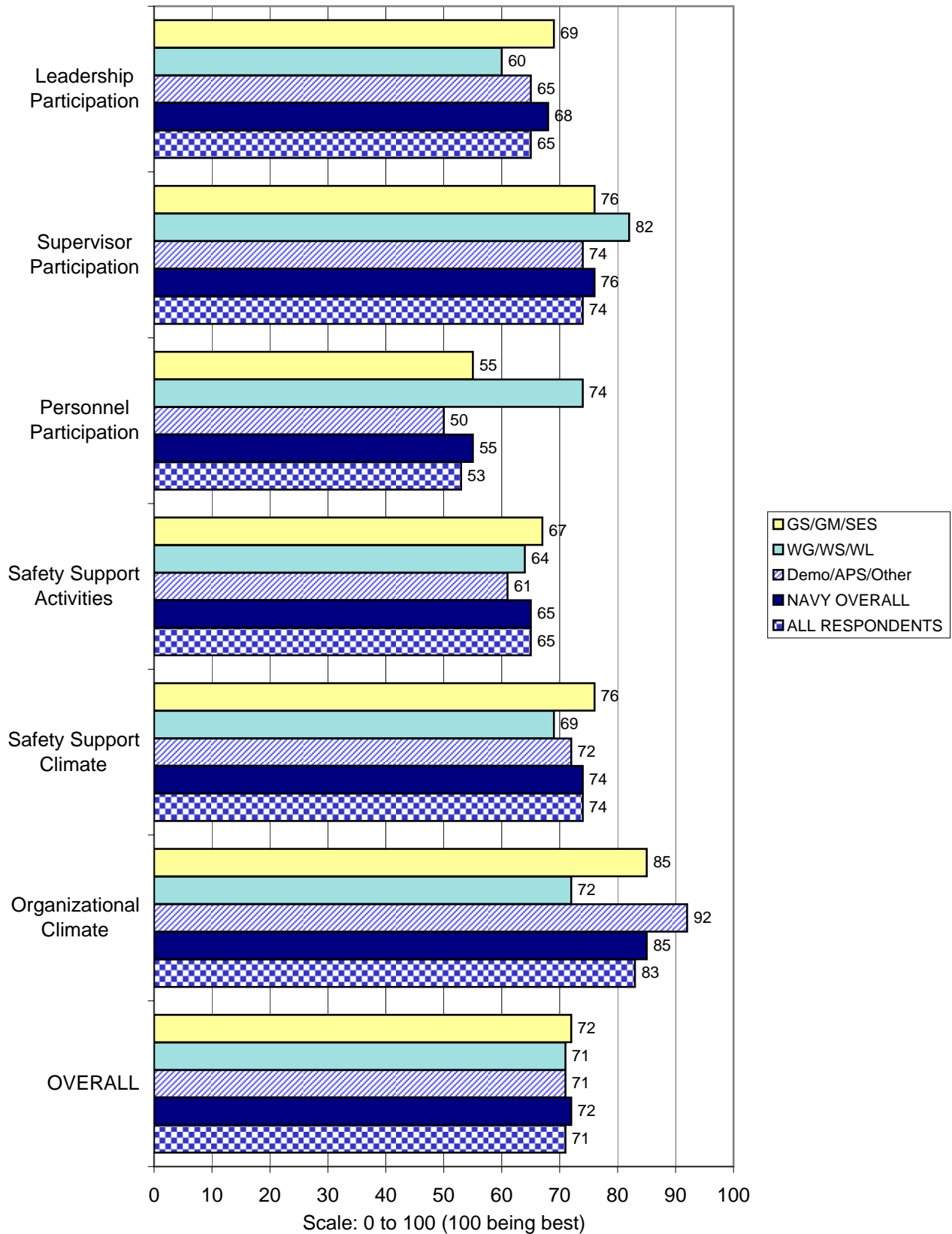
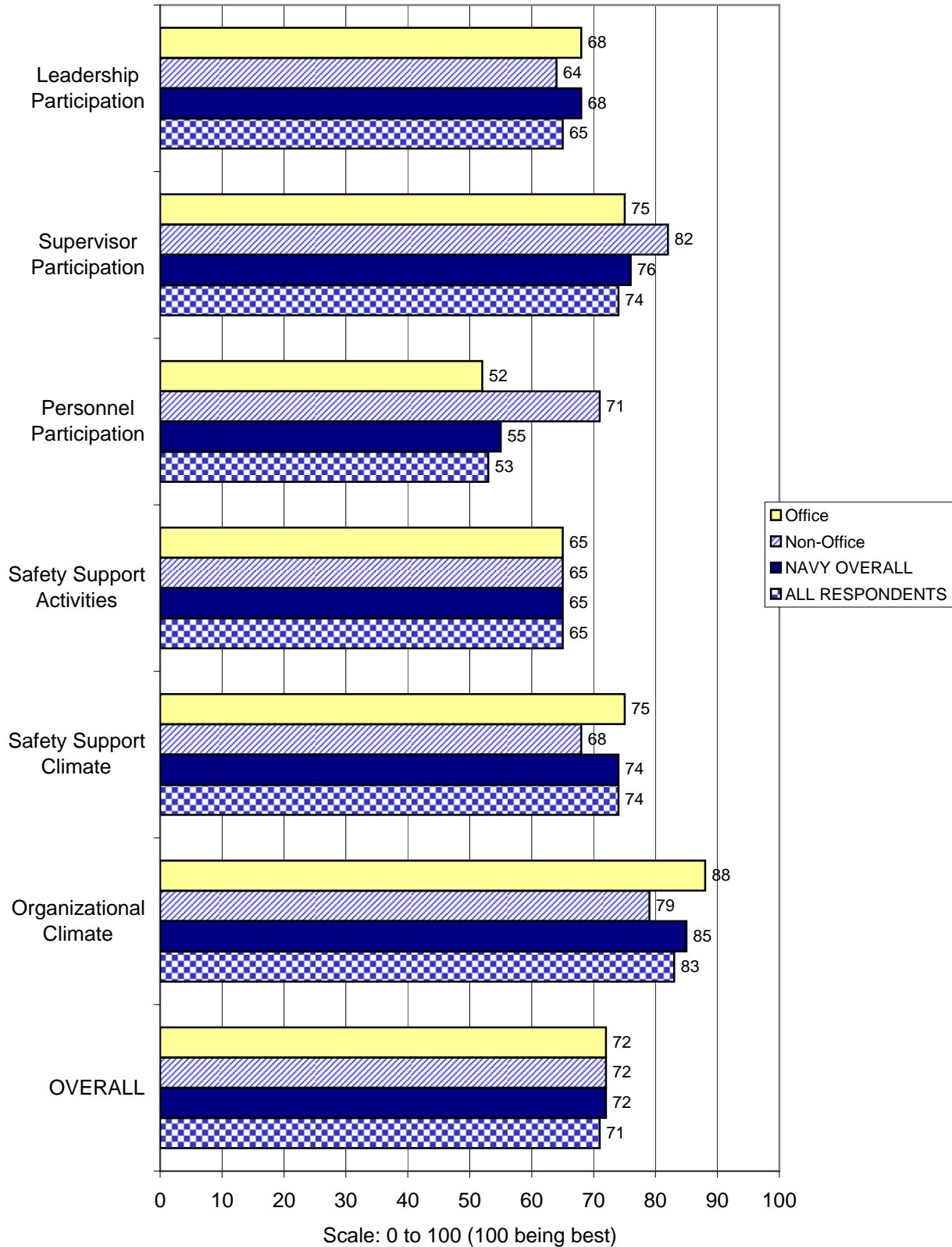


FIGURE 14
Program Category Percentile Scores by Work Location - Navy

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL



3.6 MARINE CORPS

Figure 15 graphically presents the Marine Corps' percentile scores for each of the 50 standard safety program components. 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, 34 components met or surpassed the 50th percentile mark, compared to only 24 above average components in 2009. Six components achieved high percentile scores at or above 80. The ten highest scoring components for the Marine Corps have percentile scores at or above 75 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q31 Leadership setting a positive safety example (83)***
- Q9 Condition of unit teamwork (83)***
- Q36 Belief that hazards not fixed right away will still be addressed (82)***
- Q12 Supervisors behaving in accord with safety procedures (80)***
- Q3 Priority of safety issues relative to performing duties (80)***
- Q44 Supervisors investigating safety incidents (79)***
- Q2 Frequency of personnel/leadership interactions (78)***
- Q41 Availability of the safety officer to provide assistance (76)***
- Q45 Perception that good environmental conditions are kept (75)***

As indicated by the red shading, the Marine Corps generated 16 components with scores below the 50th percentile (representing below average performance), compared to 26 such components in 2009. Among these components, 12 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 (22)***
- Q7 Leadership stressing the importance of safety in communications (27)***
- Q42 Unit personnel assignment stability (28)***
- Q34 Leadership participating in safety activities on a regular basis (29)***

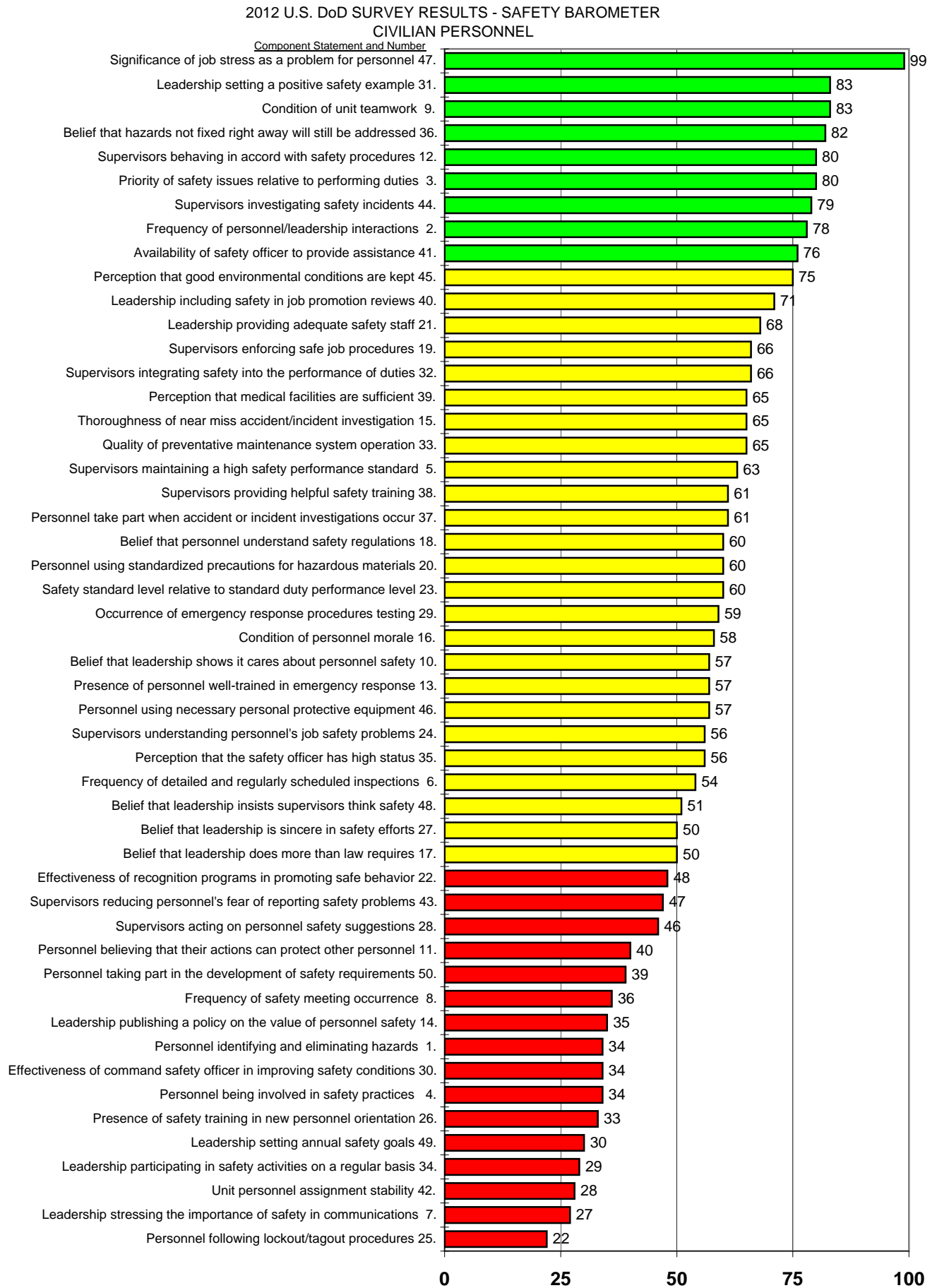
- Q49 Leadership setting annual safety goals (30)***
- Q26 Presence of safety training in new personnel orientation (33)***
- Q4 Personnel being involved in safety practices (34)***
- Q30 Effectiveness of command safety officer in improving safety conditions (34)***
- Q1 Personnel identifying and eliminating hazards (34)***
- Q14 Leadership publishing a policy on the value of personnel safety (35)***
- Q8 Frequency of safety meeting occurrence (36)***
- Q50 Personnel taking part in the development of safety requirements (39)***
- Q11 Personnel believing that their actions can protect other personnel (40)***
- Q28 Supervisors acting on personnel safety suggestions (46)***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (47)***
- Q22 Effectiveness of recognition programs in promoting safe behaviors (48)***

Figure 16 compares the current Marine Corps results to its own 2005, 2007 and 2009 results and the 2012 All Civilian Personnel respondents. For all program categories and overall, Marine Corps scores are lower than the All Respondents results. However, Marine Corps scores for 2012 are substantially higher than their own 2009 results for most program categories and overall. The Marine Corps percentile scores range from a moderate score of 48 for Personnel Participation to a high 81 for Organizational Climate. The overall Marine Corps Civilian percentile score is a moderately high 62, indicating that 38% of the Database organizations achieved a higher overall score than did the Marine Corps. This is an improvement of +8 percentile points from Marine Corps' moderate score of 54 in 2009.

Figure 17 compares the overall safety perceptions of Marine Corps Civilian Personnel grades, grouped as General Schedule (GS/GM/SES), Wage (WG/WS/WL), and Demo/APS/Other White & Blue Collar. Because the grade categories changed in 2012, comparisons across survey years cannot be made. GS/GM/SES personnel report the most positive safety program perceptions overall and in most program categories compared to other personnel groups, followed by WG/WS/WL personnel and Demo/APS/Other, in that order. 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 Civilian Marine Corps work locations according to program category. Office personnel reported slightly more positive safety program perceptions compared to non-Office personnel for half the program categories and overall. Because the work location categories changed in 2012, comparisons across survey years cannot be made.

FIGURE 15
Percentile Scores of Safety Program Components - Marine Corps



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
 CIVILIAN PERSONNEL

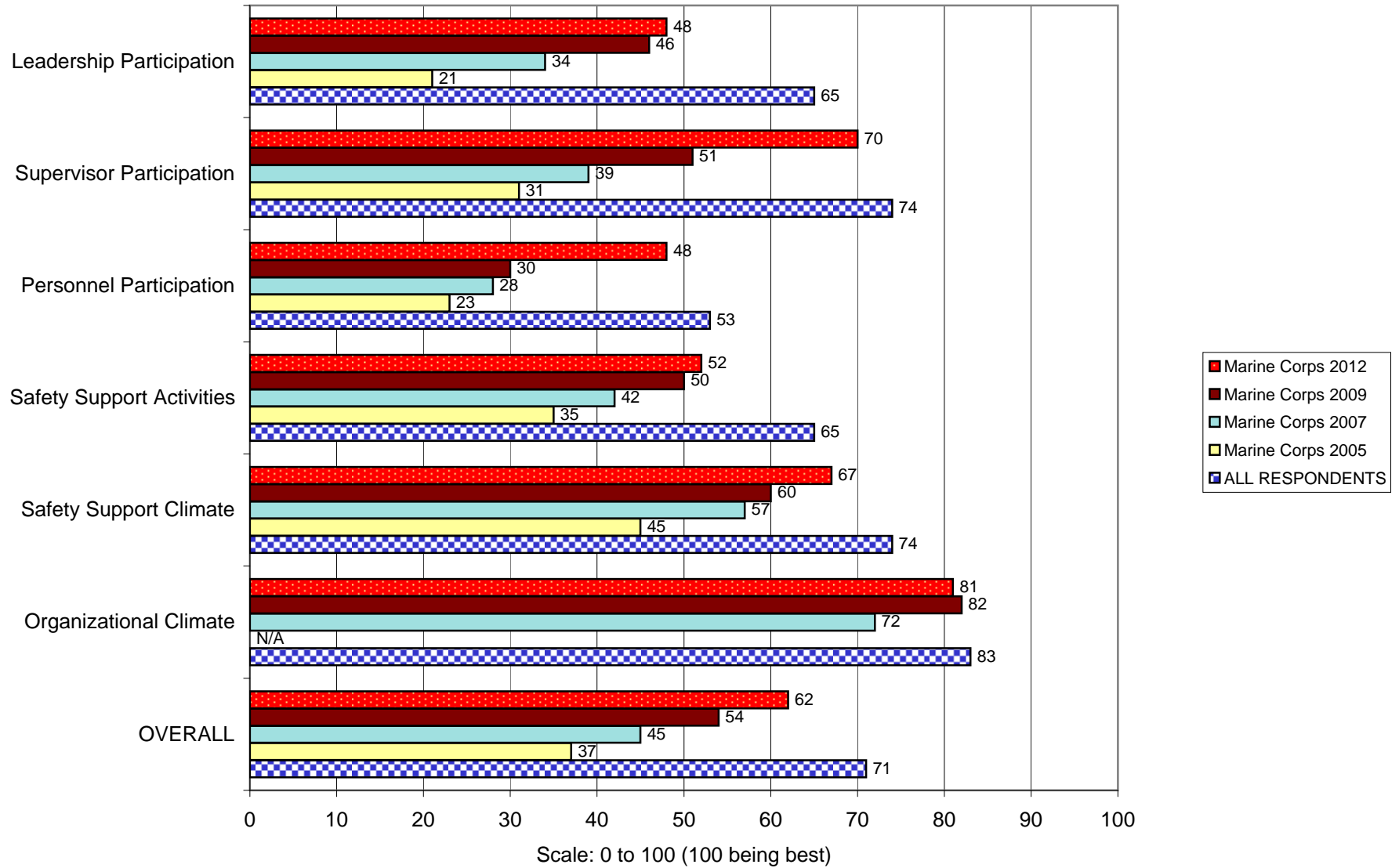


FIGURE 17
Overall Percentile Scores by Grade - Marine Corps

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL

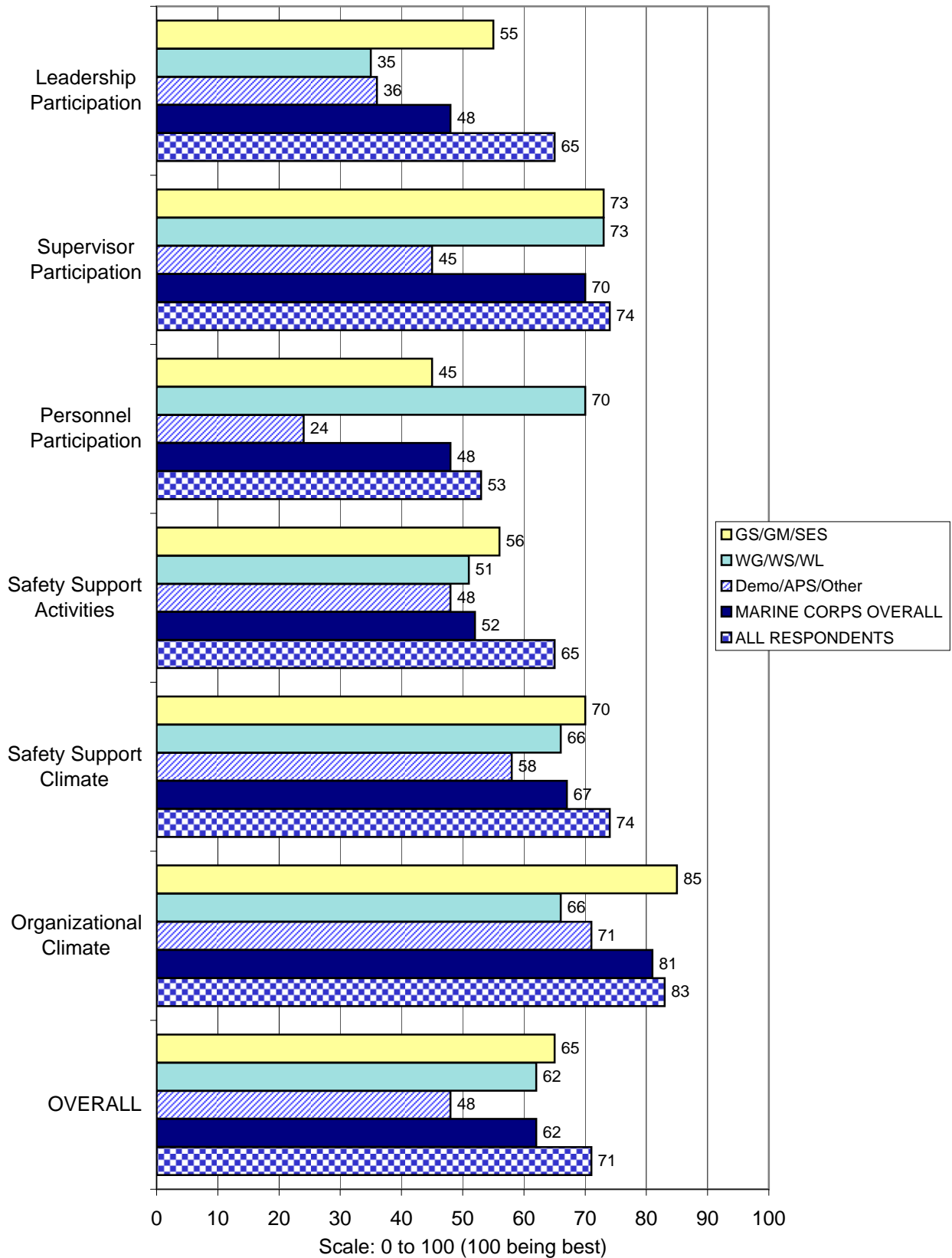
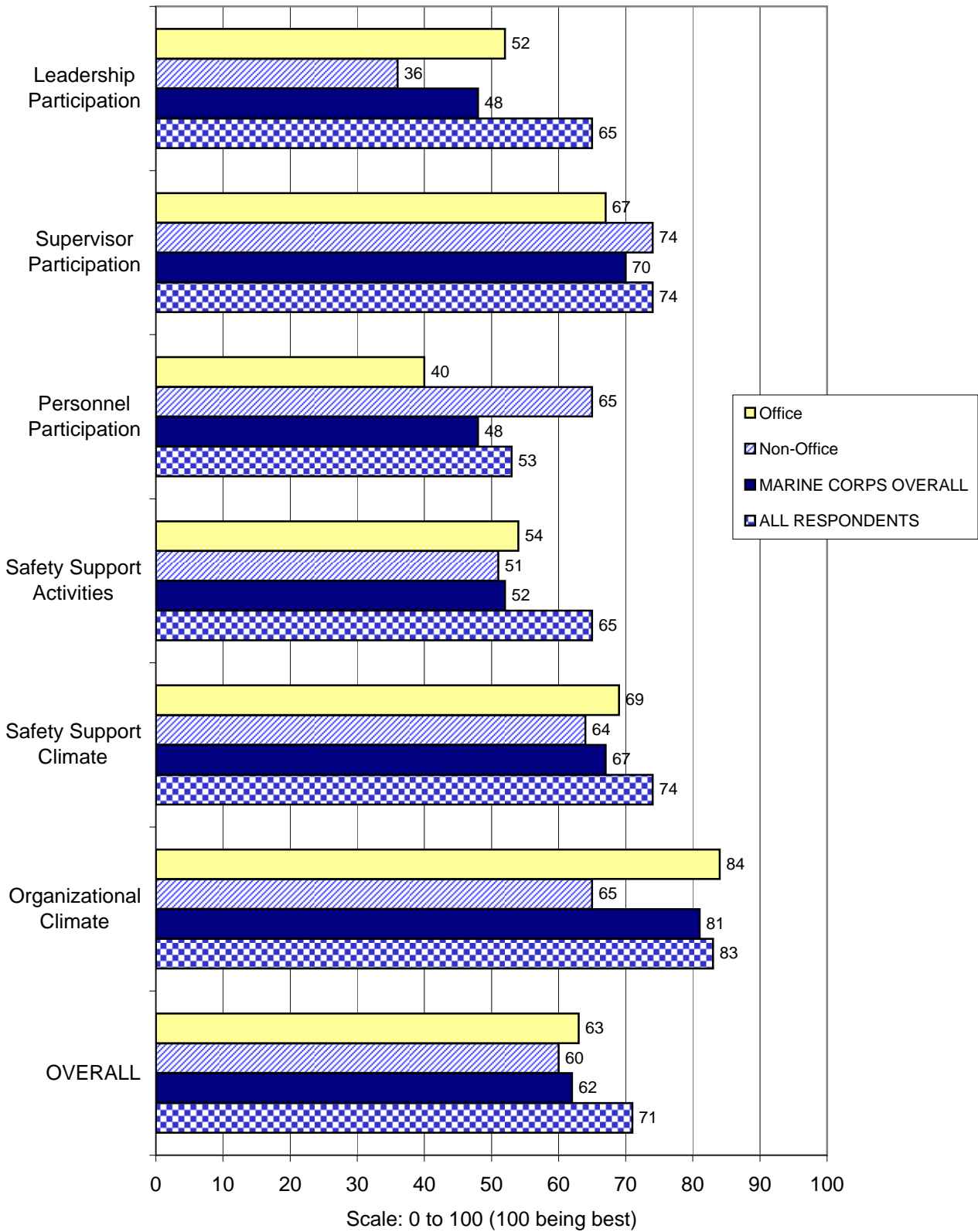


FIGURE 18
Program Category Percentile Scores by Work Location - Marine Corps

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL



3.7 AIR FORCE

Figure 19 graphically presents the Air Force's percentile scores for each of the 50 standard safety program components. 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, 42 components met or surpassed the 50th percentile mark, improved from 40 above average components in 2009. Fifteen components achieved a high percentile score at or above 80. The ten highest scoring components for the Air Force had percentile scores at or above 84 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)*
- Q9 Condition of unit teamwork (93)*
- Q31 Leadership setting a positive safety example (92)*
- Q36 Belief that hazards not fixed right away will still be addressed (90)*
- Q3 Priority of safety issues relative to performing duties (89)*
- Q44 Supervisors investigating safety incidents (89)*
- Q32 Supervisors integrating safety into the performance of duties (88)*
- Q21 Leadership providing adequate safety staff (85)*
- Q40 Leadership including safety in job promotion reviews (85)*
- Q12 Supervisors behaving in accord with safety procedures (84)*

As indicated by the red shading, the Air Force generated eight components with scores below the 50th percentile (representing below average performance), a decrease from ten such components in 2009. Among these components, five 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 (29)*
- Q42 Unit personnel assignment stability (32)*
- Q30 Effectiveness of command safety officer in improving safety conditions (34)*
- Q49 Leadership setting annual safety goals (37)*
- Q4 Personnel being involved in safety practices (39)*

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

Q11 Personnel believing that their actions can protect other personnel (43)

Q8 Frequency of safety meeting occurrence (46)

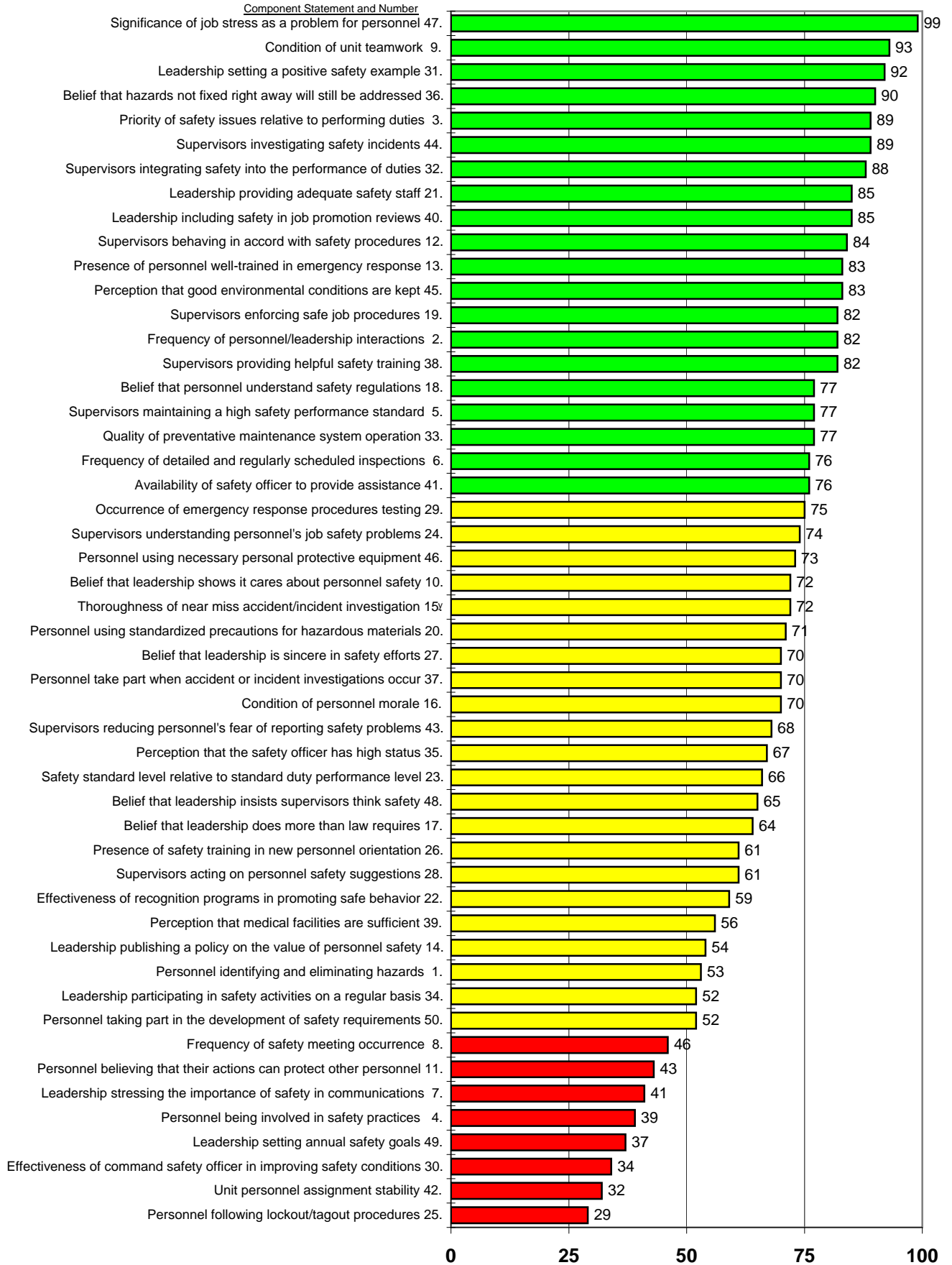
Figure 20 compares the current Air Force results to its own 2005, 2007, and 2009 results and the 2012 All Civilian Personnel respondents. For all six program categories and overall, Air Force scores are higher than the All Respondents results. Additionally, current Air Force scores for all program categories are higher than their 2009 results. Air Force percentile scores range from a moderately high score of 62 for Personnel Participation to a high 85 for Organizational Climate. The overall Air Force Civilian percentile score is a moderately high 78, indicating that 22% of the Database organizations achieved a higher overall score than did the Air Force. This is an increase of +7 percentile points from Air Force's moderately high score of 71 in 2009.

Figure 21 compares the overall safety perceptions of Air Force Civilian Personnel grades, grouped as General Schedule (GS/GM/SES), Wage (WG/WS/WL), and Demo/APS/Other White & Blue Collar. Because the grade categories changed in 2012, comparisons across survey years cannot be made. Demo/APS/Other personnel report the most positive safety program perceptions overall and in most program categories compared to other personnel groups, followed closely by GS/GM/SES and WG/WS/WL personnel, in that order. 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 Civilian Air Force work locations according to program category. Office personnel reported more positive safety program perceptions compared to non-Office personnel for most of the program categories and overall. Because the work location categories changed in 2012, comparisons across survey years cannot be made.

FIGURE 19
Percentile Scores of Safety Program Components - Air Force

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN 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
 CIVILIAN PERSONNEL

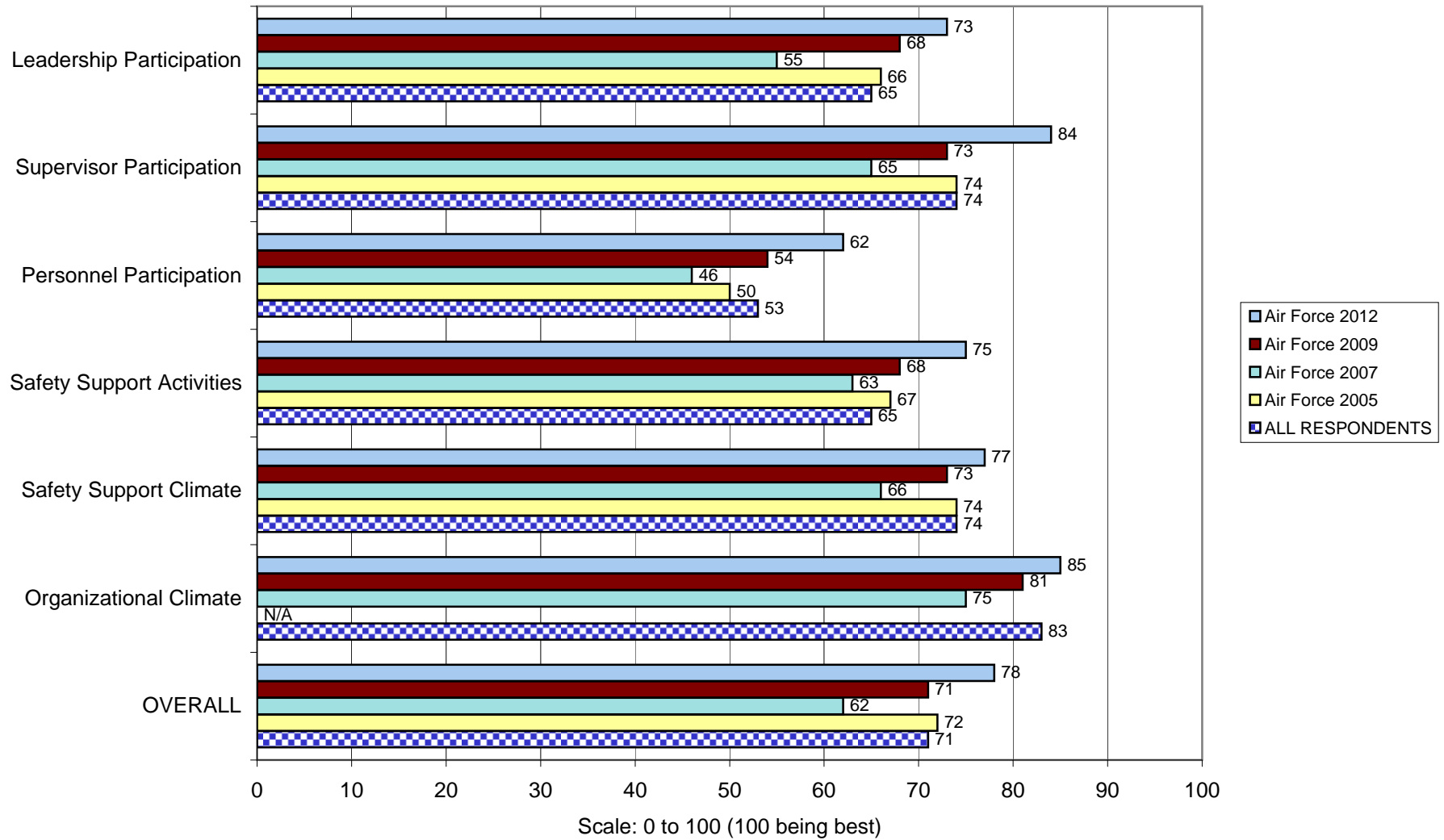


FIGURE 21
Overall Percentile Scores by Grade - Air Force

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL

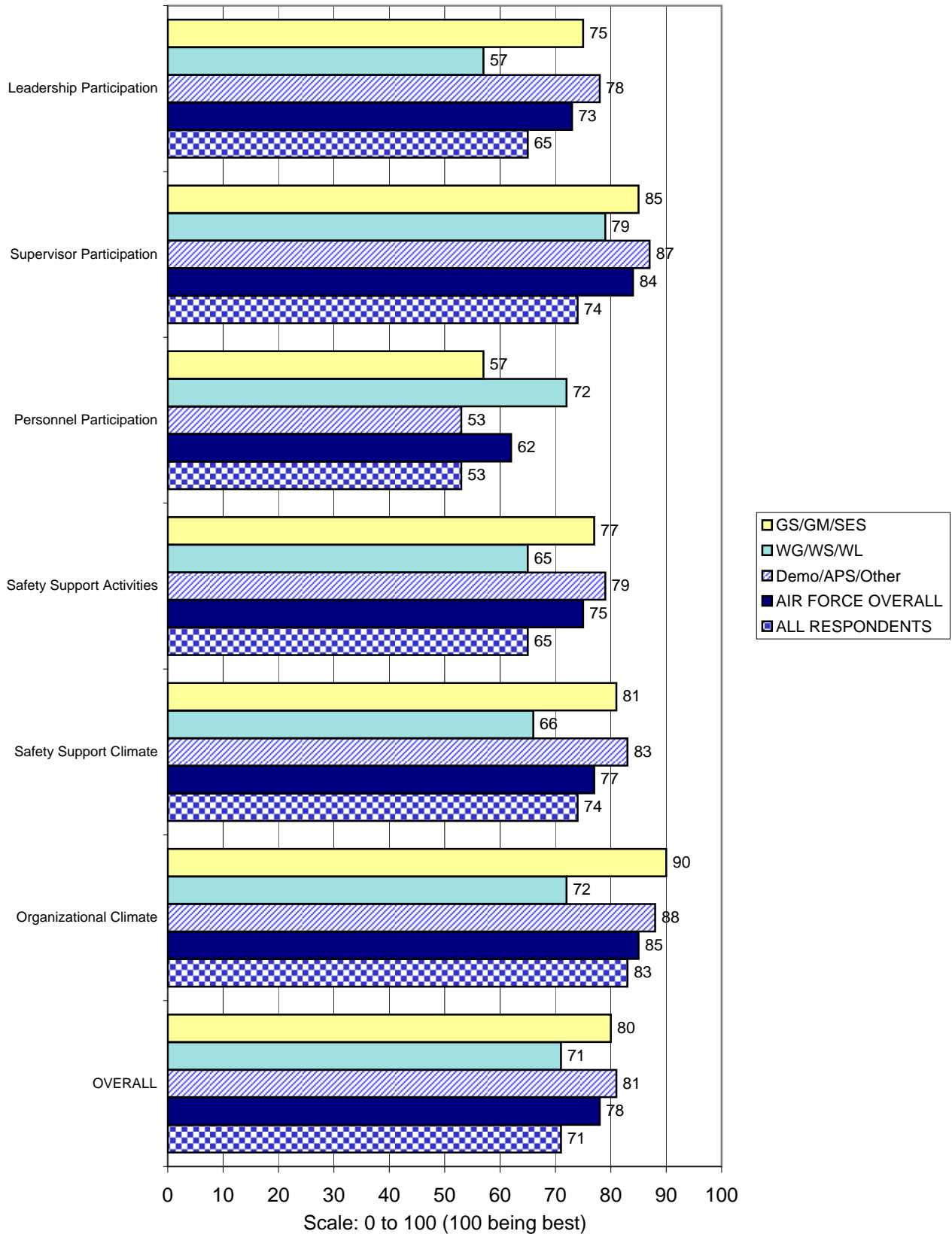
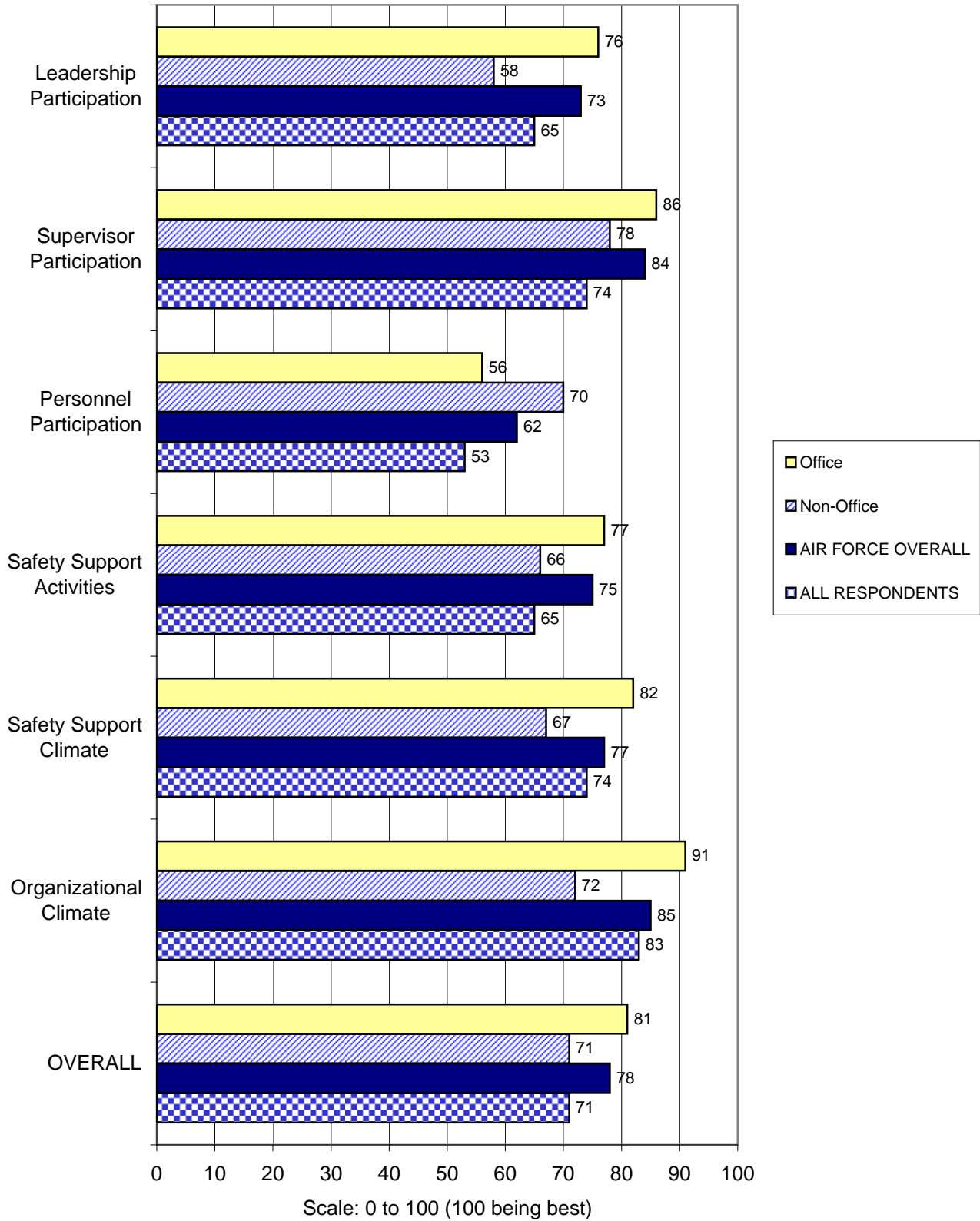


FIGURE 22
Program Category Percentile Scores by Work Location - Air Force

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL



3.8 DoD AGENCIES/ACTIVITIES

Figure 23 graphically presents the DoD Agencies/Activities percentile scores for each of the 50 standard safety program components. 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 23, 33 components met or surpassed the 50th percentile mark, an improvement from 21 above average components in 2009. Seven components achieved high scores at or above 80. The ten highest scoring components for the DoD Agencies/Activities had percentile scores at or above 77 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (98)***
- Q9 Condition of unit teamwork (88)***
- Q31 Leadership setting a positive safety example (86)***
- Q45 Perception that good environmental conditions are kept (85)***
- Q36 Belief that hazards not fixed right away will still be addressed (84)***
- Q2 Frequency of personnel/leadership interactions (82)***
- Q44 Supervisors investigating safety incidents (82)***
- Q3 Priority of safety issues relative to performing duties (79)***
- Q40 Leadership including safety in job promotion reviews (78)***
- Q12 Supervisors behaving in accord with safety procedures (77)***

As indicated by the red shading, the DoD Agencies/Activities generated 17 components with scores below the 50th percentile (representing below average performance), a decrease from 29 such components in 2009. Among these components, 12 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 (20)***
- Q7 Leadership stressing the importance of safety in communications (21)***
- Q11 Personnel believing that their actions can protect other personnel (23)***
- Q4 Personnel being involved in safety practices (26)***
- Q49 Leadership setting annual safety goals (28)***

- Q1 Personnel identifying and eliminating hazards (29)***
- Q8 Frequency of safety meeting occurrence (32)***
- Q50 Personnel taking part in the development of safety requirements (33)***
- Q30 Effectiveness of command safety officer in improving safety conditions (35)***
- Q42 Unit personnel assignment stability (36)***
- Q34 Leadership participating in safety activities on a regular basis (37)***
- Q14 Leadership publishing a policy on the value of personnel safety (39)***
- Q26 Presence of safety training in new personnel orientation (41)***
- Q28 Supervisors acting on personnel safety suggestions (42)***
- Q48 Belief that leadership insists supervisors think safety (44)***
- Q20 Personnel using standardized precautions for hazardous materials (46)***
- Q24 Supervisors understanding personnel's job safety problems (49)***

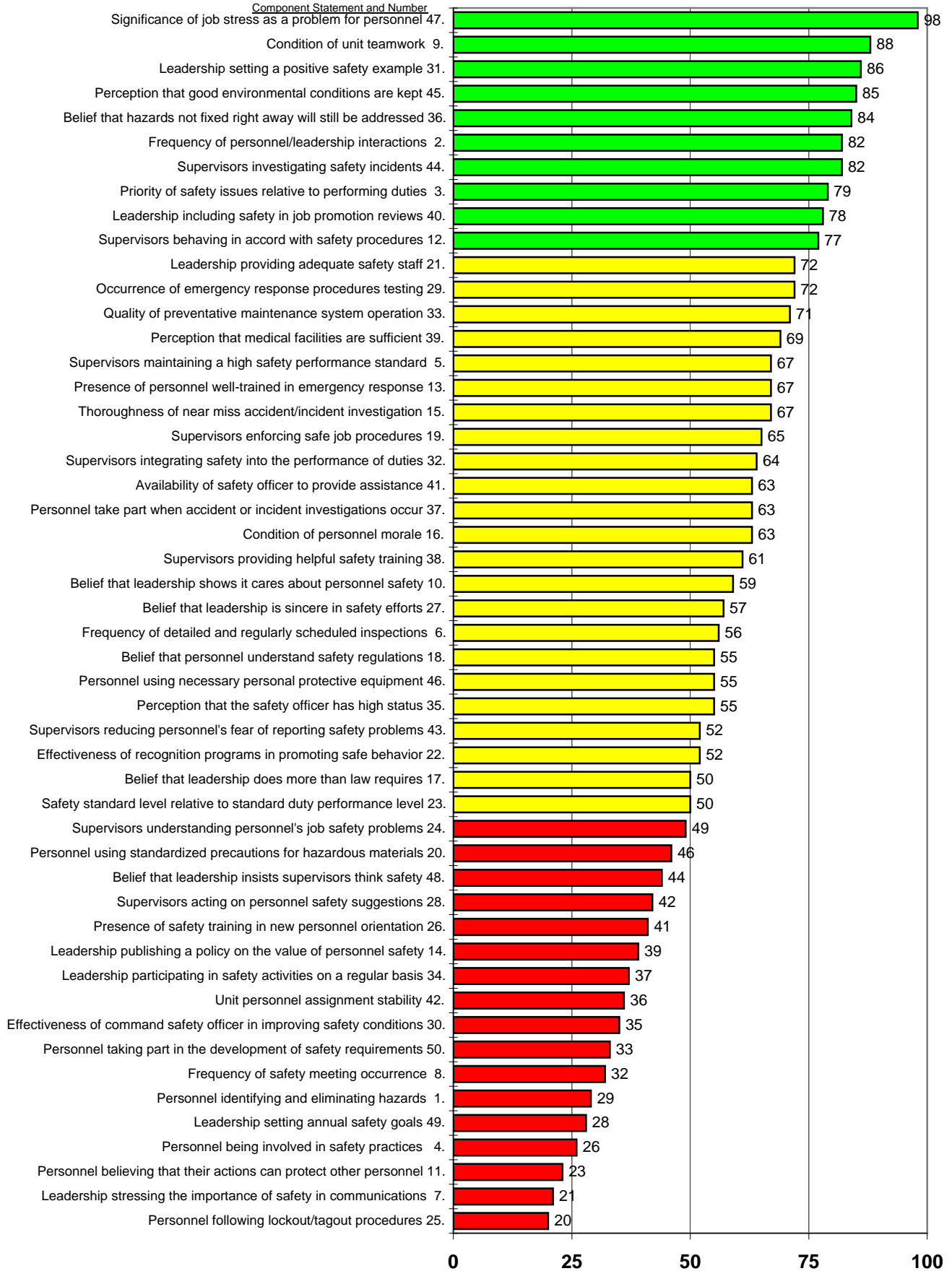
Figure 24 compares the current DoD Agencies/Activities results to its own 2005, 2007, and 2009 results and the 2012 All Civilian Personnel respondents. For all program categories, DoD Agencies/Activities scores are lower than the All Respondents results, but have increased substantially from 2009 results. The DoD Agencies/Activities percentile scores range from a moderate score of 40 for Personnel Participation to a high 81 for Organizational Climate. The overall DoD Agencies/Activities percentile score is a moderately high 63, indicating that 37% of the Database organizations achieved a higher overall score than did the DoD Agencies/Activities. This is a substantial increase of +19 percentile point from DoD Agencies/Activities' previous score of 44 in 2009.

Figure 25 compares the overall safety perceptions of DoD Agencies/Activities Civilian Personnel grades, grouped as General Schedule (GS/GM/SES), Wage (WG/WS/WL), and Demo/APS/Other White & Blue Collar. Because the grade categories changed in 2012, comparisons across survey years cannot be made. WG/WS/WL personnel report the most positive safety program perceptions overall and in most program categories compared to other personnel groups, followed by GS/GM/SES and Demo/APS/Other 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 26 compares the safety perceptions of Office versus non-Office Civilian DoD Agencies/Activities work locations according to program category. Non-Office personnel reported slightly more positive safety program perceptions compared to Office personnel for most program categories and overall. Because the work location categories changed in 2012, comparisons across survey years cannot be made.

FIGURE 23
Percentile Scores of Safety Program Components - DoD Agencies/Activities

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN 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 24
Program Category Percentile Scores - DoD Agencies/Activities

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL

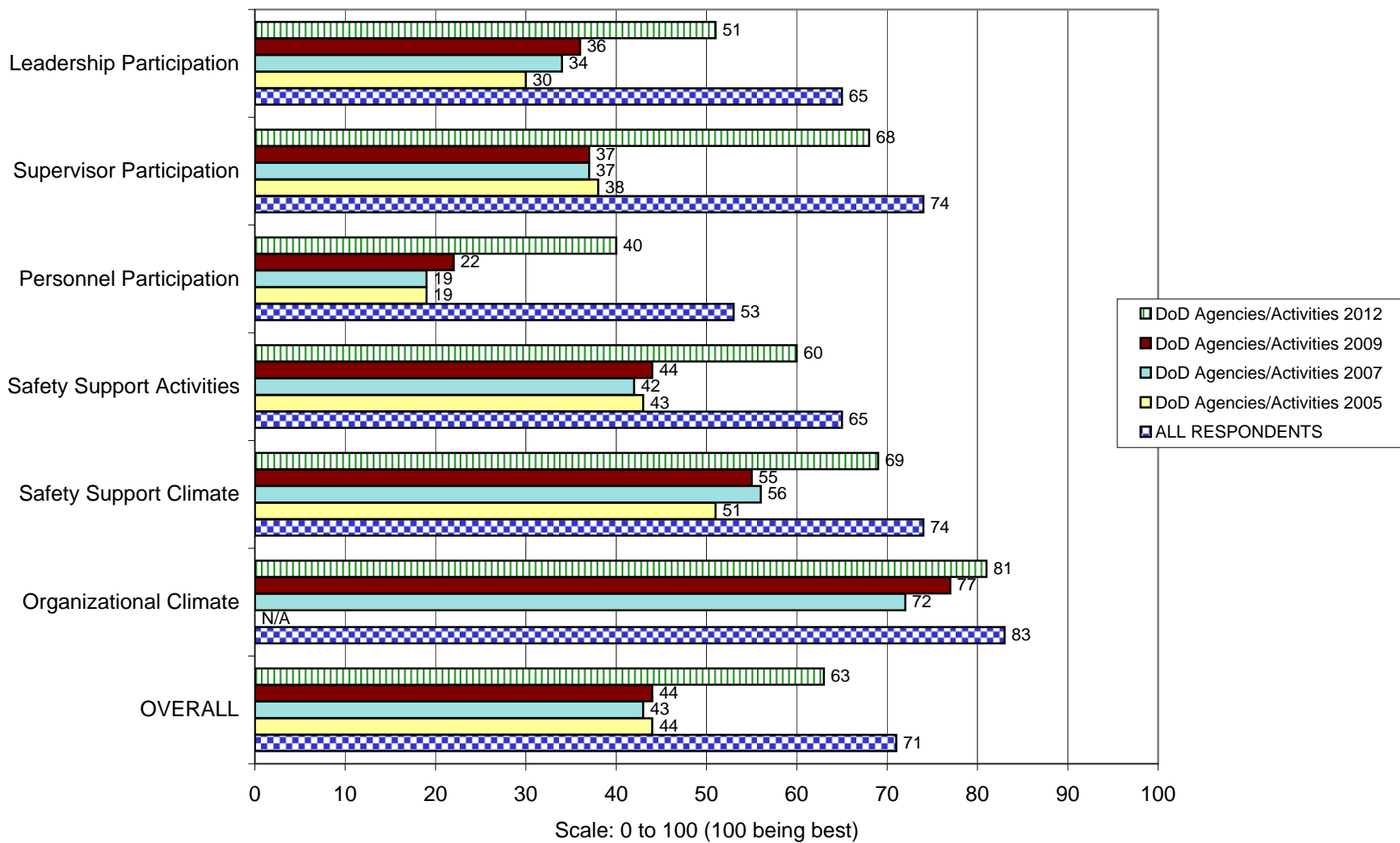


FIGURE 25
Overall Percentile Scores by Grade -
DoD Agencies/Activities

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL

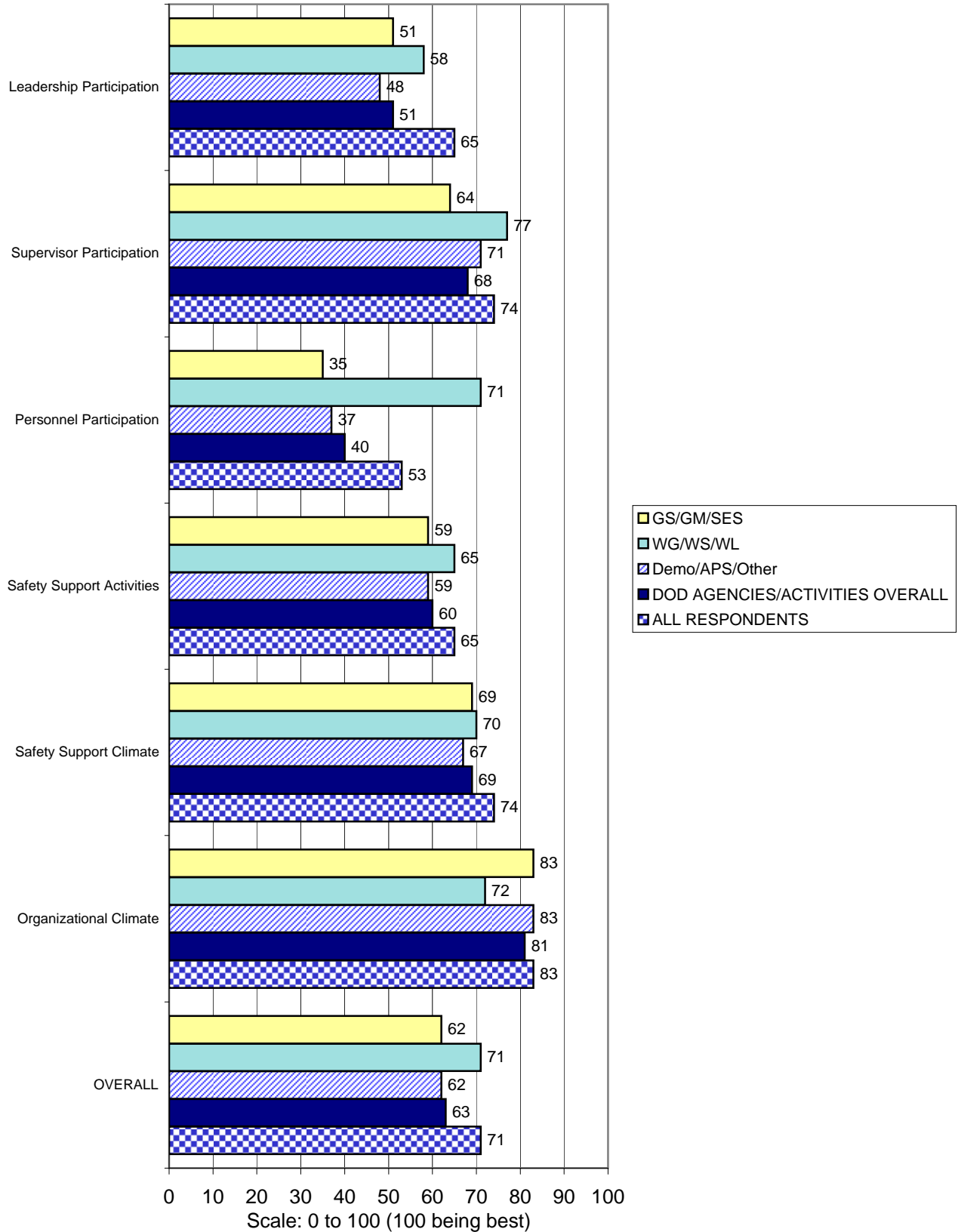
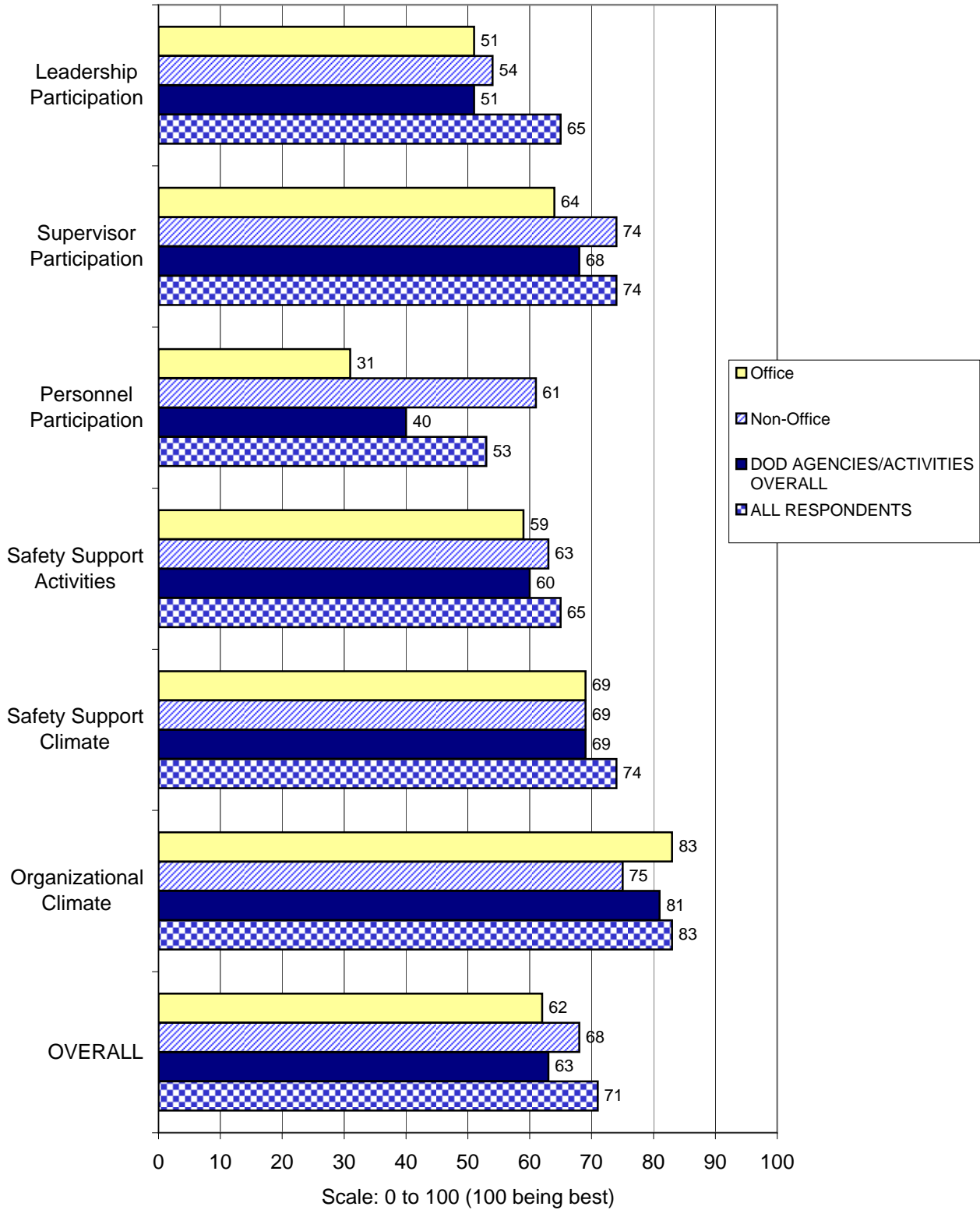


FIGURE 26
Program Category Percentile Scores by Work Location - DoD
Agencies/Activities

2012 U.S. DoD SURVEY RESULTS - SAFETY BAROMETER
 CIVILIAN PERSONNEL



4 CONCLUSIONS

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS - SAFETY BAROMETER CIVILIAN PERSONNEL

4.1 OVERVIEW

This report provides results of a survey of Civilian personnel conducted in 2012, with comparisons to 2005, 2007, and 2009 results. These results can be used to assess perceptions of Civilian personnel regarding a variety of culture and activity-based items, to identify priority problem areas for specific action planning, and to analyze differences by grade, branch of Service, and work location. The data presented in this report can also be used as a baseline against which to continue measuring future progress and to quantify changes in perceptions regarding activity-based and culture-based issues in the future. Used on an on-going basis, the survey becomes a 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 Civilian personnel received generally moderately high ratings on the **SAFETY BAROMETER** survey, with more than two thirds of the 50 standard components scoring above average. Compared with responses from the 232 locations in the NSC Database, Civilian Personnel percentile scores for safety program categories ranged from a moderate 53 for Personnel Participation to a high 83 for Organizational Climate. Currently, all six standard program categories have percentile scores at or above the average of 50. The overall **SAFETY BAROMETER** percentile score is a moderately high 71 out of 100, meaning that 29% of the Database organizations achieved a higher overall score than did Civilian personnel. This is an increase of +11 points from the overall score of 60 for DoD Civilian Personnel in 2009.

Closer examination shows that Civilian personnel scored at or above the 50th percentile for 37 of 50 standard components, an increase from 32 above average components in 2009. Nine components generated high scores at or above 80. 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 13 **SAFETY BAROMETER** components that generated below average percentile scores (<50) for Civilian personnel are presented below from lowest to highest percentile score.

Q25 *Personnel following lockout/tagout procedures (24)*

Q7 *Leadership stressing the importance of safety in communications (33)*

Q42 *Unit personnel assignment stability (33)*

Q11 *Personnel believing that their actions can protect other personnel (33)*

- Q4 Personnel being involved in safety practices (34)***
- Q49 Leadership setting annual safety goals (36)***
- Q8 Frequency of safety meeting occurrence (39)***
- Q30 Effectiveness of command safety officer in improving safety conditions (39)***
- Q34 Leadership participating in safety activities on a regular basis (41)***
- Q1 Personnel identifying and eliminating hazards (41)***
- Q50 Personnel taking part in the development of safety requirements (45)***
- Q14 Leadership publishing a policy on the value of personnel safety (45)***
- Q26 Presence of safety training in new personnel orientation (45)***

Within grade groups, all had similar overall percentile scores. Currently, the WG/WS/WL (wage) group had an overall percentile score of 72, slightly higher than the GS/GM/SES (general schedule) overall percentile score of 71 and the Demo/APS/Other group overall percentile score of 67. By work location, both the Office and non-Office groups scored identical percentile scores of 71.

Branch of Service analyses show the Air Force again generating the most positive safety program perceptions, with an overall score of 78, followed by Navy with an overall score of 72. Army generated the next highest percentile score of 67. DoD Agencies/Activities and Marine Corps consistently generated the least positive safety perceptions among Civilian personnel, resulting in moderately high overall percentile score of 63 and 62, respectively. All branches of Service show improvement since 2009, with DoD Agencies/Activities showing the greatest increase in overall percentile score, increasing +19 points from 44 in 2009 to 63 in 2012.

It is recommended that the Department of Defense use the results in this Civilian Personnel 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

	Strongly disagree				
	Disagree				
	Neither agree nor disagree				
	Agree				
	Strongly agree				
b. There is frequent contact and communication between personnel and leadership.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Safety takes a back seat to performing duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Personnel often get involved in developing or revising safety practices.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. My supervisor maintains a high job safety standard.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Detailed inspections of the base and facilities are made at regular, frequent intervals.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Leadership's views on the importance of safety are seldom stressed in personnel communications.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Safety meetings are held less often than they should be.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Good teamwork exists within our unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
j. Leadership shows that it cares about personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
k. I can protect myself and other personnel through my actions while on duty.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
l. My supervisor's behavior often goes against safety procedures.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
m. Designated personnel are well trained in emergency-response related procedures, including evacuation.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
n. Leadership has published a written policy that expresses their attitude about personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
o. Near miss accidents/incidents are thoroughly investigated.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
p. Morale among personnel in my unit is poor.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
q. Leadership does no more than the law requires to keep personnel safe.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
r. I understand the safety regulations relating to my duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

SAFETY ITEMS

C 137. To what extent 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"/>

	Strongly disagree				
	Disagree				
	Neither agree nor disagree				
	Agree				
	Strongly agree				
s. My supervisor enforces safety procedures.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
t. Standardized precautions are used by personnel who deal with hazardous materials.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
u. Leadership has provided adequate personnel to manage and support its safety program.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
v. Awards and recognition programs used in this unit are not good at promoting safe behavior.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
w. Job performance standards are higher for professional duties than for safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
x. My supervisor understands the safety problems I face.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
y. Personnel follow a regular lockout/tagout procedure.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
z. Safety training is part of every new personnel orientation.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aa. I believe leadership is sincere in its efforts to ensure personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ab. My supervisor seldom acts on personnel safety suggestions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ac. Emergency response-related procedures are almost never tested to make sure they are working.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ad. The work of the command safety officer improves safety conditions in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ae. Leadership sets a positive safety example through their words and actions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
af. My supervisor has successfully fit safety into performance of duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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"/>

	Strongly disagree				
	Disagree				
	Neither agree nor disagree				
	Agree				
	Strongly agree				
ai. The safety officer(s) has/have high status in this unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aj. Hazards that are not fixed right away by supervisors are often ignored.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ak. Personnel take part when accident or incident investigations occur.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
al. The training provided through my supervisor helps me do my duties safely.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
am. Medical facilities are sufficient for treating the injuries that occur in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
an. It is well known that leadership ignores a person's safety performance when determining promotions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ao. The safety officer is readily available to provide advice and assistance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ap. The assignment of personnel to my unit is stable.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aq. Personnel are afraid to report safety problems to their supervisors.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ar. My supervisor always investigates safety incidents.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
as. Ventilation, lighting, noise, and other environmental conditions are kept at good levels.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
at. A lot of personnel don't use the personal protective equipment necessary to do their jobs safely.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
au. The stress of performing my armed service duties is a significant problem for me and other personnel in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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"/>

	Strongly disagree
	Disagree
Neither agree nor disagree	
Agree	
Strongly agree	

ax. Personnel rarely take part in the development of safety requirements for their jobs.

C 138. Which of the following best describes your work location? *Mark only one answer to best describe your work environment.*

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



Appendix B Response Frequency & Percentage Distributions

APPENDIX B RESPONSE FREQUENCY & PERCENTAGE DISTRIBUTIONS

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS - SAFETY BAROMETER CIVILIAN PERSONNEL

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
Civilian Personnel
Response Frequency & Percentage Distributions

Q1 Personnel identify hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	230820	30.3	30.7	30.7
	2 Agree	331974	43.5	44.2	74.9
	3 Neutral	134467	17.6	17.9	92.8
	4 Disagree	40716	5.3	5.4	98.3
	5 Strongly disagree	13060	1.7	1.7	100.0
	Total	751037	98.5	100.0	
Missing	System	11331	1.5		
Total		762368	100.0		

Q2 Frequent contact between personnel and ldrs					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	201294	26.4	27.0	27.0
	2 Agree	333745	43.8	44.8	71.8
	3 Neutral	116559	15.3	15.6	87.5
	4 Disagree	65877	8.6	8.8	96.3
	5 Strongly disagree	27537	3.6	3.7	100.0
	Total	745012	97.7	100.0	
Missing	System	17356	2.3		
Total		762368	100.0		

Q3 Safety takes a back seat to production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	36554	4.8	4.9	4.9
	2 Agree	63835	8.4	8.6	13.5
	3 Neutral	136722	17.9	18.4	32.0
	4 Disagree	306291	40.2	41.3	73.3
	5 Strongly disagree	197704	25.9	26.7	100.0
	Total	741106	97.2	100.0	
Missing	System	21262	2.8		
Total		762368	100.0		

Q4 Personnel revise safety & health practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	91990	12.1	12.5	12.5
	2 Agree	244329	32.0	33.3	45.9
	3 Neutral	269963	35.4	36.8	82.7
	4 Disagree	97549	12.8	13.3	96.0
Total					

	5 Strongly disagree	29242	3.8	4.0	100.0
	Total	733073	96.2	100.0	
Missing	System	29295	3.8		
Total		762368	100.0		

Q5 Supervisor maintain high safety standards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	212606	27.9	28.6	28.6
	2 Agree	314124	41.2	42.3	70.9
	3 Neutral	172064	22.6	23.2	94.1
	4 Disagree	27510	3.6	3.7	97.8
	5 Strongly disagree	16198	2.1	2.2	100.0
	Total	742503	97.4	100.0	
Missing	System	19865	2.6		
Total		762368	100.0		

Q6 Inspections made at regular intervals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	138233	18.1	18.4	18.4
	2 Agree	309847	40.6	41.2	59.6
	3 Neutral	237167	31.1	31.5	91.1
	4 Disagree	50878	6.7	6.8	97.9
	5 Strongly disagree	16123	2.1	2.1	100.0
	Total	752249	98.7	100.0	
Missing	System	10119	1.3		
Total		762368	100.0		

Q7 Leadership safety views seldom communicate					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	56841	7.5	7.6	7.6
	2 Agree	137623	18.1	18.4	26.1
	3 Neutral	180654	23.7	24.2	50.3
	4 Disagree	268544	35.2	36.0	86.2
	5 Strongly disagree	102710	13.5	13.8	100.0
	Total	746372	97.9	100.0	
Missing	System	15996	2.1		
Total		762368	100.0		

Q8 Safety meetings held less often than nec					
		Frequency	Percent	Valid	Cumulative
Total					

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				Percent	Percent
Valid	1 Strongly agree	44228	5.8	5.9	5.9
	2 Agree	119129	15.6	15.9	21.8
	3 Neutral	280235	36.8	37.4	59.2
	4 Disagree	223128	29.3	29.8	88.9
	5 Strongly disagree	83185	10.9	11.1	100.0
	Total	749906	98.4	100.0	
Missing	System	12462	1.6		
Total		762368	100.0		

Q9 Good teamwork exists within unit					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	158615	20.8	21.2	21.2
	2 Agree	333237	43.7	44.6	65.8
	3 Neutral	149180	19.6	20.0	85.8
	4 Disagree	66890	8.8	9.0	94.7
	5 Strongly disagree	39344	5.2	5.3	100.0
	Total	747266	98.0	100.0	
Missing	System	15102	2.0		
Total		762368	100.0		

Q10 Leadership shows that it cares about safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	192228	25.2	25.5	25.5
	2 Agree	337329	44.2	44.8	70.4
	3 Neutral	156065	20.5	20.7	91.1
	4 Disagree	40591	5.3	5.4	96.5
	5 Strongly disagree	26163	3.4	3.5	100.0
	Total	752376	98.7	100.0	
Missing	System	9992	1.3		
Total		762368	100.0		

Q11 My actions can protect other personnel					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	273062	35.8	36.6	36.6
	2 Agree	375164	49.2	50.3	86.8
	3 Neutral	85217	11.2	11.4	98.2
	4 Disagree	9840	1.3	1.3	99.6
	5 Strongly disagree	3300	.4	.4	100.0
	Total				

	Total	746584	97.9	100.0
Missing	System	15784	2.1	
Total		762368	100.0	

Q12 My supervisors behavior is unsafe					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	16100	2.1	2.2	2.2
	2 Agree	31454	4.1	4.3	6.5
	3 Neutral	111647	14.6	15.2	21.6
	4 Disagree	322204	42.3	43.8	65.4
	5 Strongly disagree	254680	33.4	34.6	100.0
	Total	736084	96.6	100.0	
Missing	System	26284	3.4		
Total		762368	100.0		

Q13 Des. personnel trained in emergency prac					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	137636	18.1	18.6	18.6
	2 Agree	317942	41.7	42.9	61.4
	3 Neutral	213779	28.0	28.8	90.2
	4 Disagree	56245	7.4	7.6	97.8
	5 Strongly disagree	16075	2.1	2.2	100.0
	Total	741677	97.3	100.0	
Missing	System	20691	2.7		
Total		762368	100.0		

Q14 Leadership published a written safety policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	156345	20.5	20.9	20.9
	2 Agree	333504	43.7	44.7	65.6
	3 Neutral	198392	26.0	26.6	92.2
	4 Disagree	44001	5.8	5.9	98.1
	5 Strongly disagree	14287	1.9	1.9	100.0
	Total	746530	97.9	100.0	
Missing	System	15838	2.1		
Total		762368	100.0		

Q15 Near miss accidents are investigated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	125520	16.5	17.0	17.0

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	2 Agree	252586	33.1	34.3	51.3
	3 Neutral	306350	40.2	41.6	92.9
	4 Disagree	36308	4.8	4.9	97.9
	5 Strongly disagree	15795	2.1	2.1	100.0
	Total	736559	96.6	100.0	
Missing	System	25809	3.4		
Total		762368	100.0		

Q16 Personnel morale is poor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	104373	13.7	13.9	13.9
	2 Agree	147631	19.4	19.7	33.6
	3 Neutral	187990	24.7	25.1	58.7
	4 Disagree	226111	29.7	30.2	88.9
	5 Strongly disagree	83087	10.9	11.1	100.0
	Total	749192	98.3	100.0	
Missing	System	13176	1.7		
Total		762368	100.0		

Q17 Leadership does only what the law requires					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	41664	5.5	5.6	5.6
	2 Agree	106106	13.9	14.3	19.9
	3 Neutral	244687	32.1	33.0	52.9
	4 Disagree	251667	33.0	33.9	86.7
	5 Strongly disagree	98429	12.9	13.3	100.0
	Total	742553	97.4	100.0	
Missing	System	19815	2.6		
Total		762368	100.0		

Q18 Understand safety & health regulations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	213128	28.0	28.5	28.5
	2 Agree	430027	56.4	57.6	86.1
	3 Neutral	85316	11.2	11.4	97.5
	4 Disagree	13441	1.8	1.8	99.3
	5 Strongly disagree	4862	.6	.7	100.0
	Total	746775	98.0	100.0	
Missing	System	15593	2.0		

Total		762368	100.0		
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Q19 Supervisors enforce safe job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	178386	23.4	23.9	23.9
	2 Agree	371488	48.7	49.8	73.7
	3 Neutral	165717	21.7	22.2	95.9
	4 Disagree	20597	2.7	2.8	98.7
	5 Strongly disagree	9620	1.3	1.3	100.0
	Total	745808	97.8	100.0	
Missing	System	16560	2.2		
Total		762368	100.0		

Q20 Precautions used for hazardous mat.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	171178	22.5	22.9	22.9
	2 Agree	297526	39.0	39.7	62.6
	3 Neutral	262508	34.4	35.1	97.7
	4 Disagree	11669	1.5	1.6	99.2
	5 Strongly disagree	5650	.7	.8	100.0
	Total	748531	98.2	100.0	
Missing	System	13837	1.8		
Total		762368	100.0		

Q21 Adequate personnel to manage safety program					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	133879	17.6	17.9	17.9
	2 Agree	334780	43.9	44.9	62.8
	3 Neutral	222521	29.2	29.8	92.6
	4 Disagree	40778	5.3	5.5	98.1
	5 Strongly disagree	14185	1.9	1.9	100.0
	Total	746143	97.9	100.0	
Missing	System	16225	2.1		
Total		762368	100.0		

Q22 Award program does not promote safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	45760	6.0	6.1	6.1
	2 Agree	118548	15.5	15.9	22.1
	3 Neutral	347814	45.6	46.7	68.8

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	4 Disagree	171483	22.5	23.0	91.8
	5 Strongly disagree	61134	8.0	8.2	100.0
	Total	744739	97.7	100.0	
Missing	System	17629	2.3		
Total		762368	100.0		

Q23 Performance standards higher than safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	40589	5.3	5.5	5.5
	2 Agree	138354	18.1	18.7	24.2
	3 Neutral	344714	45.2	46.5	70.7
	4 Disagree	167648	22.0	22.6	93.3
	5 Strongly disagree	49530	6.5	6.7	100.0
	Total	740835	97.2	100.0	
Missing	System	21533	2.8		
Total		762368	100.0		

Q24 Super. understand job safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	128593	16.9	17.4	17.4
	2 Agree	341092	44.7	46.2	63.6
	3 Neutral	232215	30.5	31.4	95.0
	4 Disagree	25718	3.4	3.5	98.5
	5 Strongly disagree	11243	1.5	1.5	100.0
	Total	738862	96.9	100.0	
Missing	System	23506	3.1		
Total		762368	100.0		

Q25 Personnel follow lock/tagout procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	106210	13.9	14.6	14.6
	2 Agree	207850	27.3	28.5	43.0
	3 Neutral	372343	48.8	51.0	94.1
	4 Disagree	31139	4.1	4.3	98.3
	5 Strongly disagree	12236	1.6	1.7	100.0
	Total	729778	95.7	100.0	
Missing	System	32590	4.3		
Total		762368	100.0		

Q26 Safety training is part of orientation					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	182661	24.0	24.4	24.4
	2 Agree	322872	42.4	43.1	67.5
	3 Neutral	191340	25.1	25.5	93.0
	4 Disagree	41881	5.5	5.6	98.6
	5 Strongly disagree	10384	1.4	1.4	100.0
	Total	749138	98.3	100.0	
Missing	System	13230	1.7		
Total		762368	100.0		

Q27 Leadership is sincere about personnel safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	183607	24.1	24.7	24.7
	2 Agree	369388	48.5	49.7	74.4
	3 Neutral	150769	19.8	20.3	94.6
	4 Disagree	27596	3.6	3.7	98.4
	5 Strongly disagree	12188	1.6	1.6	100.0
	Total	743548	97.5	100.0	
Missing	System	18820	2.5		
Total		762368	100.0		

Q28 Supervisors seldom act on worker sugg.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22894	3.0	3.1	3.1
	2 Agree	53228	7.0	7.1	10.2
	3 Neutral	275495	36.1	36.9	47.1
	4 Disagree	280029	36.7	37.5	84.6
	5 Strongly disagree	114825	15.1	15.4	100.0
	Total	746471	97.9	100.0	
Missing	System	15897	2.1		
Total		762368	100.0		

Q29 Emergency procedures rarely tested					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	28310	3.7	3.8	3.8
	2 Agree	82569	10.8	11.1	14.9
	3 Neutral	227111	29.8	30.5	45.4
	4 Disagree	288806	37.9	38.8	84.2
	5 Strongly disagree	117916	15.5	15.8	100.0

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	Total	744711	97.7	100.0	
Missing	System	17657	2.3		
Total		762368	100.0		

Q30 Safety officer improves safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	105974	13.9	14.2	14.2
	2 Agree	269455	35.3	36.0	50.2
	3 Neutral	325677	42.7	43.6	93.8
	4 Disagree	31639	4.2	4.2	98.0
	5 Strongly disagree	14881	2.0	2.0	100.0
	Total	747627	98.1	100.0	
Missing	System	14741	1.9		
Total		762368	100.0		

Q31 Leadership sets fine safety example					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	145992	19.1	19.8	19.8
	2 Agree	337485	44.3	45.8	65.7
	3 Neutral	199762	26.2	27.1	92.8
	4 Disagree	36535	4.8	5.0	97.8
	5 Strongly disagree	16503	2.2	2.2	100.0
	Total	736277	96.6	100.0	
Missing	System	26091	3.4		
Total		762368	100.0		

Q32 Supervisors fits safety into performance of duties					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	134136	17.6	18.4	18.4
	2 Agree	311732	40.9	42.7	61.1
	3 Neutral	232307	30.5	31.8	92.9
	4 Disagree	40739	5.3	5.6	98.5
	5 Strongly disagree	10902	1.4	1.5	100.0
	Total	729817	95.7	100.0	
Missing	System	32551	4.3		
Total		762368	100.0		

Q33 Preventive maintenance operates poorly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	33664	4.4	4.6	4.6

Valid	2 Agree	85699	11.2	11.7	16.3
	3 Neutral	328287	43.1	44.9	61.3
	4 Disagree	211684	27.8	29.0	90.3
	5 Strongly disagree	71128	9.3	9.7	100.0
	Total	730462	95.8	100.0	
Missing	System	31906	4.2		
Total		762368	100.0		

Q34 Leadership participates in safety activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	100077	13.1	13.7	13.7
	2 Agree	268001	35.2	36.6	50.2
	3 Neutral	299859	39.3	40.9	91.1
	4 Disagree	49137	6.4	6.7	97.8
	5 Strongly disagree	15931	2.1	2.2	100.0
	Total	733005	96.1	100.0	
Missing	System	29363	3.9		
Total		762368	100.0		

Q35 Safety officer has high status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	89437	11.7	12.3	12.3
	2 Agree	215987	28.3	29.8	42.2
	3 Neutral	345197	45.3	47.6	89.8
	4 Disagree	55759	7.3	7.7	97.5
	5 Strongly disagree	18176	2.4	2.5	100.0
	Total	724558	95.0	100.0	
Missing	System	37810	5.0		
Total		762368	100.0		

Q36 Hazards not fixed quickly are ignored					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	21620	2.8	2.9	2.9
	2 Agree	74969	9.8	10.1	13.1
	3 Neutral	263989	34.6	35.7	48.8
	4 Disagree	283611	37.2	38.4	87.1
	5 Strongly disagree	95056	12.5	12.9	100.0
	Total	739245	97.0	100.0	
Missing	System	23123	3.0		

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Civilian Personnel
Response Frequency & Percentage Distributions

Total	762368	100.0		
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Q37 Personnel take part in accident invest.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	79583	10.4	10.9	10.9
	2 Agree	283465	37.2	38.7	49.5
	3 Neutral	324232	42.5	44.2	93.8
	4 Disagree	35514	4.7	4.8	98.6
	5 Strongly disagree	9949	1.3	1.4	100.0
	Total	732742	96.1	100.0	
Missing	System	29626	3.9		
Total		762368	100.0		

Q38 Training by supervisor helps job safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	104183	13.7	14.2	14.2
	2 Agree	314786	41.3	42.8	56.9
	3 Neutral	266708	35.0	36.2	93.1
	4 Disagree	38997	5.1	5.3	98.4
	5 Strongly disagree	11574	1.5	1.6	100.0
	Total	736248	96.6	100.0	
Missing	System	26120	3.4		
Total		762368	100.0		

Q39 Medical facilities are sufficient					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	103789	13.6	14.1	14.1
	2 Agree	292877	38.4	39.9	54.0
	3 Neutral	267087	35.0	36.4	90.4
	4 Disagree	46340	6.1	6.3	96.7
	5 Strongly disagree	24308	3.2	3.3	100.0
	Total	734401	96.3	100.0	
Missing	System	27967	3.7		
Total		762368	100.0		

Q40 Leadership ignores safety during promotions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	28567	3.7	3.9	3.9
	2 Agree	53550	7.0	7.3	11.1
	3 Neutral	332046	43.6	45.0	56.1

	4 Disagree	218667	28.7	29.6	85.8
	5 Strongly disagree	104785	13.7	14.2	100.0
	Total	737615	96.8	100.0	
Missing	System	24753	3.2		
Total		762368	100.0		

Q41 Safety officer is readily available					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	129931	17.0	17.8	17.8
	2 Agree	302903	39.7	41.6	59.4
	3 Neutral	240680	31.6	33.0	92.4
	4 Disagree	41159	5.4	5.6	98.1
	5 Strongly disagree	13970	1.8	1.9	100.0
	Total	728644	95.6	100.0	
Missing	System	33724	4.4		
Total		762368	100.0		

Q42 This unit has a stable workforce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	78246	10.3	10.8	10.8
	2 Agree	284592	37.3	39.4	50.3
	3 Neutral	251735	33.0	34.9	85.1
	4 Disagree	80283	10.5	11.1	96.3
	5 Strongly disagree	26979	3.5	3.7	100.0
	Total	721834	94.7	100.0	
Missing	System	40534	5.3		
Total		762368	100.0		

Q43 Personnel afraid to report problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17622	2.3	2.4	2.4
	2 Agree	46249	6.1	6.4	8.8
	3 Neutral	207953	27.3	28.8	37.6
	4 Disagree	325796	42.7	45.1	82.7
	5 Strongly disagree	125056	16.4	17.3	100.0
	Total	722676	94.8	100.0	
Missing	System	39692	5.2		
Total		762368	100.0		

Q44 Supervisors always investigate accidents					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	112157	14.7	15.6	15.6
	2 Agree	289480	38.0	40.2	55.8
	3 Neutral	276384	36.3	38.4	94.2
	4 Disagree	29650	3.9	4.1	98.3
	5 Strongly disagree	11944	1.6	1.7	100.0
	Total	719615	94.4	100.0	
Missing	System	42753	5.6		
Total		762368	100.0		

Q45 Environmental cond. kept at good levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	97922	12.8	13.6	13.6
	2 Agree	341871	44.8	47.3	60.9
	3 Neutral	159672	20.9	22.1	83.0
	4 Disagree	84792	11.1	11.7	94.8
	5 Strongly disagree	37912	5.0	5.2	100.0
	Total	722169	94.7	100.0	
Missing	System	40199	5.3		
Total		762368	100.0		

Q46 Personnel dont use necessary PPE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17484	2.3	2.4	2.4
	2 Agree	60374	7.9	8.2	10.6
	3 Neutral	317187	41.6	43.3	54.0
	4 Disagree	248660	32.6	34.0	87.9
	5 Strongly disagree	88293	11.6	12.1	100.0
	Total	731998	96.0	100.0	
Missing	System	30370	4.0		
Total		762368	100.0		

Q47 Job stress is significant problem for me					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	37709	4.9	5.2	5.2
	2 Agree	98035	12.9	13.5	18.6
	3 Neutral	247398	32.5	34.0	52.6
	4 Disagree	260356	34.2	35.7	88.3
	5 Strongly disagree	84868	11.1	11.7	100.0
	Total				
Missing	System				
Total					

	Total	728367	95.5	100.0	
Missing	System	34001	4.5		
Total		762368	100.0		

Q48 Leadership insists supervisor think safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	123880	16.2	17.0	17.0
	2 Agree	317662	41.7	43.5	60.4
	3 Neutral	253440	33.2	34.7	95.1
	4 Disagree	26749	3.5	3.7	98.8
	5 Strongly disagree	9103	1.2	1.2	100.0
	Total	730835	95.9	100.0	
Missing	System	31533	4.1		
Total		762368	100.0		

Q49 Leadership sets goals-hold all accountable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	87950	11.5	12.1	12.1
	2 Agree	229878	30.2	31.6	43.7
	3 Neutral	334054	43.8	45.9	89.6
	4 Disagree	59086	7.8	8.1	97.7
	5 Strongly disagree	16598	2.2	2.3	100.0
	Total	727566	95.4	100.0	
Missing	System	34802	4.6		
Total		762368	100.0		

Q50 Personnel rarely dev. safety requirements					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	28428	3.7	3.9	3.9
	2 Agree	106643	14.0	14.6	18.5
	3 Neutral	330078	43.3	45.2	63.7
	4 Disagree	202764	26.6	27.7	91.4
	5 Strongly disagree	62769	8.2	8.6	100.0
	Total	730683	95.8	100.0	
Missing	System	31685	4.2		
Total		762368	100.0		

XSVC Crossing Recoded: Service Component					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Army	266360	34.9	35.2	35.2

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 Civilian Personnel
 Response Frequency & Percentage Distributions

	2 Navy/Marines	201427	26.4	26.6	61.9
	3 Air Force	168574	22.1	22.3	84.2
	4 DoD Agencies and Activities	119773	15.7	15.8	100.0
	Total	756134	99.2	100.0	
Missing	System	6234	.8		
Total		762368	100.0		

XPAYGRP1 Pay Groups - Collapsed version					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 GS/GM/SES	530059	69.5	70.1	70.1
	2 WG/WS/WL	131130	17.2	17.3	87.4
	3 Demo/APS/Other White and Blue Collar	94945	12.5	12.6	100.0
	Total	756134	99.2	100.0	
Missing	System	6234	.8		
Total		762368	100.0		

WORKLOC1 Which of the following best describes your work location? - Collapsed version					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Office	549420	72.1	72.8	72.8
	2 Non-Office	205303	26.9	27.2	100.0
	Total	754723	99.0	100.0	
Missing	System	7645	1.0		
Total		762368	100.0		

XMARINE1 Navy/Marine Corps/All Other Services					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Navy	181960	23.9	24.1	24.1
	2 Marine Corps	19467	2.6	2.6	26.6
	3 All Other	554707	72.8	73.4	100.0
	Total	756134	99.2	100.0	
Missing	System	6234	.8		
Total		762368	100.0		



Appendix C Methods & Data Analyses

APPENDIX C METHODS & DATA ANALYSES

2012 U.S. DEPT. OF DEFENSE SURVEY RESULTS - SAFETY BAROMETER CIVILIAN PERSONNEL

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 Civilian 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

Civilian 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-Civilian 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

		XPAYGRP1 Pay Groups - Collapsed version								
		GS/GM/SES		WG/WS/WL		Demo/APS/Other White and Blue Collar		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q1 Personnel identify hazards	1 Strongly agree	156352	29.7%	53870	41.3%	20597	21.8%	230820	30.7%	
	2 Agree	232304	44.2%	55962	42.9%	43708	46.2%	331974	44.2%	
	3 Neutral	98876	18.8%	13535	10.4%	22056	23.3%	134467	17.9%	
	4 Disagree	28880	5.5%	5623	4.3%	6212	6.6%	40716	5.4%	
	5 Strongly disagree	9704	1.8%	1409	1.1%	1947	2.1%	13060	1.7%	
	Total	526117		130399		94521		751037		11331
Q2 Frequent contact between personnel and ldrs	1 Strongly agree	144112	27.6%	35307	27.3%	21875	23.4%	201294	27.0%	
	2 Agree	233061	44.6%	55937	43.3%	44747	47.8%	333745	44.8%	
	3 Neutral	82511	15.8%	18359	14.2%	15689	16.8%	116559	15.6%	
	4 Disagree	45210	8.7%	12127	9.4%	8540	9.1%	65877	8.8%	
	5 Strongly disagree	17284	3.3%	7460	5.8%	2792	3.0%	27537	3.7%	
	Total	522179		129190		93643		745012		17356
Q3 Safety takes a back seat to production	1 Strongly agree	25016	4.8%	8362	6.5%	3176	3.4%	36554	4.9%	
	2 Agree	43613	8.4%	13506	10.5%	6717	7.2%	63835	8.6%	
	3 Neutral	98195	18.9%	20840	16.2%	17686	19.0%	136722	18.4%	
	4 Disagree	216915	41.8%	46036	35.7%	43340	46.5%	306291	41.3%	
	5 Strongly disagree	135318	26.1%	40064	31.1%	22322	23.9%	197704	26.7%	
	Total	519058		128807		93241		741106		21262
Q4 Personnel revise safety & health practices	1 Strongly agree	61549	12.0%	22197	17.4%	8244	9.0%	91990	12.5%	
	2 Agree	164719	32.1%	49978	39.2%	29631	32.2%	244329	33.3%	
	3 Neutral	198762	38.7%	33956	26.7%	37246	40.5%	269963	36.8%	
	4 Disagree	68843	13.4%	15180	11.9%	13527	14.7%	97549	13.3%	
	5 Strongly disagree	19874	3.9%	6067	4.8%	3301	3.6%	29242	4.0%	
	Total	513747		127378		91948		733073		29295
Q5 Supervisor maintain high safety standards	1 Strongly agree	145428	28.0%	45060	34.9%	22118	23.6%	212606	28.6%	
	2 Agree	220258	42.4%	52224	40.5%	41643	44.5%	314124	42.3%	
	3 Neutral	125653	24.2%	21013	16.3%	25399	27.2%	172064	23.2%	
	4 Disagree	18362	3.5%	6162	4.8%	2987	3.2%	27510	3.7%	
	5 Strongly disagree	10281	2.0%	4532	3.5%	1385	1.5%	16198	2.2%	
	Total	519981		128990		93532		742503		19865
Q6 Inspections made at regular intervals	1 Strongly agree	93817	17.8%	30792	23.6%	13624	14.4%	138233	18.4%	
	2 Agree	210889	40.0%	58512	44.8%	40446	42.7%	309847	41.2%	
	3 Neutral	175351	33.3%	28548	21.8%	33268	35.1%	237167	31.5%	
	4 Disagree	35705	6.8%	9563	7.3%	5610	5.9%	50878	6.8%	
	5 Strongly disagree	11110	2.1%	3269	2.5%	1744	1.8%	16123	2.1%	
	Total	526871		130684		94693		752249		10119
Q7 Leadership safety views seldom communct	1 Strongly agree	40621	7.8%	11303	8.7%	4917	5.2%	56841	7.6%	
	2 Agree	95296	18.2%	26414	20.4%	15913	16.9%	137623	18.4%	
	3 Neutral	129221	24.7%	27281	21.1%	24152	25.7%	180654	24.2%	
	4 Disagree	185959	35.6%	44994	34.7%	37592	40.0%	268544	36.0%	
	5 Strongly disagree	71725	13.7%	19605	15.1%	11380	12.1%	102710	13.8%	
	Total	522821		129597		93954		746372		15996
Q8 Safety meetings held less often than nec	1 Strongly agree	30300	5.8%	10142	7.8%	3787	4.0%	44228	5.9%	
	2 Agree	82854	15.8%	22895	17.6%	13381	14.2%	119129	15.9%	
	3 Neutral	208340	39.6%	30517	23.4%	41378	43.9%	280235	37.4%	
	4 Disagree	149432	28.4%	46059	35.4%	27637	29.3%	223128	29.8%	
	5 Strongly disagree	54527	10.4%	20566	15.8%	8092	8.6%	83185	11.1%	
	Total	525453		130178		94275		749906		12462

		XPAYGRP1 Pay Groups - Collapsed version								
		GS/GM/SES		WG/WS/WL		Demo/APS/Other White and Blue Collar		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q9 Good teamwork exists within unit	1 Strongly agree	114226	21.8%	26397	20.4%	17992	19.1%	158615	21.2%	
	2 Agree	235664	45.0%	51624	39.9%	45949	48.7%	333237	44.6%	
	3 Neutral	101944	19.5%	27318	21.1%	19918	21.1%	149180	20.0%	
	4 Disagree	45992	8.8%	13767	10.6%	7130	7.6%	66890	9.0%	
	5 Strongly disagree	25603	4.9%	10332	8.0%	3409	3.6%	39344	5.3%	
	Total	523430		129438		94398		747266		15102
Q10 Leadership shows that it cares about safety	1 Strongly agree	137305	26.0%	33887	26.0%	21036	22.3%	192228	25.5%	
	2 Agree	235394	44.6%	54823	42.1%	47112	49.9%	337329	44.8%	
	3 Neutral	112034	21.2%	24062	18.5%	19969	21.1%	156065	20.7%	
	4 Disagree	26072	4.9%	10335	7.9%	4184	4.4%	40591	5.4%	
	5 Strongly disagree	16823	3.2%	7145	5.5%	2195	2.3%	26163	3.5%	
	Total	527628		130253		94496		752376		9992
Q11 My actions can protect other personnel	1 Strongly agree	182733	34.9%	62678	48.2%	27651	29.5%	273062	36.6%	
	2 Agree	265377	50.7%	57748	44.4%	52039	55.6%	375164	50.3%	
	3 Neutral	64870	12.4%	7756	6.0%	12592	13.5%	85217	11.4%	
	4 Disagree	7398	1.4%	1417	1.1%	1025	1.1%	9840	1.3%	
	5 Strongly disagree	2602	.5%	395	.3%	304	.3%	3300	.4%	
	Total	522980		129993		93611		746584		15784
Q12 My supervisors behavior is unsafe	1 Strongly agree	10656	2.1%	4097	3.2%	1347	1.5%	16100	2.2%	
	2 Agree	20129	3.9%	8498	6.7%	2826	3.0%	31454	4.3%	
	3 Neutral	77427	15.0%	22258	17.4%	11962	12.9%	111647	15.2%	
	4 Disagree	227320	44.1%	52388	41.0%	42495	45.8%	322204	43.8%	
	5 Strongly disagree	180107	34.9%	40424	31.7%	34149	36.8%	254680	34.6%	
	Total	515640		127664		92779		736084		26284
Q13 Des. personnel trained in emergency prac	1 Strongly agree	99522	19.2%	25456	19.8%	12658	13.6%	137636	18.6%	
	2 Agree	223172	43.0%	53671	41.7%	41099	44.0%	317942	42.9%	
	3 Neutral	149247	28.7%	32733	25.4%	31800	34.1%	213779	28.8%	
	4 Disagree	36838	7.1%	13200	10.2%	6207	6.6%	56245	7.6%	
	5 Strongly disagree	10752	2.1%	3726	2.9%	1597	1.7%	16075	2.2%	
	Total	519531		128786		93361		741677		20691
Q14 Leadership published a written safety policy	1 Strongly agree	110821	21.2%	30703	23.7%	14821	15.8%	156345	20.9%	
	2 Agree	231632	44.3%	58881	45.4%	42991	45.9%	333504	44.7%	
	3 Neutral	140174	26.8%	29227	22.6%	28991	30.9%	198392	26.6%	
	4 Disagree	31071	5.9%	7282	5.6%	5648	6.0%	44001	5.9%	
	5 Strongly disagree	9587	1.8%	3476	2.7%	1224	1.3%	14287	1.9%	
	Total	523285		129570		93674		746530		15838
Q15 Near miss accidents are investigated	1 Strongly agree	88740	17.2%	24481	19.1%	12299	13.2%	125520	17.0%	
	2 Agree	172550	33.5%	49080	38.3%	30955	33.3%	252586	34.3%	
	3 Neutral	224004	43.5%	37383	29.2%	44963	48.4%	306350	41.6%	
	4 Disagree	20853	4.0%	11968	9.3%	3486	3.8%	36308	4.9%	
	5 Strongly disagree	9370	1.8%	5269	4.1%	1156	1.2%	15795	2.1%	
	Total	515517		128182		92860		736559		25809
Q16 Personnel morale is poor	1 Strongly agree	69149	13.2%	25177	19.3%	10047	10.7%	104373	13.9%	
	2 Agree	102296	19.5%	28802	22.1%	16533	17.5%	147631	19.7%	
	3 Neutral	132808	25.3%	31240	24.0%	23942	25.4%	187990	25.1%	
	4 Disagree	159456	30.4%	33340	25.6%	33315	35.3%	226111	30.2%	
	5 Strongly disagree	61053	11.6%	11614	8.9%	10420	11.1%	83087	11.1%	
	Total	524762		130173		94257		749192		13176

		XPAYGRP1 Pay Groups - Collapsed version								
		GS/GM/SES		WG/WS/WL		Demo/APS/Other White and Blue Collar		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q17 Leadership does only what the law requires	1 Strongly agree	26679	5.1%	11277	8.7%	3709	4.0%	41664	5.6%	
	2 Agree	71460	13.7%	24370	18.8%	10276	11.0%	106106	14.3%	
	3 Neutral	175677	33.8%	35811	27.7%	33200	35.5%	244687	33.0%	
	4 Disagree	174457	33.6%	42050	32.5%	35159	37.6%	251667	33.9%	
	5 Strongly disagree	71475	13.8%	15778	12.2%	11176	12.0%	98429	13.3%	
	Total	519747		129287		93519		742553		19815
Q18 Understand safety & health regulations	1 Strongly agree	141392	27.0%	51531	39.7%	20205	21.5%	213128	28.5%	
	2 Agree	302413	57.8%	68921	53.1%	58693	62.4%	430027	57.6%	
	3 Neutral	64723	12.4%	7969	6.1%	12624	13.4%	85316	11.4%	
	4 Disagree	10321	2.0%	983	.8%	2137	2.3%	13441	1.8%	
	5 Strongly disagree	4049	.8%	423	.3%	390	.4%	4862	.7%	
	Total	522898		129827		94050		746775		15593
Q19 Supervisors enforce safe job procedures	1 Strongly agree	121728	23.3%	38813	29.9%	17845	19.0%	178386	23.9%	
	2 Agree	259632	49.7%	62361	48.0%	49494	52.8%	371488	49.8%	
	3 Neutral	120419	23.1%	21887	16.8%	23412	25.0%	165717	22.2%	
	4 Disagree	13785	2.6%	4509	3.5%	2303	2.5%	20597	2.8%	
	5 Strongly disagree	6567	1.3%	2345	1.8%	708	.8%	9620	1.3%	
	Total	522131		129915		93762		745808		16560
Q20 Precautions used for hazardous mat.	1 Strongly agree	111077	21.2%	40173	30.9%	19928	21.2%	171178	22.9%	
	2 Agree	195958	37.4%	63620	48.9%	37948	40.3%	297526	39.7%	
	3 Neutral	206686	39.4%	20859	16.0%	34963	37.1%	262508	35.1%	
	4 Disagree	6945	1.3%	3826	2.9%	898	1.0%	11669	1.6%	
	5 Strongly disagree	3659	.7%	1606	1.2%	384	.4%	5650	.8%	
	Total	524324		130085		94122		748531		13837
Q21 Adequate personnel to manage safety program	1 Strongly agree	93439	17.9%	26051	20.1%	14389	15.3%	133879	17.9%	
	2 Agree	231740	44.3%	59885	46.2%	43155	46.0%	334780	44.9%	
	3 Neutral	160533	30.7%	30570	23.6%	31418	33.5%	222521	29.8%	
	4 Disagree	27622	5.3%	9452	7.3%	3704	3.9%	40778	5.5%	
	5 Strongly disagree	9285	1.8%	3772	2.9%	1128	1.2%	14185	1.9%	
	Total	522619		129730		93794		746143		16225
Q22 Award program does not promote safety	1 Strongly agree	29268	5.6%	13167	10.2%	3325	3.6%	45760	6.1%	
	2 Agree	77465	14.8%	26975	20.8%	14108	15.1%	118548	15.9%	
	3 Neutral	253427	48.5%	44673	34.5%	49714	53.3%	347814	46.7%	
	4 Disagree	120103	23.0%	30775	23.8%	20604	22.1%	171483	23.0%	
	5 Strongly disagree	41780	8.0%	13804	10.7%	5550	5.9%	61134	8.2%	
	Total	522043		129395		93301		744739		17629
Q23 Performance standards higher than safety	1 Strongly agree	28230	5.4%	8109	6.3%	4250	4.5%	40589	5.5%	
	2 Agree	95901	18.5%	23267	18.0%	19187	20.5%	138354	18.7%	
	3 Neutral	248024	47.8%	50415	39.1%	46274	49.5%	344714	46.5%	
	4 Disagree	112200	21.6%	36303	28.2%	19145	20.5%	167648	22.6%	
	5 Strongly disagree	34152	6.6%	10819	8.4%	4559	4.9%	49530	6.7%	
	Total	518507		128913		93414		740835		21533
Q24 Super. understand job safety problems	1 Strongly agree	85503	16.5%	30477	23.7%	12614	13.6%	128593	17.4%	
	2 Agree	230975	44.6%	66572	51.7%	43544	46.9%	341092	46.2%	
	3 Neutral	176764	34.2%	22774	17.7%	32678	35.2%	232215	31.4%	
	4 Disagree	16899	3.3%	5936	4.6%	2883	3.1%	25718	3.5%	
	5 Strongly disagree	7292	1.4%	2919	2.3%	1033	1.1%	11243	1.5%	
	Total	517433		128677		92752		738862		23506

		XPAYGRP1 Pay Groups - Collapsed version								
		GS/GM/SES		WG/WS/WL		Demo/APS/Other White and Blue Collar		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q25 Personnel follow lock/tagout procedures	1 Strongly agree	63018	12.3%	31854	25.0%	11338	12.3%	106210	14.6%	
	2 Agree	129189	25.3%	53014	41.6%	25648	27.9%	207850	28.5%	
	3 Neutral	289356	56.7%	33448	26.2%	49539	53.9%	372343	51.0%	
	4 Disagree	20725	4.1%	6129	4.8%	4286	4.7%	31139	4.3%	
	5 Strongly disagree	8091	1.6%	2992	2.3%	1152	1.3%	12236	1.7%	
	Total	510380		127437		91962		729778		32590
Q26 Safety training is part of orientation	1 Strongly agree	119580	22.8%	45468	35.0%	17613	18.7%	182661	24.4%	
	2 Agree	221893	42.3%	60156	46.3%	40823	43.3%	322872	43.1%	
	3 Neutral	144693	27.6%	18260	14.1%	28387	30.1%	191340	25.5%	
	4 Disagree	31245	6.0%	4243	3.3%	6393	6.8%	41881	5.6%	
	5 Strongly disagree	7507	1.4%	1830	1.4%	1047	1.1%	10384	1.4%	
	Total	524919		129955		94264		749138		13230
Q27 Leadership is sincere about personnel safety	1 Strongly agree	127001	24.4%	35952	27.8%	20654	22.1%	183607	24.7%	
	2 Agree	259817	49.9%	59145	45.8%	50425	53.9%	369388	49.7%	
	3 Neutral	108939	20.9%	23018	17.8%	18812	20.1%	150769	20.3%	
	4 Disagree	17680	3.4%	7366	5.7%	2551	2.7%	27596	3.7%	
	5 Strongly disagree	7423	1.4%	3706	2.9%	1059	1.1%	12188	1.6%	
	Total	520859		129188		93501		743548		18820
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	14531	2.8%	6448	5.0%	1915	2.0%	22894	3.1%	
	2 Agree	33795	6.5%	14064	10.9%	5369	5.7%	53228	7.1%	
	3 Neutral	202081	38.6%	36943	28.5%	36471	38.8%	275495	36.9%	
	4 Disagree	191659	36.6%	51123	39.5%	37248	39.7%	280029	37.5%	
	5 Strongly disagree	80962	15.5%	20943	16.2%	12920	13.8%	114825	15.4%	
	Total	523027		129521		93923		746471		15897
Q29 Emergency procedures rarely tested	1 Strongly agree	18136	3.5%	7775	6.0%	2398	2.6%	28310	3.8%	
	2 Agree	52844	10.1%	19475	15.0%	10250	10.9%	82569	11.1%	
	3 Neutral	161921	31.1%	38192	29.5%	26998	28.7%	227111	30.5%	
	4 Disagree	203005	38.9%	46024	35.5%	39777	42.3%	288806	38.8%	
	5 Strongly disagree	85370	16.4%	18013	13.9%	14533	15.5%	117916	15.8%	
	Total	521276		129479		93955		744711		17657
Q30 Safety officer improves safety	1 Strongly agree	76408	14.6%	19466	15.0%	10100	10.8%	105974	14.2%	
	2 Agree	187851	35.9%	46572	35.8%	35032	37.3%	269455	36.0%	
	3 Neutral	230593	44.0%	51698	39.8%	43386	46.2%	325677	43.6%	
	4 Disagree	19073	3.6%	8752	6.7%	3814	4.1%	31639	4.2%	
	5 Strongly disagree	9776	1.9%	3485	2.7%	1620	1.7%	14881	2.0%	
	Total	523700		129972		93954		747627		14741
Q31 Leadership sets fine safety example	1 Strongly agree	103739	20.1%	26460	20.8%	15794	17.0%	145992	19.8%	
	2 Agree	236667	45.8%	55433	43.6%	45384	48.9%	337485	45.8%	
	3 Neutral	143175	27.7%	29426	23.1%	27162	29.3%	199762	27.1%	
	4 Disagree	22605	4.4%	10577	8.3%	3353	3.6%	36535	5.0%	
	5 Strongly disagree	10172	2.0%	5259	4.1%	1072	1.2%	16503	2.2%	
	Total	516359		127155		92764		736277		26091
Q32 Supervisors fits safety into performance of duties	1 Strongly agree	92404	18.1%	28811	22.8%	12921	14.1%	134136	18.4%	
	2 Agree	212943	41.6%	60191	47.6%	38599	42.1%	311732	42.7%	
	3 Neutral	171502	33.5%	27059	21.4%	33746	36.8%	232307	31.8%	
	4 Disagree	27989	5.5%	7455	5.9%	5296	5.8%	40739	5.6%	
	5 Strongly disagree	6990	1.4%	2810	2.2%	1103	1.2%	10902	1.5%	
	Total	511828		126325		91664		729817		32551

		XPAYGRP1 Pay Groups - Collapsed version								
		GS/GM/SES		WG/WS/WL		Demo/APS/Other White and Blue Collar		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q33 Preventive maintenance operates poorly	1 Strongly agree	19813	3.9%	10833	8.6%	3018	3.3%	33664	4.6%	
	2 Agree	53065	10.4%	23344	18.4%	9290	10.1%	85699	11.7%	
	3 Neutral	247517	48.4%	35723	28.2%	45047	48.9%	328287	44.9%	
	4 Disagree	142069	27.8%	42666	33.7%	26949	29.3%	211684	29.0%	
	5 Strongly disagree	49295	9.6%	14027	11.1%	7807	8.5%	71128	9.7%	
	Total	511760		126593		92110		730462		31906
Q34 Leadership participates in safety activities	1 Strongly agree	71034	13.8%	19927	15.7%	9116	9.9%	100077	13.7%	
	2 Agree	186137	36.2%	48517	38.2%	33348	36.1%	268001	36.6%	
	3 Neutral	214723	41.8%	41394	32.6%	43742	47.3%	299859	40.9%	
	4 Disagree	31931	6.2%	12663	10.0%	4543	4.9%	49137	6.7%	
	5 Strongly disagree	9726	1.9%	4530	3.6%	1675	1.8%	15931	2.2%	
	Total	513551		127031		92423		733005		29363
Q35 Safety officer has high status	1 Strongly agree	62890	12.4%	18869	15.0%	7678	8.4%	89437	12.3%	
	2 Agree	151588	29.9%	39600	31.5%	24800	27.1%	215987	29.8%	
	3 Neutral	243749	48.1%	52469	41.7%	48979	53.5%	345197	47.6%	
	4 Disagree	37497	7.4%	10346	8.2%	7916	8.6%	55759	7.7%	
	5 Strongly disagree	11529	2.3%	4471	3.6%	2176	2.4%	18176	2.5%	
	Total	507254		125755		91549		724558		37810
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	13076	2.5%	6419	5.0%	2126	2.3%	21620	2.9%	
	2 Agree	47292	9.1%	20983	16.4%	6693	7.2%	74969	10.1%	
	3 Neutral	193810	37.4%	34180	26.7%	35999	38.6%	263989	35.7%	
	4 Disagree	196425	37.9%	49218	38.5%	37968	40.8%	283611	38.4%	
	5 Strongly disagree	67652	13.1%	17027	13.3%	10378	11.1%	95056	12.9%	
	Total	518255		127827		93163		739245		23123
Q37 Personnel take part in accident invest.	1 Strongly agree	55906	10.9%	16008	12.6%	7669	8.3%	79583	10.9%	
	2 Agree	193252	37.6%	53392	42.1%	36821	39.7%	283465	38.7%	
	3 Neutral	236546	46.1%	43319	34.2%	44367	47.9%	324232	44.2%	
	4 Disagree	21348	4.2%	10999	8.7%	3166	3.4%	35514	4.8%	
	5 Strongly disagree	6304	1.2%	2991	2.4%	655	.7%	9949	1.4%	
	Total	513356		126709		92678		732742		29626
Q38 Training by supervisor helps job safety	1 Strongly agree	70684	13.7%	24275	19.1%	9224	9.9%	104183	14.2%	
	2 Agree	216279	41.9%	59792	47.2%	38715	41.7%	314786	42.8%	
	3 Neutral	196962	38.1%	30466	24.0%	39281	42.3%	266708	36.2%	
	4 Disagree	25461	4.9%	9081	7.2%	4455	4.8%	38997	5.3%	
	5 Strongly disagree	7157	1.4%	3166	2.5%	1251	1.3%	11574	1.6%	
	Total	516543		126780		92926		736248		26120
Q39 Medical facilities are sufficient	1 Strongly agree	75293	14.6%	20477	16.1%	8020	8.6%	103789	14.1%	
	2 Agree	207635	40.4%	50948	40.1%	34294	36.9%	292877	39.9%	
	3 Neutral	189715	36.9%	36162	28.4%	41210	44.4%	267087	36.4%	
	4 Disagree	28402	5.5%	11358	8.9%	6581	7.1%	46340	6.3%	
	5 Strongly disagree	13389	2.6%	8170	6.4%	2748	3.0%	24308	3.3%	
	Total	514434		127115		92852		734401		27967
Q40 Leadership ignores safety during promotions	1 Strongly agree	15399	3.0%	10864	8.5%	2304	2.5%	28567	3.9%	
	2 Agree	32780	6.3%	15379	12.1%	5391	5.8%	53550	7.3%	
	3 Neutral	239955	46.4%	48379	38.0%	43712	46.9%	332046	45.0%	
	4 Disagree	152648	29.5%	36110	28.4%	29909	32.1%	218667	29.6%	
	5 Strongly disagree	76510	14.8%	16445	12.9%	11830	12.7%	104785	14.2%	
	Total	517292		127177		93146		737615		24753

		XPAYGRP1 Pay Groups - Collapsed version								
		GS/GM/SES		WG/WS/WL		Demo/APS/Other White and Blue Collar		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q41 Safety officer is readily available	1 Strongly agree	94189	18.4%	21970	17.5%	13773	14.9%	129931	17.8%	
	2 Agree	214923	42.1%	50034	39.8%	37946	41.1%	302903	41.6%	
	3 Neutral	167518	32.8%	38960	31.0%	34202	37.1%	240680	33.0%	
	4 Disagree	25425	5.0%	10821	8.6%	4913	5.3%	41159	5.6%	
	5 Strongly disagree	8546	1.7%	3957	3.1%	1468	1.6%	13970	1.9%	
	Total	510600		125742		92302		728644		33724
Q42 This unit has a stable workforce	1 Strongly agree	56027	11.1%	14078	11.3%	8141	8.9%	78246	10.8%	
	2 Agree	198268	39.2%	46822	37.6%	39502	43.3%	284592	39.4%	
	3 Neutral	178387	35.3%	40855	32.8%	32492	35.6%	251735	34.9%	
	4 Disagree	55215	10.9%	16173	13.0%	8894	9.8%	80283	11.1%	
	5 Strongly disagree	18094	3.6%	6737	5.4%	2147	2.4%	26979	3.7%	
	Total	505991		124666		91177		721834		40534
Q43 Personnel afraid to report problems	1 Strongly agree	10970	2.2%	5577	4.5%	1075	1.2%	17622	2.4%	
	2 Agree	28453	5.6%	13252	10.6%	4544	4.9%	46249	6.4%	
	3 Neutral	151282	29.9%	30522	24.5%	26149	28.4%	207953	28.8%	
	4 Disagree	226118	44.7%	54984	44.2%	44695	48.6%	325796	45.1%	
	5 Strongly disagree	89373	17.7%	20203	16.2%	15479	16.8%	125056	17.3%	
	Total	506196		124538		91942		722676		39692
Q44 Supervisors always investigate accidents	1 Strongly agree	76700	15.2%	23514	18.9%	11943	13.1%	112157	15.6%	
	2 Agree	197121	39.1%	54945	44.2%	37414	41.0%	289480	40.2%	
	3 Neutral	203926	40.5%	34180	27.5%	38279	42.0%	276384	38.4%	
	4 Disagree	19053	3.8%	8039	6.5%	2558	2.8%	29650	4.1%	
	5 Strongly disagree	7264	1.4%	3681	3.0%	998	1.1%	11944	1.7%	
	Total	504063		124360		91192		719615		42753
Q45 Environmental cond. kept at good levels	1 Strongly agree	70235	13.9%	17654	14.2%	10034	10.9%	97922	13.6%	
	2 Agree	241330	47.7%	53572	43.0%	46970	51.1%	341871	47.3%	
	3 Neutral	112925	22.3%	27178	21.8%	19569	21.3%	159672	22.1%	
	4 Disagree	56780	11.2%	17021	13.7%	10991	12.0%	84792	11.7%	
	5 Strongly disagree	24502	4.8%	9072	7.3%	4338	4.7%	37912	5.2%	
	Total	505771		124497		91902		722169		40199
Q46 Personnel dont use necessary PPE	1 Strongly agree	10387	2.0%	5923	4.7%	1173	1.3%	17484	2.4%	
	2 Agree	34337	6.7%	20730	16.4%	5306	5.7%	60374	8.2%	
	3 Neutral	241848	47.2%	30545	24.2%	44794	48.3%	317187	43.3%	
	4 Disagree	165117	32.2%	51885	41.0%	31658	34.2%	248660	34.0%	
	5 Strongly disagree	61207	11.9%	17363	13.7%	9722	10.5%	88293	12.1%	
	Total	512897		126447		92654		731998		30370
Q47 Job stress is significant problem for me	1 Strongly agree	26019	5.1%	8229	6.5%	3461	3.8%	37709	5.2%	
	2 Agree	66957	13.1%	19414	15.4%	11665	12.6%	98035	13.5%	
	3 Neutral	178758	35.0%	35943	28.5%	32697	35.5%	247398	34.0%	
	4 Disagree	178676	35.0%	47440	37.7%	34239	37.1%	260356	35.7%	
	5 Strongly disagree	59816	11.7%	14884	11.8%	10167	11.0%	84868	11.7%	
	Total	510226		125911		92229		728367		34001
Q48 Leadership insists supervisor think safety	1 Strongly agree	84570	16.5%	26675	21.2%	12635	13.6%	123880	17.0%	
	2 Agree	218975	42.8%	58494	46.4%	40194	43.4%	317662	43.5%	
	3 Neutral	185266	36.2%	32609	25.9%	35565	38.4%	253440	34.7%	
	4 Disagree	17402	3.4%	6111	4.8%	3237	3.5%	26749	3.7%	
	5 Strongly disagree	5978	1.2%	2190	1.7%	935	1.0%	9103	1.2%	
	Total	512190		126078		92566		730835		31533

		XPAYGRP1 Pay Groups - Collapsed version								
		GS/GM/SES		WG/WS/WL		Demo/APS/Other White and Blue Collar		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q49 Leadership sets goals- hold all accountable	1 Strongly agree	62208	12.2%	18149	14.4%	7592	8.2%	87950	12.1%	
	2 Agree	159586	31.3%	44339	35.3%	25953	28.1%	229878	31.6%	
	3 Neutral	239309	47.0%	45733	36.4%	49012	53.1%	334054	45.9%	
	4 Disagree	38540	7.6%	12519	10.0%	8027	8.7%	59086	8.1%	
	5 Strongly disagree	9912	1.9%	4999	4.0%	1687	1.8%	16598	2.3%	
	Total	509556		125739		92272		727566		34802
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	17894	3.5%	8105	6.4%	2429	2.6%	28428	3.9%	
	2 Agree	69783	13.6%	23413	18.6%	13447	14.5%	106643	14.6%	
	3 Neutral	243492	47.5%	41645	33.1%	44941	48.5%	330078	45.2%	
	4 Disagree	137539	26.9%	39841	31.6%	25384	27.4%	202764	27.7%	
	5 Strongly disagree	43385	8.5%	12995	10.3%	6390	6.9%	62769	8.6%	
	Total	512092		125999		92591		730683		31685



Appendix E Response Distributions by Work Location

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
Civilian Personnel
Response Distributions by Work Location

		Collapsed version						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q1 Personnel identify hazards	1 Strongly agree	150514	27.6%	79957	39.2%	230471	30.7%	
	2 Agree	244780	44.8%	86640	42.5%	331420	44.2%	
	3 Neutral	109188	20.0%	24995	12.3%	134183	17.9%	
	4 Disagree	31798	5.8%	8839	4.3%	40637	5.4%	
	5 Strongly disagree	9591	1.8%	3455	1.7%	13046	1.7%	
	Total	545870		203886		749756		12612
Q2 Frequent contact between personnel and ldrs	1 Strongly agree	144286	26.6%	56668	28.1%	200954	27.0%	
	2 Agree	248984	46.0%	84175	41.7%	333159	44.8%	
	3 Neutral	86076	15.9%	30310	15.0%	116385	15.6%	
	4 Disagree	46196	8.5%	19481	9.6%	65677	8.8%	
	5 Strongly disagree	16154	3.0%	11369	5.6%	27522	3.7%	
	Total	541695		202002		743697		18671
Q3 Safety takes a back seat to production	1 Strongly agree	22460	4.2%	14049	7.0%	36509	4.9%	
	2 Agree	42504	7.9%	21212	10.5%	63716	8.6%	
	3 Neutral	102495	19.0%	33981	16.9%	136477	18.4%	
	4 Disagree	232594	43.2%	73047	36.3%	305641	41.3%	
	5 Strongly disagree	138376	25.7%	59135	29.4%	197511	26.7%	
	Total	538430		201424		739854		22514
Q4 Personnel revise safety & health practices	1 Strongly agree	58876	11.0%	33043	16.6%	91919	12.6%	
	2 Agree	168881	31.7%	74745	37.6%	243627	33.3%	
	3 Neutral	214115	40.2%	55503	27.9%	269619	36.8%	
	4 Disagree	71907	13.5%	25484	12.8%	97392	13.3%	
	5 Strongly disagree	19152	3.6%	10075	5.1%	29227	4.0%	
	Total	532932		198851		731783		30585
Q5 Supervisor maintain high safety standards	1 Strongly agree	145009	26.9%	67396	33.3%	212405	28.7%	
	2 Agree	232991	43.2%	80473	39.8%	313464	42.3%	
	3 Neutral	134199	24.9%	37457	18.5%	171657	23.2%	
	4 Disagree	17538	3.3%	9941	4.9%	27479	3.7%	
	5 Strongly disagree	9208	1.7%	6975	3.4%	16183	2.2%	
	Total	538945		202242		741188		21180
Q6 Inspections made at regular intervals	1 Strongly agree	91513	16.7%	46396	22.7%	137908	18.4%	
	2 Agree	222107	40.6%	87278	42.8%	309384	41.2%	
	3 Neutral	187327	34.3%	49447	24.2%	236774	31.5%	
	4 Disagree	35588	6.5%	15192	7.4%	50780	6.8%	
	5 Strongly disagree	10271	1.9%	5817	2.8%	16087	2.1%	
	Total	546805		204129		750933		11435
Q7 Leadership safety views seldom communicate	1 Strongly agree	39047	7.2%	17757	8.8%	56804	7.6%	
	2 Agree	99319	18.3%	37878	18.7%	137197	18.4%	
	3 Neutral	134138	24.7%	46228	22.8%	180366	24.2%	
	4 Disagree	198288	36.5%	69830	34.5%	268118	36.0%	
	5 Strongly disagree	71725	13.2%	30874	15.2%	102599	13.8%	
	Total	542516		202568		745084		17284
Q8 Safety meetings held less often than nec	1 Strongly agree	27671	5.1%	16535	8.1%	44206	5.9%	
	2 Agree	83017	15.2%	35744	17.6%	118761	15.9%	
	3 Neutral	222562	40.8%	57233	28.1%	279795	37.4%	
	4 Disagree	158050	29.0%	64684	31.8%	222734	29.8%	
	5 Strongly disagree	53841	9.9%	29279	14.4%	83119	11.1%	
	Total	545141		203474		748616		13752

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
 Civilian Personnel
 Response Distributions by Work Location

		Collapsed version						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q9 Good teamwork exists within unit	1 Strongly agree	115141	21.2%	43235	21.3%	158376	21.2%	
	2 Agree	253931	46.7%	78703	38.8%	332634	44.6%	
	3 Neutral	106203	19.5%	42746	21.1%	148949	20.0%	
	4 Disagree	45119	8.3%	21543	10.6%	66662	8.9%	
	5 Strongly disagree	22897	4.2%	16433	8.1%	39330	5.3%	
	Total	543291		202660		745950		16418
Q10 Leadership shows that it cares about safety	1 Strongly agree	138939	25.4%	52945	26.0%	191884	25.5%	
	2 Agree	253994	46.4%	82732	40.6%	336726	44.8%	
	3 Neutral	114783	21.0%	41088	20.2%	155871	20.8%	
	4 Disagree	24571	4.5%	15901	7.8%	40472	5.4%	
	5 Strongly disagree	14906	2.7%	11242	5.5%	26148	3.5%	
	Total	547193		203908		751101		11267
Q11 My actions can protect other personnel	1 Strongly agree	178697	32.9%	93905	46.3%	272602	36.6%	
	2 Agree	283752	52.3%	90864	44.8%	374616	50.3%	
	3 Neutral	70709	13.0%	14241	7.0%	84950	11.4%	
	4 Disagree	7150	1.3%	2651	1.3%	9800	1.3%	
	5 Strongly disagree	2184	.4%	1116	.6%	3300	.4%	
	Total	542492		202777		745269		17099
Q12 My supervisors behavior is unsafe	1 Strongly agree	9905	1.9%	6195	3.1%	16100	2.2%	
	2 Agree	18616	3.5%	12728	6.4%	31344	4.3%	
	3 Neutral	76869	14.4%	34538	17.3%	111408	15.2%	
	4 Disagree	239780	44.8%	81842	40.9%	321622	43.8%	
	5 Strongly disagree	189792	35.5%	64561	32.3%	254352	34.6%	
	Total	534962		199864		734826		27542
Q13 Des. personnel trained in emergency prac	1 Strongly agree	94052	17.4%	43433	21.6%	137484	18.6%	
	2 Agree	234023	43.4%	83511	41.6%	317534	42.9%	
	3 Neutral	163170	30.2%	49988	24.9%	213158	28.8%	
	4 Disagree	38133	7.1%	17998	9.0%	56131	7.6%	
	5 Strongly disagree	10053	1.9%	6001	3.0%	16054	2.2%	
	Total	539431		200931		740362		22006
Q14 Leadership published a written safety policy	1 Strongly agree	109804	20.2%	46334	22.9%	156138	21.0%	
	2 Agree	243155	44.8%	89682	44.3%	332837	44.7%	
	3 Neutral	148964	27.5%	49130	24.2%	198094	26.6%	
	4 Disagree	31797	5.9%	12061	6.0%	43858	5.9%	
	5 Strongly disagree	8870	1.6%	5417	2.7%	14287	1.9%	
	Total	542590		202625		745214		17154
Q15 Near miss accidents are investigated	1 Strongly agree	86805	16.2%	38560	19.3%	125365	17.1%	
	2 Agree	178695	33.4%	73459	36.8%	252155	34.3%	
	3 Neutral	242417	45.3%	63390	31.7%	305807	41.6%	
	4 Disagree	19819	3.7%	16329	8.2%	36147	4.9%	
	5 Strongly disagree	7709	1.4%	8061	4.0%	15769	2.1%	
	Total	535445		199799		735244		27124
Q16 Personnel morale is poor	1 Strongly agree	65345	12.0%	38936	19.1%	104281	13.9%	
	2 Agree	103718	19.0%	43492	21.4%	147210	19.7%	
	3 Neutral	138350	25.4%	49279	24.2%	187629	25.1%	
	4 Disagree	174766	32.1%	50959	25.1%	225725	30.2%	
	5 Strongly disagree	62282	11.4%	20749	10.2%	83032	11.1%	
	Total	544461		203416		747877		14491

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
 Civilian Personnel
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		Collapsed version						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q17 Leadership does only what the law requires	1 Strongly agree	25053	4.6%	16535	8.2%	41588	5.6%	
	2 Agree	70418	13.0%	35599	17.7%	106017	14.3%	
	3 Neutral	185731	34.4%	58492	29.1%	244223	32.9%	
	4 Disagree	185911	34.4%	65148	32.4%	251058	33.9%	
	5 Strongly disagree	72880	13.5%	25505	12.7%	98385	13.3%	
	Total	539993		201278		741272		21096
Q18 Understand safety & health regulations	1 Strongly agree	136415	25.1%	76433	37.7%	212848	28.6%	
	2 Agree	321161	59.2%	108077	53.3%	429238	57.6%	
	3 Neutral	69920	12.9%	15153	7.5%	85073	11.4%	
	4 Disagree	11593	2.1%	1845	.9%	13438	1.8%	
	5 Strongly disagree	3767	.7%	1096	.5%	4862	.7%	
	Total	542855		202604		745460		16908
Q19 Supervisors enforce safe job procedures	1 Strongly agree	120525	22.2%	57682	28.5%	178207	23.9%	
	2 Agree	273975	50.6%	96761	47.8%	370736	49.8%	
	3 Neutral	128175	23.6%	37227	18.4%	165402	22.2%	
	4 Disagree	13515	2.5%	7067	3.5%	20582	2.8%	
	5 Strongly disagree	5781	1.1%	3839	1.9%	9620	1.3%	
	Total	541972		202575		744547		17821
Q20 Precautions used for hazardous mat.	1 Strongly agree	110423	20.3%	60525	29.8%	170949	22.9%	
	2 Agree	201459	37.0%	95332	46.9%	296791	39.7%	
	3 Neutral	223198	41.0%	39029	19.2%	262227	35.1%	
	4 Disagree	6046	1.1%	5583	2.7%	11630	1.6%	
	5 Strongly disagree	3014	.6%	2635	1.3%	5650	.8%	
	Total	544141		203105		747246		15122
Q21 Adequate personnel to manage safety program	1 Strongly agree	94790	17.5%	38937	19.2%	133727	18.0%	
	2 Agree	243379	44.9%	90794	44.8%	334174	44.9%	
	3 Neutral	171416	31.6%	50737	25.0%	222153	29.8%	
	4 Disagree	25137	4.6%	15506	7.6%	40643	5.5%	
	5 Strongly disagree	7459	1.4%	6726	3.3%	14185	1.9%	
	Total	542181		202700		744882		17486
Q22 Award program does not promote safety	1 Strongly agree	26094	4.8%	19499	9.6%	45593	6.1%	
	2 Agree	79453	14.7%	38889	19.2%	118342	15.9%	
	3 Neutral	269376	49.8%	77928	38.6%	347304	46.7%	
	4 Disagree	124870	23.1%	46265	22.9%	171135	23.0%	
	5 Strongly disagree	41570	7.7%	19535	9.7%	61105	8.2%	
	Total	541364		202114		743478		18890
Q23 Performance standards higher than safety	1 Strongly agree	27003	5.0%	13558	6.7%	40561	5.5%	
	2 Agree	101593	18.9%	36368	18.0%	137961	18.7%	
	3 Neutral	261135	48.5%	83104	41.2%	344240	46.5%	
	4 Disagree	114648	21.3%	52696	26.2%	167344	22.6%	
	5 Strongly disagree	33732	6.3%	15768	7.8%	49500	6.7%	
	Total	538111		201494		739606		22762
Q24 Super. understand job safety problems	1 Strongly agree	83375	15.6%	44981	22.3%	128356	17.4%	
	2 Agree	243595	45.4%	97009	48.2%	340604	46.2%	
	3 Neutral	187158	34.9%	44626	22.2%	231784	31.4%	
	4 Disagree	15576	2.9%	10066	5.0%	25642	3.5%	
	5 Strongly disagree	6465	1.2%	4779	2.4%	11243	1.5%	
	Total	536169		201460		737629		24739

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
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		Collapsed version						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q25 Personnel follow lock./tagout procedures	1 Strongly agree	63840	12.1%	42245	21.2%	106085	14.6%	
	2 Agree	134838	25.5%	72528	36.5%	207366	28.5%	
	3 Neutral	301449	56.9%	70244	35.3%	371693	51.0%	
	4 Disagree	22166	4.2%	8973	4.5%	31139	4.3%	
	5 Strongly disagree	7395	1.4%	4840	2.4%	12236	1.7%	
	Total	529688		198831		728519		33849
Q26 Safety training is part of orientation	1 Strongly agree	116119	21.3%	66297	32.6%	182416	24.4%	
	2 Agree	230048	42.3%	92176	45.3%	322224	43.1%	
	3 Neutral	157705	29.0%	33341	16.4%	191046	25.5%	
	4 Disagree	33230	6.1%	8562	4.2%	41792	5.6%	
	5 Strongly disagree	7210	1.3%	3174	1.6%	10384	1.4%	
	Total	544311		203550		747862		14506
Q27 Leadership is sincere about personnel safety	1 Strongly agree	128801	23.8%	54513	27.0%	183314	24.7%	
	2 Agree	277926	51.4%	90833	45.0%	368759	49.7%	
	3 Neutral	111015	20.5%	39402	19.5%	150417	20.3%	
	4 Disagree	16498	3.1%	11098	5.5%	27596	3.7%	
	5 Strongly disagree	5987	1.1%	6187	3.1%	12174	1.6%	
	Total	540227		202033		742260		20108
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	13350	2.5%	9530	4.7%	22880	3.1%	
	2 Agree	32876	6.1%	20212	10.0%	53088	7.1%	
	3 Neutral	211158	38.9%	63724	31.4%	274881	36.9%	
	4 Disagree	202707	37.4%	76860	37.9%	279566	37.5%	
	5 Strongly disagree	82164	15.2%	32577	16.1%	114741	15.4%	
	Total	542255		202901		745156		17212
Q29 Emergency procedures rarely tested	1 Strongly agree	17099	3.2%	11211	5.5%	28310	3.8%	
	2 Agree	55778	10.3%	26433	13.1%	82211	11.1%	
	3 Neutral	168038	31.1%	58703	29.0%	226740	30.5%	
	4 Disagree	216192	40.0%	72141	35.6%	288333	38.8%	
	5 Strongly disagree	83866	15.5%	33962	16.8%	117828	15.8%	
	Total	540973		202449		743422		18946
Q30 Safety officer improves safety	1 Strongly agree	74694	13.8%	31158	15.3%	105853	14.2%	
	2 Agree	198459	36.5%	70420	34.6%	268879	36.0%	
	3 Neutral	242630	44.7%	82612	40.6%	325242	43.6%	
	4 Disagree	18618	3.4%	12911	6.4%	31528	4.2%	
	5 Strongly disagree	8684	1.6%	6151	3.0%	14836	2.0%	
	Total	543085		203253		746338		16030
Q31 Leadership sets fine safety example	1 Strongly agree	104175	19.5%	41636	20.9%	145811	19.8%	
	2 Agree	252204	47.1%	84538	42.4%	336742	45.8%	
	3 Neutral	150584	28.1%	48918	24.5%	199502	27.1%	
	4 Disagree	20912	3.9%	15535	7.8%	36446	5.0%	
	5 Strongly disagree	7729	1.4%	8759	4.4%	16488	2.2%	
	Total	535604		199386		734990		27378
Q32 Supervisors fits safety into performance of duties	1 Strongly agree	90731	17.1%	43280	21.9%	134011	18.4%	
	2 Agree	221851	41.8%	89251	45.2%	311101	42.7%	
	3 Neutral	183265	34.5%	48653	24.6%	231917	31.8%	
	4 Disagree	28932	5.4%	11709	5.9%	40642	5.6%	
	5 Strongly disagree	6200	1.2%	4688	2.4%	10888	1.5%	
	Total	530978		197580		728559		33809

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		Collapsed version						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q33 Preventive maintenance operates poorly	1 Strongly agree	18596	3.5%	14984	7.6%	33581	4.6%	
	2 Agree	52453	9.9%	32956	16.7%	85409	11.7%	
	3 Neutral	265823	50.0%	62042	31.4%	327865	45.0%	
	4 Disagree	145684	27.4%	65561	33.1%	211245	29.0%	
	5 Strongly disagree	48772	9.2%	22330	11.3%	71102	9.8%	
	Total	531328		197873		729201		33167
Q34 Leadership participates in safety activities	1 Strongly agree	69608	13.1%	30294	15.2%	99901	13.7%	
	2 Agree	192858	36.2%	74792	37.6%	267651	36.6%	
	3 Neutral	229972	43.2%	69316	34.9%	299288	40.9%	
	4 Disagree	31461	5.9%	17582	8.8%	49042	6.7%	
	5 Strongly disagree	9003	1.7%	6913	3.5%	15916	2.2%	
	Total	532901		198897		731798		30570
Q35 Safety officer has high status	1 Strongly agree	61481	11.7%	27752	14.1%	89233	12.3%	
	2 Agree	155444	29.5%	60231	30.7%	215674	29.8%	
	3 Neutral	259325	49.2%	85329	43.4%	344654	47.6%	
	4 Disagree	39458	7.5%	16201	8.2%	55659	7.7%	
	5 Strongly disagree	11206	2.1%	6936	3.5%	18143	2.5%	
	Total	526914		196449		723363		39005
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	11576	2.2%	10044	5.0%	21620	2.9%	
	2 Agree	43850	8.2%	30775	15.4%	74625	10.1%	
	3 Neutral	206225	38.4%	57466	28.7%	263691	35.7%	
	4 Disagree	208679	38.8%	74354	37.1%	283033	38.4%	
	5 Strongly disagree	67222	12.5%	27805	13.9%	95027	12.9%	
	Total	537552		200445		737997		24371
Q37 Personnel take part in accident invest.	1 Strongly agree	54104	10.1%	25377	12.8%	79481	10.9%	
	2 Agree	201401	37.8%	81566	41.1%	282967	38.7%	
	3 Neutral	252791	47.4%	70967	35.8%	323759	44.3%	
	4 Disagree	19897	3.7%	15494	7.8%	35392	4.8%	
	5 Strongly disagree	4899	.9%	5015	2.5%	9914	1.4%	
	Total	533092		198420		731511		30857
Q38 Training by supervisor helps job safety	1 Strongly agree	68957	12.9%	35040	17.6%	103997	14.1%	
	2 Agree	223233	41.7%	91085	45.8%	314318	42.8%	
	3 Neutral	212033	39.6%	54238	27.3%	266272	36.2%	
	4 Disagree	25262	4.7%	13537	6.8%	38799	5.3%	
	5 Strongly disagree	6455	1.2%	5119	2.6%	11574	1.6%	
	Total	535940		199019		734959		27409
Q39 Medical facilities are sufficient	1 Strongly agree	69478	13.0%	34105	17.1%	103583	14.1%	
	2 Agree	210269	39.4%	82025	41.2%	292294	39.9%	
	3 Neutral	211200	39.5%	55584	27.9%	266784	36.4%	
	4 Disagree	29946	5.6%	16294	8.2%	46240	6.3%	
	5 Strongly disagree	13169	2.5%	11093	5.6%	24263	3.3%	
	Total	534063		199101		733164		29204
Q40 Leadership ignores safety during promotions	1 Strongly agree	14714	2.7%	13853	6.9%	28567	3.9%	
	2 Agree	32224	6.0%	21090	10.6%	53315	7.2%	
	3 Neutral	250949	46.8%	80570	40.4%	331520	45.0%	
	4 Disagree	161483	30.1%	56711	28.4%	218194	29.6%	
	5 Strongly disagree	77395	14.4%	27308	13.7%	104704	14.2%	
	Total	536767		199533		736299		26069

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 Response Distributions by Work Location

		Collapsed version						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q41 Safety officer is readily available	1 Strongly agree	94995	17.9%	34736	17.7%	129731	17.8%	
	2 Agree	225210	42.4%	77199	39.2%	302409	41.6%	
	3 Neutral	178422	33.6%	61877	31.5%	240299	33.0%	
	4 Disagree	24651	4.6%	16311	8.3%	40962	5.6%	
	5 Strongly disagree	7391	1.4%	6565	3.3%	13956	1.9%	
	Total	530668		196687		727356		35012
Q42 This unit has a stable workforce	1 Strongly agree	56558	10.8%	21574	11.0%	78132	10.8%	
	2 Agree	212393	40.5%	71600	36.6%	283992	39.4%	
	3 Neutral	185712	35.4%	65638	33.5%	251350	34.9%	
	4 Disagree	54586	10.4%	25552	13.1%	80138	11.1%	
	5 Strongly disagree	15552	3.0%	11411	5.8%	26964	3.7%	
	Total	524801		195775		720575		41793
Q43 Personnel afraid to report problems	1 Strongly agree	10222	1.9%	7400	3.8%	17622	2.4%	
	2 Agree	27426	5.2%	18676	9.6%	46101	6.4%	
	3 Neutral	155947	29.6%	51629	26.5%	207576	28.8%	
	4 Disagree	241318	45.8%	83899	43.0%	325217	45.1%	
	5 Strongly disagree	91562	17.4%	33336	17.1%	124899	17.3%	
	Total	526475		194940		721415		40953
Q44 Supervisors always investigate accidents	1 Strongly agree	76467	14.6%	35557	18.2%	112024	15.6%	
	2 Agree	204934	39.2%	84114	43.1%	289047	40.2%	
	3 Neutral	217963	41.6%	57859	29.7%	275822	38.4%	
	4 Disagree	17559	3.4%	11980	6.1%	29539	4.1%	
	5 Strongly disagree	6418	1.2%	5476	2.8%	11894	1.7%	
	Total	523341		194986		718326		44042
Q45 Environmental cond. kept at good levels	1 Strongly agree	70512	13.4%	27276	14.0%	97788	13.6%	
	2 Agree	255876	48.6%	85407	43.8%	341283	47.3%	
	3 Neutral	116332	22.1%	42968	22.1%	159300	22.1%	
	4 Disagree	59310	11.3%	25302	13.0%	84612	11.7%	
	5 Strongly disagree	24057	4.6%	13840	7.1%	37897	5.3%	
	Total	526088		194793		720880		41488
Q46 Personnel dont use necessary PPE	1 Strongly agree	8953	1.7%	8510	4.3%	17463	2.4%	
	2 Agree	31158	5.8%	29034	14.7%	60192	8.2%	
	3 Neutral	262416	49.3%	54214	27.4%	316630	43.3%	
	4 Disagree	170535	32.0%	77678	39.2%	248214	34.0%	
	5 Strongly disagree	59661	11.2%	28550	14.4%	88211	12.1%	
	Total	532723		197987		730710		31658
Q47 Job stress is significant problem for me	1 Strongly agree	23963	4.5%	13692	6.9%	37655	5.2%	
	2 Agree	67418	12.7%	30356	15.4%	97774	13.4%	
	3 Neutral	189914	35.8%	57214	29.0%	247128	34.0%	
	4 Disagree	188316	35.5%	71447	36.2%	259764	35.7%	
	5 Strongly disagree	60334	11.4%	24424	12.4%	84758	11.7%	
	Total	529945		197133		727078		35290
Q48 Leadership insists supervisor think safety	1 Strongly agree	83688	15.7%	40006	20.2%	123694	17.0%	
	2 Agree	228657	43.0%	88413	44.7%	317070	43.5%	
	3 Neutral	197323	37.1%	55651	28.2%	252974	34.7%	
	4 Disagree	17328	3.3%	9421	4.8%	26749	3.7%	
	5 Strongly disagree	4916	.9%	4143	2.1%	9059	1.2%	
	Total	531913		197633		729546		32822

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		Collapsed version						
		Office		Non-Office		Total		
		Count	%	Count	%	Count	%	Missing
Q49 Leadership sets goals- hold all accountable	1 Strongly agree	61472	11.6%	26397	13.4%	87869	12.1%	
	2 Agree	162588	30.7%	66843	34.0%	229431	31.6%	
	3 Neutral	257589	48.7%	75878	38.6%	333467	45.9%	
	4 Disagree	39037	7.4%	19900	10.1%	58937	8.1%	
	5 Strongly disagree	8769	1.7%	7804	4.0%	16573	2.3%	
	Total	529454		196824		726278		36090
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	15872	3.0%	12532	6.4%	28404	3.9%	
	2 Agree	71759	13.5%	34722	17.6%	106481	14.6%	
	3 Neutral	258371	48.6%	71150	36.1%	329520	45.2%	
	4 Disagree	143555	27.0%	58747	29.8%	202301	27.7%	
	5 Strongly disagree	42558	8.0%	20183	10.2%	62741	8.6%	
	Total	532114		197333		729447		32921



Appendix F Response Distributions by Branch of Service

2012 U.S. Dept. of Defense Survey Results - SAFETY BAROMETER
 Civilian Personnel
 Response Distributions by Branch

		X SVC Crossing Recoded: Service Component										
		Army		Navy/Marines		Air Force		DoD Agencies and Activities		Total		
		Count	%	Count	%	Count	%	Count	%	Count	%	Missing
Q1 Personnel identify hazards	1 Strongly agree	83032	31.4%	59867	29.9%	53739	32.2%	34183	28.7%	230820	30.7%	
	2 Agree	112987	42.7%	88989	44.4%	78790	47.2%	51208	43.0%	331974	44.2%	
	3 Neutral	48444	18.3%	37479	18.7%	25032	15.0%	23513	19.8%	134467	17.9%	
	4 Disagree	15552	5.9%	10691	5.3%	7425	4.4%	7047	5.9%	40716	5.4%	
	5 Strongly disagree	4408	1.7%	3518	1.8%	2039	1.2%	3095	2.6%	13060	1.7%	
	Total	264423		200544		167025		119046		751037		11331
Q2 Frequent contact between personnel and ldrs	1 Strongly agree	71884	27.4%	52362	26.4%	45422	27.4%	31625	26.9%	201294	27.0%	
	2 Agree	115731	44.1%	89739	45.2%	75424	45.4%	52852	44.9%	333745	44.8%	
	3 Neutral	41742	15.9%	32723	16.5%	23421	14.1%	18673	15.9%	116559	15.6%	
	4 Disagree	23460	8.9%	16811	8.5%	15277	9.2%	10329	8.8%	65877	8.8%	
	5 Strongly disagree	9879	3.8%	7033	3.5%	6433	3.9%	4191	3.6%	27537	3.7%	
	Total	262696		198668		165978		117671		745012		17356
Q3 Safety takes a back seat to production	1 Strongly agree	13179	5.1%	9099	4.6%	8174	5.0%	6103	5.2%	36554	4.9%	
	2 Agree	24639	9.4%	16225	8.2%	11767	7.1%	11205	9.6%	63835	8.6%	
	3 Neutral	48861	18.7%	36740	18.6%	26698	16.2%	24423	20.8%	136722	18.4%	
	4 Disagree	106007	40.6%	80664	40.8%	73038	44.2%	46582	39.7%	306291	41.3%	
	5 Strongly disagree	68188	26.1%	55083	27.8%	45434	27.5%	29000	24.7%	197704	26.7%	
	Total	260874		197810		165110		117312		741106		21262
Q4 Personnel revise safety & health practices	1 Strongly agree	34171	13.3%	23049	11.8%	20795	12.7%	13975	12.1%	91990	12.5%	
	2 Agree	88181	34.2%	63900	32.6%	57553	35.1%	34696	30.0%	244329	33.3%	
	3 Neutral	90523	35.1%	74841	38.2%	60095	36.7%	44504	38.5%	269963	36.8%	
	4 Disagree	34625	13.4%	25851	13.2%	20036	12.2%	17037	14.7%	97549	13.3%	
	5 Strongly disagree	10269	4.0%	8340	4.3%	5301	3.2%	5332	4.6%	29242	4.0%	
	Total	257769		195980		163779		115545		733073		29295
Q5 Supervisor maintain high safety standards	1 Strongly agree	75339	28.9%	56383	28.3%	47776	28.9%	33109	28.2%	212606	28.6%	
	2 Agree	107946	41.3%	83586	42.0%	75832	45.9%	46760	39.9%	314124	42.3%	
	3 Neutral	60968	23.4%	48711	24.5%	31675	19.2%	30710	26.2%	172064	23.2%	
	4 Disagree	10701	4.1%	6390	3.2%	6200	3.8%	4219	3.6%	27510	3.7%	
	5 Strongly disagree	6102	2.3%	3965	2.0%	3679	2.2%	2451	2.1%	16198	2.2%	
	Total	261055		199036		165162		117250		742503		19865
Q6 Inspections made at regular intervals	1 Strongly agree	45500	17.2%	34985	17.4%	34535	20.6%	23214	19.5%	138233	18.4%	
	2 Agree	103766	39.1%	80925	40.4%	79629	47.5%	45528	38.3%	309847	41.2%	
	3 Neutral	89702	33.8%	66433	33.1%	42547	25.4%	38485	32.4%	237167	31.5%	
	4 Disagree	19861	7.5%	13607	6.8%	8623	5.1%	8788	7.4%	50878	6.8%	
	5 Strongly disagree	6230	2.4%	4593	2.3%	2362	1.4%	2938	2.5%	16123	2.1%	
	Total	265058		200542		167696		118952		752249		10119
Q7 Leadership safety views seldom communicate	1 Strongly agree	20651	7.9%	13679	6.9%	12152	7.3%	10359	8.8%	56841	7.6%	
	2 Agree	50863	19.4%	35453	17.8%	27752	16.7%	23555	19.9%	137623	18.4%	
	3 Neutral	65976	25.1%	48710	24.4%	34312	20.7%	31657	26.8%	180654	24.2%	
	4 Disagree	91735	34.9%	71837	36.0%	66645	40.1%	38327	32.4%	268544	36.0%	
	5 Strongly disagree	33264	12.7%	29916	15.0%	25233	15.2%	14297	12.1%	102710	13.8%	
	Total	262489		199595		166094		118194		746372		15996
Q8 Safety meetings held less often than nec	1 Strongly agree	16839	6.4%	10355	5.2%	8656	5.2%	8378	7.1%	44228	5.9%	
	2 Agree	44076	16.7%	30628	15.3%	24212	14.4%	20213	17.0%	119129	15.9%	
	3 Neutral	97977	37.1%	79153	39.7%	55090	32.8%	48016	40.4%	280235	37.4%	
	4 Disagree	76057	28.8%	57400	28.8%	59150	35.3%	30520	25.7%	223128	29.8%	
	5 Strongly disagree	28876	10.9%	22069	11.1%	20654	12.3%	11586	9.8%	83185	11.1%	
	Total	263825		199605		167763		118713		749906		12462

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 Civilian Personnel
 Response Distributions by Branch

		XSVC Crossing Recoded: Service Component										
		Army		Navy/Marines		Air Force		DoD Agencies and Activities		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q9 Good teamwork exists within unit	1 Strongly agree	56516	21.5%	39697	19.8%	37310	22.5%	25093	21.2%	158615	21.2%	
	2 Agree	115934	44.1%	90174	45.1%	77416	46.6%	49713	42.0%	333237	44.6%	
	3 Neutral	51419	19.6%	41527	20.8%	31746	19.1%	24487	20.7%	149180	20.0%	
	4 Disagree	24633	9.4%	17858	8.9%	12326	7.4%	12072	10.2%	66890	9.0%	
	5 Strongly disagree	14196	5.4%	10751	5.4%	7324	4.4%	7074	6.0%	39344	5.3%	
	Total	262697		200007		166123		118438		747266		15102
Q10 Leadership shows that it cares about safety	1 Strongly agree	67067	25.3%	50243	25.1%	44715	26.6%	30203	25.4%	192228	25.5%	
	2 Agree	116801	44.1%	91574	45.7%	79219	47.2%	49736	41.8%	337329	44.8%	
	3 Neutral	56720	21.4%	41034	20.5%	30428	18.1%	27882	23.4%	156065	20.7%	
	4 Disagree	14439	5.5%	11472	5.7%	7887	4.7%	6793	5.7%	40591	5.4%	
	5 Strongly disagree	9760	3.7%	6214	3.1%	5759	3.4%	4429	3.7%	26163	3.5%	
	Total	264786		200536		168010		119044		752376		9992
Q11 My actions can protect other personnel	1 Strongly agree	95985	36.5%	74363	37.2%	62200	37.4%	40514	34.4%	273062	36.6%	
	2 Agree	131673	50.1%	98772	49.4%	86345	52.0%	58374	49.6%	375164	50.3%	
	3 Neutral	29553	11.2%	23761	11.9%	15139	9.1%	16764	14.2%	85217	11.4%	
	4 Disagree	4359	1.7%	2200	1.1%	1851	1.1%	1430	1.2%	9840	1.3%	
	5 Strongly disagree	1266	.5%	826	.4%	565	.3%	644	.5%	3300	.4%	
	Total	262836		199922		166100		117726		746584		15784
Q12 My supervisors behavior is unsafe	1 Strongly agree	5727	2.2%	4126	2.1%	3418	2.1%	2828	2.4%	16100	2.2%	
	2 Agree	12903	5.0%	7082	3.6%	6629	4.0%	4839	4.2%	31454	4.3%	
	3 Neutral	42345	16.3%	29548	15.0%	21413	13.0%	18340	15.9%	111647	15.2%	
	4 Disagree	114715	44.3%	83570	42.4%	73832	44.9%	50086	43.3%	322204	43.8%	
	5 Strongly disagree	83399	32.2%	72549	36.9%	59156	36.0%	39576	34.2%	254680	34.6%	
	Total	259090		196876		164448		115670		736084		26284
Q13 Des. personnel trained in emergency prac	1 Strongly agree	48714	18.7%	32360	16.3%	34663	21.0%	21898	18.7%	137636	18.6%	
	2 Agree	108114	41.4%	81760	41.2%	77394	46.9%	50674	43.3%	317942	42.9%	
	3 Neutral	76955	29.5%	63883	32.2%	40277	24.4%	32665	27.9%	213779	28.8%	
	4 Disagree	21168	8.1%	16408	8.3%	9651	5.9%	9018	7.7%	56245	7.6%	
	5 Strongly disagree	6011	2.3%	4222	2.1%	2936	1.8%	2906	2.5%	16075	2.2%	
	Total	260962		198634		164921		117161		741677		20691
Q14 Leadership published a written safety policy	1 Strongly agree	54716	20.8%	41687	20.9%	36590	22.0%	23352	19.8%	156345	20.9%	
	2 Agree	117055	44.5%	89558	44.9%	77186	46.3%	49704	42.2%	333504	44.7%	
	3 Neutral	68624	26.1%	52767	26.5%	41729	25.1%	35273	30.0%	198392	26.6%	
	4 Disagree	17265	6.6%	11457	5.7%	8297	5.0%	6983	5.9%	44001	5.9%	
	5 Strongly disagree	5321	2.0%	3893	2.0%	2737	1.6%	2336	2.0%	14287	1.9%	
	Total	262980		199363		166540		117647		746530		15838
Q15 Near miss accidents are investigated	1 Strongly agree	41815	16.1%	36073	18.2%	29312	17.9%	18320	15.8%	125520	17.0%	
	2 Agree	85783	33.1%	71002	35.9%	59048	36.1%	36753	31.6%	252586	34.3%	
	3 Neutral	109759	42.4%	76952	38.9%	65527	40.0%	54112	46.6%	306350	41.6%	
	4 Disagree	15333	5.9%	9419	4.8%	6973	4.3%	4583	3.9%	36308	4.9%	
	5 Strongly disagree	6350	2.5%	4239	2.1%	2834	1.7%	2372	2.0%	15795	2.1%	
	Total	259040		197686		163694		116140		736559		25809
Q16 Personnel morale is poor	1 Strongly agree	38452	14.6%	25383	12.7%	22800	13.7%	17738	15.0%	104373	13.9%	
	2 Agree	53571	20.3%	35896	17.9%	33365	20.0%	24799	20.9%	147631	19.7%	
	3 Neutral	65417	24.8%	52457	26.2%	39864	23.9%	30253	25.6%	187990	25.1%	
	4 Disagree	76816	29.1%	64518	32.2%	51651	31.0%	33126	28.0%	226111	30.2%	
	5 Strongly disagree	29646	11.2%	21924	11.0%	19060	11.4%	12457	10.5%	83087	11.1%	
	Total	263902		200178		166740		118373		749192		13176

		XSVC Crossing Recoded: Service Component										
		Army		Navy/Marines		Air Force		DoD Agencies and Activities		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q17 Leadership does only what the law requires	1 Strongly agree	15752	6.0%	10205	5.1%	8510	5.1%	7197	6.1%	41664	5.6%	
	2 Agree	38243	14.6%	27248	13.7%	22790	13.8%	17824	15.2%	106106	14.3%	
	3 Neutral	88242	33.8%	65236	32.8%	49888	30.2%	41320	35.2%	244687	33.0%	
	4 Disagree	85775	32.9%	68578	34.5%	60436	36.6%	36877	31.4%	251667	33.9%	
	5 Strongly disagree	33044	12.7%	27608	13.9%	23678	14.3%	14099	12.0%	98429	13.3%	
	Total	261056		198876		165303		117318		742553		19815
Q18 Understand safety & health regulations	1 Strongly agree	72781	27.7%	57192	28.6%	50575	30.4%	32579	27.6%	213128	28.5%	
	2 Agree	151457	57.6%	112988	56.6%	99156	59.6%	66427	56.3%	430027	57.6%	
	3 Neutral	32168	12.2%	24516	12.3%	13128	7.9%	15503	13.1%	85316	11.4%	
	4 Disagree	4806	1.8%	3772	1.9%	2275	1.4%	2588	2.2%	13441	1.8%	
	5 Strongly disagree	1644	.6%	1198	.6%	1219	.7%	801	.7%	4862	.7%	
	Total	262857		199667		166353		117899		746775		15593
Q19 Supervisors enforce safe job procedures	1 Strongly agree	60098	22.9%	46544	23.3%	44078	26.6%	27665	23.5%	178386	23.9%	
	2 Agree	128944	49.2%	100250	50.1%	87890	53.0%	54404	46.2%	371488	49.8%	
	3 Neutral	61181	23.3%	45940	23.0%	27866	16.8%	30731	26.1%	165717	22.2%	
	4 Disagree	8742	3.3%	4830	2.4%	3729	2.2%	3296	2.8%	20597	2.8%	
	5 Strongly disagree	3295	1.3%	2366	1.2%	2380	1.4%	1579	1.3%	9620	1.3%	
	Total	262260		199930		165943		117675		745808		16560
Q20 Precautions used for hazardous mat.	1 Strongly agree	59522	22.6%	48184	24.1%	39864	23.9%	23608	20.0%	171178	22.9%	
	2 Agree	101656	38.6%	84868	42.5%	70510	42.3%	40491	34.2%	297526	39.7%	
	3 Neutral	96210	36.5%	62391	31.2%	52751	31.6%	51157	43.3%	262508	35.1%	
	4 Disagree	4582	1.7%	2987	1.5%	2264	1.4%	1836	1.6%	11669	1.6%	
	5 Strongly disagree	1696	.6%	1474	.7%	1348	.8%	1132	1.0%	5650	.8%	
	Total	263665		199905		166737		118224		748531		13837
Q21 Adequate personnel to manage safety program	1 Strongly agree	45449	17.3%	35048	17.5%	32397	19.5%	20985	17.8%	133879	17.9%	
	2 Agree	113589	43.3%	88742	44.4%	82032	49.4%	50416	42.7%	334780	44.9%	
	3 Neutral	81542	31.1%	61654	30.8%	40911	24.6%	38414	32.6%	222521	29.8%	
	4 Disagree	16159	6.2%	10690	5.3%	7991	4.8%	5938	5.0%	40778	5.5%	
	5 Strongly disagree	5461	2.1%	3869	1.9%	2659	1.6%	2195	1.9%	14185	1.9%	
	Total	262201		200003		165991		117948		746143		16225
Q22 Award program does not promote safety	1 Strongly agree	16782	6.4%	11219	5.7%	10015	6.0%	7744	6.6%	45760	6.1%	
	2 Agree	45153	17.2%	29678	14.9%	25874	15.6%	17843	15.2%	118548	15.9%	
	3 Neutral	121823	46.4%	92246	46.5%	75146	45.2%	58599	49.8%	347814	46.7%	
	4 Disagree	58422	22.3%	47887	24.1%	40391	24.3%	24783	21.1%	171483	23.0%	
	5 Strongly disagree	20120	7.7%	17490	8.8%	14893	9.0%	8630	7.3%	61134	8.2%	
	Total	262299		198521		166320		117599		744739		17629
Q23 Performance standards higher than safety	1 Strongly agree	15227	5.8%	9121	4.6%	8320	5.1%	7920	6.8%	40589	5.5%	
	2 Agree	50859	19.5%	35776	18.0%	27441	16.7%	24279	20.7%	138354	18.7%	
	3 Neutral	121805	46.8%	92200	46.4%	75016	45.5%	55693	47.6%	344714	46.5%	
	4 Disagree	56508	21.7%	47268	23.8%	41692	25.3%	22181	18.9%	167648	22.6%	
	5 Strongly disagree	15978	6.1%	14249	7.2%	12257	7.4%	7047	6.0%	49530	6.7%	
	Total	260376		198613		164726		117120		740835		21533
Q24 Super. understand job safety problems	1 Strongly agree	42998	16.5%	35127	17.7%	31565	19.2%	18903	16.2%	128593	17.4%	
	2 Agree	117050	45.0%	92616	46.8%	82583	50.2%	48843	41.9%	341092	46.2%	
	3 Neutral	85113	32.8%	61094	30.9%	42762	26.0%	43245	37.1%	232215	31.4%	
	4 Disagree	10780	4.1%	5926	3.0%	5612	3.4%	3400	2.9%	25718	3.5%	
	5 Strongly disagree	3947	1.5%	3150	1.6%	2082	1.3%	2064	1.8%	11243	1.5%	
	Total	259888		197914		164604		116456		738862		23506

		XSVC Crossing Recoded: Service Component										
		Army		Navy/Marines		Air Force		DoD Agencies and Activities		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q25 Personnel follow lock./tagout procedures	1 Strongly agree	31968	12.5%	33773	17.2%	25784	15.9%	14685	12.7%	106210	14.6%	
	2 Agree	67881	26.5%	58404	29.8%	51748	31.9%	29816	25.8%	207850	28.5%	
	3 Neutral	138310	54.0%	93995	48.0%	77220	47.5%	62819	54.4%	372343	51.0%	
	4 Disagree	13244	5.2%	6997	3.6%	5200	3.2%	5698	4.9%	31139	4.3%	
	5 Strongly disagree	4496	1.8%	2798	1.4%	2477	1.5%	2463	2.1%	12236	1.7%	
	Total	255900		195967		162429		115482		729778		32590
Q26 Safety training is part of orientation	1 Strongly agree	56805	21.6%	50454	25.2%	48468	29.0%	26934	22.8%	182661	24.4%	
	2 Agree	108413	41.1%	84563	42.2%	81906	49.0%	47990	40.6%	322872	43.1%	
	3 Neutral	74941	28.4%	52215	26.1%	29873	17.9%	34311	29.0%	191340	25.5%	
	4 Disagree	18783	7.1%	10376	5.2%	5502	3.3%	7221	6.1%	41881	5.6%	
	5 Strongly disagree	4532	1.7%	2658	1.3%	1343	.8%	1850	1.6%	10384	1.4%	
	Total	263473		200266		167092		118306		749138		13230
Q27 Leadership is sincere about personnel safety	1 Strongly agree	60374	23.1%	50686	25.4%	45487	27.5%	27060	23.1%	183607	24.7%	
	2 Agree	129231	49.5%	98981	49.6%	84179	50.8%	56997	48.6%	369388	49.7%	
	3 Neutral	56605	21.7%	39087	19.6%	28198	17.0%	26879	22.9%	150769	20.3%	
	4 Disagree	10567	4.0%	7432	3.7%	5171	3.1%	4427	3.8%	27596	3.7%	
	5 Strongly disagree	4427	1.7%	3284	1.6%	2569	1.6%	1909	1.6%	12188	1.6%	
	Total	261203		199470		165604		117271		743548		18820
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	9009	3.4%	4986	2.5%	5012	3.0%	3887	3.3%	22894	3.1%	
	2 Agree	20547	7.8%	13207	6.6%	11125	6.7%	8350	7.1%	53228	7.1%	
	3 Neutral	99886	38.0%	71550	35.9%	55713	33.5%	48346	41.0%	275495	36.9%	
	4 Disagree	96446	36.7%	76281	38.3%	66767	40.1%	40535	34.4%	280029	37.5%	
	5 Strongly disagree	37017	14.1%	33198	16.7%	27925	16.8%	16685	14.2%	114825	15.4%	
	Total	262905		199223		166541		117802		746471		15897
Q29 Emergency procedures rarely tested	1 Strongly agree	10543	4.0%	6993	3.5%	5760	3.5%	5014	4.3%	28310	3.8%	
	2 Agree	31386	12.0%	20974	10.5%	16954	10.2%	13256	11.3%	82569	11.1%	
	3 Neutral	81947	31.4%	63859	32.0%	46471	28.0%	34833	29.7%	227111	30.5%	
	4 Disagree	99085	37.9%	77110	38.6%	68610	41.3%	44001	37.5%	288806	38.8%	
	5 Strongly disagree	38374	14.7%	30934	15.5%	28354	17.1%	20253	17.3%	117916	15.8%	
	Total	261335		199870		166148		117358		744711		17657
Q30 Safety officer improves safety	1 Strongly agree	38476	14.6%	28726	14.4%	22244	13.3%	16527	14.0%	105974	14.2%	
	2 Agree	96779	36.8%	73500	36.8%	58685	35.2%	40490	34.3%	269455	36.0%	
	3 Neutral	110440	42.0%	85069	42.6%	75923	45.6%	54246	45.9%	325677	43.6%	
	4 Disagree	12089	4.6%	8403	4.2%	6540	3.9%	4606	3.9%	31639	4.2%	
	5 Strongly disagree	5257	2.0%	4145	2.1%	3250	1.9%	2229	1.9%	14881	2.0%	
	Total	263042		199844		166642		118099		747627		14741
Q31 Leadership sets fine safety example	1 Strongly agree	49379	19.1%	38901	19.6%	34948	21.4%	22764	19.7%	145992	19.8%	
	2 Agree	117111	45.2%	91592	46.3%	80227	49.0%	48555	42.0%	337485	45.8%	
	3 Neutral	72214	27.9%	54190	27.4%	37902	23.2%	35456	30.7%	199762	27.1%	
	4 Disagree	14772	5.7%	8959	4.5%	6892	4.2%	5912	5.1%	36535	5.0%	
	5 Strongly disagree	5537	2.1%	4351	2.2%	3696	2.3%	2918	2.5%	16503	2.2%	
	Total	259014		197994		163665		115605		736277		26091
Q32 Supervisors fits safety into performance of duties	1 Strongly agree	46428	18.1%	34375	17.6%	33350	20.5%	19983	17.4%	134136	18.4%	
	2 Agree	106345	41.4%	82971	42.5%	78364	48.2%	44052	38.3%	311732	42.7%	
	3 Neutral	82792	32.2%	65758	33.7%	42396	26.1%	41360	35.9%	232307	31.8%	
	4 Disagree	17163	6.7%	9766	5.0%	6295	3.9%	7515	6.5%	40739	5.6%	
	5 Strongly disagree	4017	1.6%	2414	1.2%	2298	1.4%	2173	1.9%	10902	1.5%	
	Total	256746		195285		162702		115084		729817		32551

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		X SVC Crossing Recoded: Service Component										
		Army		Navy/Marines		Air Force		DoD Agencies and Activities		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q33 Preventive maintenance operates poorly	1 Strongly agree	12768	5.0%	8769	4.5%	7064	4.3%	5062	4.4%	33664	4.6%	
	2 Agree	31275	12.2%	23600	12.1%	18438	11.3%	12385	10.8%	85699	11.7%	
	3 Neutral	115930	45.1%	89938	45.9%	67657	41.6%	54762	47.8%	328287	44.9%	
	4 Disagree	73217	28.5%	54910	28.0%	51707	31.8%	31850	27.8%	211684	29.0%	
	5 Strongly disagree	24140	9.4%	18542	9.5%	17900	11.0%	10546	9.2%	71128	9.7%	
	Total	257331		195759		162766		114605		730462		31906
Q34 Leadership participates in safety activities	1 Strongly agree	35659	13.8%	25488	13.0%	24094	14.8%	14837	12.9%	100077	13.7%	
	2 Agree	93914	36.3%	71683	36.5%	63397	38.9%	39007	33.9%	268001	36.6%	
	3 Neutral	104113	40.2%	83135	42.4%	61908	38.0%	50704	44.0%	299859	40.9%	
	4 Disagree	19074	7.4%	11866	6.0%	10437	6.4%	7761	6.7%	49137	6.7%	
	5 Strongly disagree	5933	2.3%	4110	2.1%	3068	1.9%	2819	2.4%	15931	2.2%	
	Total	258693		196282		162903		115128		733005		29363
Q35 Safety officer has high status	1 Strongly agree	33692	13.2%	22675	11.6%	20432	12.7%	12638	11.1%	89437	12.3%	
	2 Agree	76484	30.0%	57622	29.5%	50961	31.7%	30920	27.2%	215987	29.8%	
	3 Neutral	117019	46.0%	95851	49.1%	74168	46.1%	58159	51.2%	345197	47.6%	
	4 Disagree	20806	8.2%	14282	7.3%	11711	7.3%	8960	7.9%	55759	7.7%	
	5 Strongly disagree	6603	2.6%	4934	2.5%	3687	2.3%	2953	2.6%	18176	2.5%	
	Total	254604		195364		160959		113630		724558		37810
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	8601	3.3%	5574	2.8%	4047	2.5%	3399	2.9%	21620	2.9%	
	2 Agree	28416	10.9%	20486	10.4%	15905	9.7%	10161	8.7%	74969	10.1%	
	3 Neutral	95406	36.6%	72794	36.8%	52363	31.8%	43426	37.3%	263989	35.7%	
	4 Disagree	96591	37.1%	73137	37.0%	68981	41.9%	44902	38.6%	283611	38.4%	
	5 Strongly disagree	31401	12.1%	25742	13.0%	23477	14.2%	14438	12.4%	95056	12.9%	
	Total	260414		197733		164774		116325		739245		23123
Q37 Personnel take part in accident invest.	1 Strongly agree	27915	10.8%	21125	10.7%	18801	11.5%	11743	10.2%	79583	10.9%	
	2 Agree	97265	37.7%	79009	40.1%	66506	40.8%	40684	35.4%	283465	38.7%	
	3 Neutral	116039	45.0%	84946	43.1%	67459	41.4%	55788	48.5%	324232	44.2%	
	4 Disagree	13198	5.1%	8982	4.6%	7983	4.9%	5351	4.7%	35514	4.8%	
	5 Strongly disagree	3359	1.3%	2993	1.5%	2108	1.3%	1489	1.3%	9949	1.4%	
	Total	257776		197054		162857		115055		732742		29626
Q38 Training by supervisor helps job safety	1 Strongly agree	35520	13.7%	27096	13.7%	26078	15.9%	15489	13.4%	104183	14.2%	
	2 Agree	106759	41.1%	84180	42.6%	77820	47.5%	46027	39.8%	314786	42.8%	
	3 Neutral	97913	37.7%	73045	37.0%	49883	30.5%	45867	39.7%	266708	36.2%	
	4 Disagree	14843	5.7%	10073	5.1%	7726	4.7%	6356	5.5%	38997	5.3%	
	5 Strongly disagree	4447	1.7%	3055	1.5%	2289	1.4%	1784	1.5%	11574	1.6%	
	Total	259481		197449		163796		115523		736248		26120
Q39 Medical facilities are sufficient	1 Strongly agree	39277	15.2%	25668	13.0%	21510	13.2%	17334	15.0%	103789	14.1%	
	2 Agree	109150	42.3%	74891	38.0%	64605	39.5%	44230	38.2%	292877	39.9%	
	3 Neutral	90445	35.1%	77366	39.2%	53911	33.0%	45365	39.2%	267087	36.4%	
	4 Disagree	12805	5.0%	13051	6.6%	14632	9.0%	5852	5.1%	46340	6.3%	
	5 Strongly disagree	6342	2.5%	6225	3.2%	8794	5.4%	2947	2.5%	24308	3.3%	
	Total	258019		197200		163453		115728		734401		27967
Q40 Leadership ignores safety during promotions	1 Strongly agree	10113	3.9%	7521	3.8%	6542	4.0%	4391	3.8%	28567	3.9%	
	2 Agree	20181	7.8%	14182	7.2%	10675	6.5%	8512	7.3%	53550	7.3%	
	3 Neutral	116495	44.9%	88260	44.7%	70982	43.1%	56309	48.6%	332046	45.0%	
	4 Disagree	76776	29.6%	58603	29.7%	51386	31.2%	31902	27.5%	218667	29.6%	
	5 Strongly disagree	36150	13.9%	28879	14.6%	24923	15.2%	14833	12.8%	104785	14.2%	
	Total	259715		197444		164509		115947		737615		24753

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		XSVC Crossing Recoded: Service Component										
		Army		Navy/Marines		Air Force		DoD Agencies and Activities		Total		Missing
		Count	%	Count	%	Count	%	Count	%	Count	%	
Q41 Safety officer is readily available	1 Strongly agree	47790	18.6%	33502	17.1%	29224	18.1%	19415	16.9%	129931	17.8%	
	2 Agree	107319	41.9%	77372	39.5%	73757	45.7%	44456	38.7%	302903	41.6%	
	3 Neutral	81248	31.7%	70411	35.9%	47202	29.2%	41819	36.4%	240680	33.0%	
	4 Disagree	14953	5.8%	10750	5.5%	8705	5.4%	6751	5.9%	41159	5.6%	
	5 Strongly disagree	5027	2.0%	3982	2.0%	2581	1.6%	2380	2.1%	13970	1.9%	
	Total	256336		196018		161468		114822		728644		33724
Q42 This unit has a stable workforce	1 Strongly agree	28628	11.3%	19076	9.8%	17647	11.0%	12896	11.3%	78246	10.8%	
	2 Agree	98555	38.8%	78179	40.4%	64396	40.2%	43462	38.3%	284592	39.4%	
	3 Neutral	87238	34.3%	71056	36.7%	51625	32.2%	41815	36.8%	251735	34.9%	
	4 Disagree	28986	11.4%	19015	9.8%	20621	12.9%	11661	10.3%	80283	11.1%	
	5 Strongly disagree	10799	4.2%	6388	3.3%	6003	3.7%	3788	3.3%	26979	3.7%	
	Total	254206		193715		160292		113622		721834		40534
Q43 Personnel afraid to report problems	1 Strongly agree	6699	2.6%	3950	2.0%	3334	2.1%	3639	3.2%	17622	2.4%	
	2 Agree	17860	7.0%	12381	6.4%	9149	5.7%	6859	6.0%	46249	6.4%	
	3 Neutral	76247	30.0%	56000	28.8%	41895	26.2%	33811	29.7%	207953	28.8%	
	4 Disagree	111676	43.9%	87269	44.8%	76211	47.6%	50639	44.5%	325796	45.1%	
	5 Strongly disagree	41772	16.4%	35145	18.0%	29414	18.4%	18724	16.5%	125056	17.3%	
	Total	254255		194746		160003		113672		722676		39692
Q44 Supervisors always investigate accidents	1 Strongly agree	38430	15.2%	29875	15.5%	26577	16.6%	17275	15.2%	112157	15.6%	
	2 Agree	98761	39.0%	80029	41.4%	67704	42.4%	42987	37.9%	289480	40.2%	
	3 Neutral	99530	39.3%	73766	38.2%	56397	35.3%	46691	41.2%	276384	38.4%	
	4 Disagree	12190	4.8%	6593	3.4%	6359	4.0%	4508	4.0%	29650	4.1%	
	5 Strongly disagree	4599	1.8%	2870	1.5%	2655	1.7%	1821	1.6%	11944	1.7%	
	Total	253510		193131		159693		113281		719615		42753
Q45 Environmental cond. kept at good levels	1 Strongly agree	34662	13.7%	23357	12.0%	22263	13.9%	17640	15.5%	97922	13.6%	
	2 Agree	118886	46.9%	91254	46.9%	78194	48.8%	53538	47.0%	341871	47.3%	
	3 Neutral	57399	22.6%	42602	21.9%	33592	21.0%	26078	22.9%	159672	22.1%	
	4 Disagree	29192	11.5%	25126	12.9%	18608	11.6%	11866	10.4%	84792	11.7%	
	5 Strongly disagree	13383	5.3%	12232	6.3%	7592	4.7%	4704	4.1%	37912	5.2%	
	Total	253522		194572		160249		113826		722169		40199
Q46 Personnel dont use necessary PPE	1 Strongly agree	6683	2.6%	4174	2.1%	3758	2.3%	2868	2.5%	17484	2.4%	
	2 Agree	23559	9.1%	15725	8.0%	12158	7.5%	8932	7.8%	60374	8.2%	
	3 Neutral	116251	45.0%	79286	40.5%	63547	39.1%	58103	50.5%	317187	43.3%	
	4 Disagree	84160	32.6%	70428	35.9%	60482	37.2%	33590	29.2%	248660	34.0%	
	5 Strongly disagree	27627	10.7%	26392	13.5%	22606	13.9%	11669	10.1%	88293	12.1%	
	Total	258280		196005		162551		115162		731998		30370
Q47 Job stress is significant problem for me	1 Strongly agree	14248	5.6%	8579	4.4%	8533	5.3%	6349	5.5%	37709	5.2%	
	2 Agree	34428	13.4%	25569	13.0%	22258	13.8%	15780	13.7%	98035	13.5%	
	3 Neutral	89008	34.7%	66113	33.7%	50163	31.1%	42114	36.7%	247398	34.0%	
	4 Disagree	88640	34.6%	71539	36.5%	62140	38.5%	38036	33.1%	260356	35.7%	
	5 Strongly disagree	29908	11.7%	24145	12.3%	18304	11.3%	12510	10.9%	84868	11.7%	
	Total	256233		195945		161399		114790		728367		34001
Q48 Leadership insists supervisor think safety	1 Strongly agree	42304	16.4%	34554	17.6%	29084	18.0%	17938	15.6%	123880	17.0%	
	2 Agree	112040	43.5%	85681	43.7%	75897	46.8%	44044	38.2%	317662	43.5%	
	3 Neutral	90457	35.1%	66088	33.7%	49737	30.7%	47157	40.9%	253440	34.7%	
	4 Disagree	9876	3.8%	6917	3.5%	5461	3.4%	4495	3.9%	26749	3.7%	
	5 Strongly disagree	3067	1.2%	2631	1.3%	1826	1.1%	1580	1.4%	9103	1.2%	
	Total	257744		195872		162005		115214		730835		31533

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		XSVC Crossing Recoded: Service Component										
		Army		Navy/Marines		Air Force		DoD Agencies and Activities		Total		
		Count	%	Count	%	Count	%	Count	%	Count	%	Missing
Q49 Leadership sets goals-hold all accountable	1 Strongly agree	31528	12.3%	23663	12.1%	19961	12.4%	12798	11.2%	87950	12.1%	
	2 Agree	81988	32.0%	62400	31.9%	53132	32.9%	32359	28.3%	229878	31.6%	
	3 Neutral	115599	45.2%	89795	45.9%	72370	44.8%	56291	49.2%	334054	45.9%	
	4 Disagree	21094	8.2%	15380	7.9%	12349	7.6%	10264	9.0%	59086	8.1%	
	5 Strongly disagree	5808	2.3%	4539	2.3%	3645	2.3%	2606	2.3%	16598	2.3%	
	Total	256016		195777		161456		114317		727566		34802
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	9690	3.8%	7001	3.6%	6424	4.0%	5313	4.6%	28428	3.9%	
	2 Agree	38484	15.0%	29972	15.3%	20903	12.9%	17284	15.0%	106643	14.6%	
	3 Neutral	114342	44.4%	86652	44.2%	72815	44.8%	56269	48.9%	330078	45.2%	
	4 Disagree	72188	28.1%	54727	27.9%	47756	29.4%	28093	24.4%	202764	27.7%	
	5 Strongly disagree	22588	8.8%	17490	8.9%	14579	9.0%	8113	7.1%	62769	8.6%	
	Total	257292		195842		162476		115072		730683		31685

		XMARINE1 Navy/Marine Corps/All Other Services								
		Navy		Marine Corps		All Other		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q1 Personnel identify hazards	1 Strongly agree	53750	29.7%	6117	31.6%	170953	31.1%	230820	30.7%	
	2 Agree	80886	44.6%	8103	41.8%	242985	44.1%	331974	44.2%	
	3 Neutral	34178	18.9%	3300	17.0%	96989	17.6%	134467	17.9%	
	4 Disagree	9442	5.2%	1249	6.4%	30024	5.5%	40716	5.4%	
	5 Strongly disagree	2908	1.6%	610	3.1%	9542	1.7%	13060	1.7%	
	Total	181164		19379		550494		751037		11331
Q2 Frequent contact between personnel and ldrs	1 Strongly agree	46525	25.9%	5837	30.5%	148932	27.3%	201294	27.0%	
	2 Agree	81847	45.6%	7892	41.2%	244006	44.7%	333745	44.8%	
	3 Neutral	30227	16.8%	2496	13.0%	83836	15.3%	116559	15.6%	
	4 Disagree	15049	8.4%	1762	9.2%	49066	9.0%	65877	8.8%	
	5 Strongly disagree	5855	3.3%	1178	6.1%	20504	3.8%	27537	3.7%	
	Total	179503		19165		546344		745012		17356
Q3 Safety takes a back seat to production	1 Strongly agree	8041	4.5%	1058	5.5%	27456	5.1%	36554	4.9%	
	2 Agree	14412	8.1%	1813	9.5%	47610	8.8%	63835	8.6%	
	3 Neutral	32953	18.4%	3786	19.8%	99982	18.4%	136722	18.4%	
	4 Disagree	73553	41.2%	7111	37.2%	225627	41.5%	306291	41.3%	
	5 Strongly disagree	49710	27.8%	5372	28.1%	142622	26.3%	197704	26.7%	
	Total	178669		19141		543296		741106		21262
Q4 Personnel revise safety & health practices	1 Strongly agree	19904	11.2%	3145	16.5%	68941	12.8%	91990	12.5%	
	2 Agree	58608	33.1%	5291	27.8%	180429	33.6%	244329	33.3%	
	3 Neutral	67720	38.3%	7122	37.4%	195122	36.3%	269963	36.8%	
	4 Disagree	23407	13.2%	2444	12.8%	71699	13.3%	97549	13.3%	
	5 Strongly disagree	7312	4.1%	1028	5.4%	20902	3.9%	29242	4.0%	
	Total	176950		19030		537092		733073		29295
Q5 Supervisor maintain high safety standards	1 Strongly agree	50546	28.1%	5837	30.4%	156223	28.7%	212606	28.6%	
	2 Agree	76559	42.6%	7028	36.5%	230538	42.4%	314124	42.3%	
	3 Neutral	43752	24.3%	4960	25.8%	123353	22.7%	172064	23.2%	
	4 Disagree	5648	3.1%	742	3.9%	21120	3.9%	27510	3.7%	
	5 Strongly disagree	3300	1.8%	665	3.5%	12232	2.3%	16198	2.2%	
	Total	179805		19231		543467		742503		19865

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		XMARINE1 Navy/Marine Corps/All Other Services								
		Navy		Marine Corps		All Other		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q6 Inspections made at regular intervals	1 Strongly agree	30767	17.0%	4218	21.8%	103249	18.7%	138233	18.4%	
	2 Agree	74339	41.0%	6586	34.1%	228922	41.5%	309847	41.2%	
	3 Neutral	60343	33.3%	6090	31.5%	170734	30.9%	237167	31.5%	
	4 Disagree	11984	6.6%	1623	8.4%	37272	6.8%	50878	6.8%	
	5 Strongly disagree	3773	2.1%	820	4.2%	11530	2.1%	16123	2.1%	
	Total	181205		19337		551707		752249		10119
Q7 Leadership safety views seldom communicate	1 Strongly agree	11635	6.5%	2044	10.6%	43162	7.9%	56841	7.6%	
	2 Agree	32149	17.8%	3304	17.1%	102170	18.7%	137623	18.4%	
	3 Neutral	43844	24.3%	4866	25.2%	131944	24.1%	180654	24.2%	
	4 Disagree	65543	36.4%	6294	32.6%	196707	36.0%	268544	36.0%	
	5 Strongly disagree	27103	15.0%	2813	14.6%	72794	13.3%	102710	13.8%	
	Total	180273		19322		546777		746372		15996
Q8 Safety meetings held less often than nec	1 Strongly agree	8990	5.0%	1364	7.1%	33873	6.2%	44228	5.9%	
	2 Agree	27443	15.2%	3185	16.6%	88501	16.1%	119129	15.9%	
	3 Neutral	72024	39.9%	7129	37.1%	201083	36.5%	280235	37.4%	
	4 Disagree	52191	28.9%	5209	27.1%	165728	30.1%	223128	29.8%	
	5 Strongly disagree	19725	10.9%	2344	12.2%	61116	11.1%	83185	11.1%	
	Total	180374		19231		550300		749906		12462
Q9 Good teamwork exists within unit	1 Strongly agree	35482	19.6%	4216	21.8%	118918	21.7%	158615	21.2%	
	2 Agree	82571	45.7%	7603	39.3%	243063	44.4%	333237	44.6%	
	3 Neutral	37580	20.8%	3948	20.4%	107652	19.7%	149180	20.0%	
	4 Disagree	15973	8.8%	1885	9.8%	49032	9.0%	66890	9.0%	
	5 Strongly disagree	9080	5.0%	1671	8.6%	28593	5.2%	39344	5.3%	
	Total	180685		19323		547258		747266		15102
Q10 Leadership shows that it cares about safety	1 Strongly agree	45102	24.9%	5141	26.6%	141985	25.7%	192228	25.5%	
	2 Agree	83904	46.3%	7669	39.6%	245756	44.5%	337329	44.8%	
	3 Neutral	36603	20.2%	4431	22.9%	115031	20.8%	156065	20.7%	
	4 Disagree	10259	5.7%	1212	6.3%	29120	5.3%	40591	5.4%	
	5 Strongly disagree	5307	2.9%	907	4.7%	19949	3.6%	26163	3.5%	
	Total	181176		19361		551840		752376		9992
Q11 My actions can protect other personnel	1 Strongly agree	66839	37.0%	7524	39.5%	198699	36.3%	273062	36.6%	
	2 Agree	89765	49.6%	9007	47.3%	276392	50.6%	375164	50.3%	
	3 Neutral	21495	11.9%	2266	11.9%	61456	11.2%	85217	11.4%	
	4 Disagree	2034	1.1%	166	.9%	7640	1.4%	9840	1.3%	
	5 Strongly disagree	733	.4%	94	.5%	2474	.5%	3300	.4%	
	Total	180865		19057		546662		746584		15784
Q12 My supervisors behavior is unsafe	1 Strongly agree	3715	2.1%	411	2.2%	11974	2.2%	16100	2.2%	
	2 Agree	6203	3.5%	879	4.6%	24371	4.5%	31454	4.3%	
	3 Neutral	26713	15.0%	2835	15.0%	82099	15.2%	111647	15.2%	
	4 Disagree	75324	42.3%	8246	43.5%	238633	44.3%	322204	43.8%	
	5 Strongly disagree	65958	37.1%	6592	34.8%	182131	33.8%	254680	34.6%	
	Total	177913		18963		539208		736084		26284
Q13 Des. personnel trained in emergency prac	1 Strongly agree	28887	16.1%	3473	18.2%	105275	19.4%	137636	18.6%	
	2 Agree	74345	41.4%	7415	38.8%	236182	43.5%	317942	42.9%	
	3 Neutral	58172	32.4%	5711	29.9%	149897	27.6%	213779	28.8%	
	4 Disagree	14575	8.1%	1833	9.6%	39837	7.3%	56245	7.6%	
	5 Strongly disagree	3536	2.0%	686	3.6%	11853	2.2%	16075	2.2%	
	Total	179515		19119		543044		741677		20691

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		XMARINE1 Navy/Marine Corps/All Other Services								
		Navy		Marine Corps		All Other		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q14 Leadership published a written safety policy	1 Strongly agree	37243	20.7%	4444	23.2%	114658	21.0%	156345	20.9%	
	2 Agree	82279	45.7%	7280	38.0%	243946	44.6%	333504	44.7%	
	3 Neutral	47785	26.5%	4982	26.0%	145625	26.6%	198392	26.6%	
	4 Disagree	9706	5.4%	1751	9.1%	32544	5.9%	44001	5.9%	
	5 Strongly disagree	3203	1.8%	690	3.6%	10394	1.9%	14287	1.9%	
	Total	180215		19147		547167		746530		15838
Q15 Near miss accidents are investigated	1 Strongly agree	32716	18.3%	3357	17.7%	89447	16.6%	125520	17.0%	
	2 Agree	65048	36.4%	5954	31.4%	181583	33.7%	252586	34.3%	
	3 Neutral	69327	38.8%	7626	40.2%	229398	42.6%	306350	41.6%	
	4 Disagree	8129	4.5%	1289	6.8%	26889	5.0%	36308	4.9%	
	5 Strongly disagree	3518	2.0%	721	3.8%	11556	2.1%	15795	2.1%	
	Total	178738		18947		538874		736559		25809
Q16 Personnel morale is poor	1 Strongly agree	22026	12.2%	3357	17.4%	78990	14.4%	104373	13.9%	
	2 Agree	32110	17.8%	3786	19.6%	111734	20.4%	147631	19.7%	
	3 Neutral	47329	26.2%	5128	26.6%	135534	24.7%	187990	25.1%	
	4 Disagree	59625	33.0%	4893	25.4%	161593	29.4%	226111	30.2%	
	5 Strongly disagree	19806	10.9%	2118	11.0%	61163	11.1%	83087	11.1%	
	Total	180895		19283		549014		749192		13176
Q17 Leadership does only what the law requires	1 Strongly agree	8870	4.9%	1336	7.0%	31459	5.8%	41664	5.6%	
	2 Agree	24048	13.4%	3200	16.7%	78857	14.5%	106106	14.3%	
	3 Neutral	58985	32.8%	6252	32.6%	179451	33.0%	244687	33.0%	
	4 Disagree	63265	35.2%	5313	27.7%	183088	33.7%	251667	33.9%	
	5 Strongly disagree	24545	13.7%	3064	16.0%	70821	13.0%	98429	13.3%	
	Total	179712		19164		543677		742553		19815
Q18 Understand safety & health regulations	1 Strongly agree	51405	28.5%	5788	30.1%	155936	28.5%	213128	28.5%	
	2 Agree	102843	57.0%	10145	52.8%	317040	57.9%	430027	57.6%	
	3 Neutral	21839	12.1%	2677	13.9%	60800	11.1%	85316	11.4%	
	4 Disagree	3330	1.8%	442	2.3%	9669	1.8%	13441	1.8%	
	5 Strongly disagree	1049	.6%	149	.8%	3664	.7%	4862	.7%	
	Total	180466		19201		547108		746775		15593
Q19 Supervisors enforce safe job procedures	1 Strongly agree	41912	23.2%	4633	24.0%	131842	24.2%	178386	23.9%	
	2 Agree	91195	50.5%	9055	46.9%	271238	49.7%	371488	49.8%	
	3 Neutral	41223	22.8%	4717	24.4%	119777	21.9%	165717	22.2%	
	4 Disagree	4255	2.4%	575	3.0%	15767	2.9%	20597	2.8%	
	5 Strongly disagree	2042	1.1%	324	1.7%	7254	1.3%	9620	1.3%	
	Total	180626		19304		545878		745808		16560
Q20 Precautions used for hazardous mat.	1 Strongly agree	43793	24.2%	4392	22.7%	122994	22.4%	171178	22.9%	
	2 Agree	77643	43.0%	7225	37.4%	212658	38.8%	297526	39.7%	
	3 Neutral	55085	30.5%	7306	37.8%	200117	36.5%	262508	35.1%	
	4 Disagree	2778	1.5%	209	1.1%	8682	1.6%	11669	1.6%	
	5 Strongly disagree	1294	.7%	180	.9%	4175	.8%	5650	.8%	
	Total	180594		19311		548626		748531		13837
Q21 Adequate personnel to manage safety program	1 Strongly agree	31449	17.4%	3599	18.6%	98831	18.1%	133879	17.9%	
	2 Agree	80688	44.7%	8055	41.7%	246038	45.1%	334780	44.9%	
	3 Neutral	56073	31.0%	5580	28.9%	160867	29.5%	222521	29.8%	
	4 Disagree	9147	5.1%	1542	8.0%	30088	5.5%	40778	5.5%	
	5 Strongly disagree	3316	1.8%	554	2.9%	10315	1.9%	14185	1.9%	
	Total	180673		19330		546139		746143		16225

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		XMARINE1 Navy/Marine Corps/All Other Services								
		Navy		Marine Corps		All Other		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q22 Award program does not promote safety	1 Strongly agree	9537	5.3%	1682	8.8%	34541	6.3%	45760	6.1%	
	2 Agree	26640	14.9%	3038	15.8%	88869	16.3%	118548	15.9%	
	3 Neutral	83397	46.5%	8850	46.1%	255568	46.8%	347814	46.7%	
	4 Disagree	43884	24.5%	4004	20.8%	123596	22.6%	171483	23.0%	
	5 Strongly disagree	15859	8.8%	1631	8.5%	43644	8.0%	61134	8.2%	
	Total	179317		19205		546218		744739		17629
Q23 Performance standards higher than safety	1 Strongly agree	7775	4.3%	1346	7.1%	31467	5.8%	40589	5.5%	
	2 Agree	32608	18.2%	3167	16.6%	102579	18.9%	138354	18.7%	
	3 Neutral	83066	46.3%	9134	47.9%	252514	46.6%	344714	46.5%	
	4 Disagree	43383	24.2%	3885	20.4%	120380	22.2%	167648	22.6%	
	5 Strongly disagree	12695	7.1%	1553	8.1%	35281	6.5%	49530	6.7%	
	Total	179529		19085		542222		740835		21533
Q24 Super. understand job safety problems	1 Strongly agree	31487	17.6%	3640	19.0%	93466	17.3%	128593	17.4%	
	2 Agree	84501	47.3%	8115	42.4%	248475	45.9%	341092	46.2%	
	3 Neutral	54850	30.7%	6244	32.6%	171121	31.6%	232215	31.4%	
	4 Disagree	5127	2.9%	799	4.2%	19792	3.7%	25718	3.5%	
	5 Strongly disagree	2818	1.6%	332	1.7%	8093	1.5%	11243	1.5%	
	Total	178783		19130		540948		738862		23506
Q25 Personnel follow lock./tagout procedures	1 Strongly agree	31101	17.6%	2672	14.2%	72437	13.6%	106210	14.6%	
	2 Agree	53339	30.1%	5066	26.9%	149445	28.0%	207850	28.5%	
	3 Neutral	84274	47.6%	9720	51.6%	278349	52.1%	372343	51.0%	
	4 Disagree	6102	3.4%	895	4.8%	24142	4.5%	31139	4.3%	
	5 Strongly disagree	2327	1.3%	471	2.5%	9437	1.8%	12236	1.7%	
	Total	177143		18824		533811		729778		32590
Q26 Safety training is part of orientation	1 Strongly agree	46346	25.6%	4108	21.3%	132207	24.1%	182661	24.4%	
	2 Agree	77028	42.6%	7535	39.1%	238308	43.4%	322872	43.1%	
	3 Neutral	46871	25.9%	5344	27.7%	139125	25.3%	191340	25.5%	
	4 Disagree	8601	4.8%	1775	9.2%	31505	5.7%	41881	5.6%	
	5 Strongly disagree	2140	1.2%	518	2.7%	7726	1.4%	10384	1.4%	
	Total	180985		19281		548872		749138		13230
Q27 Leadership is sincere about personnel safety	1 Strongly agree	46296	25.7%	4390	22.9%	132921	24.4%	183607	24.7%	
	2 Agree	89727	49.8%	9254	48.2%	270407	49.7%	369388	49.7%	
	3 Neutral	35127	19.5%	3960	20.6%	111682	20.5%	150769	20.3%	
	4 Disagree	6331	3.5%	1101	5.7%	20164	3.7%	27596	3.7%	
	5 Strongly disagree	2804	1.6%	480	2.5%	8904	1.6%	12188	1.6%	
	Total	180285		19185		544078		743548		18820
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	4318	2.4%	668	3.5%	17908	3.3%	22894	3.1%	
	2 Agree	11797	6.6%	1410	7.3%	40021	7.3%	53228	7.1%	
	3 Neutral	64279	35.7%	7271	37.8%	203944	37.3%	275495	36.9%	
	4 Disagree	69309	38.5%	6972	36.3%	203748	37.2%	280029	37.5%	
	5 Strongly disagree	30308	16.8%	2891	15.0%	81626	14.9%	114825	15.4%	
	Total	180011		19211		547248		746471		15897
Q29 Emergency procedures rarely tested	1 Strongly agree	5843	3.2%	1150	6.0%	21317	3.9%	28310	3.8%	
	2 Agree	18065	10.0%	2909	15.1%	61595	11.3%	82569	11.1%	
	3 Neutral	57402	31.8%	6458	33.6%	163251	30.0%	227111	30.5%	
	4 Disagree	71087	39.3%	6023	31.4%	211696	38.9%	288806	38.8%	
	5 Strongly disagree	28268	15.6%	2666	13.9%	86982	16.0%	117916	15.8%	
	Total	180665		19205		544841		744711		17657

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		Count	%	Count	%	Count	%	Count	%	Missing
Q30 Safety officer improves safety	1 Strongly agree	25725	14.2%	3002	15.6%	77248	14.1%	105974	14.2%	
	2 Agree	66800	37.0%	6701	34.9%	195955	35.8%	269455	36.0%	
	3 Neutral	77300	42.8%	7770	40.5%	240608	43.9%	325677	43.6%	
	4 Disagree	7300	4.0%	1103	5.7%	23236	4.2%	31639	4.2%	
	5 Strongly disagree	3527	2.0%	618	3.2%	10736	2.0%	14881	2.0%	
	Total	180651		19193		547783		747627		14741
Q31 Leadership sets fine safety example	1 Strongly agree	35076	19.6%	3825	20.1%	107091	19.9%	145992	19.8%	
	2 Agree	83830	46.8%	7761	40.9%	245893	45.7%	337485	45.8%	
	3 Neutral	48772	27.2%	5419	28.5%	145572	27.0%	199762	27.1%	
	4 Disagree	7719	4.3%	1240	6.5%	27576	5.1%	36535	5.0%	
	5 Strongly disagree	3605	2.0%	746	3.9%	12151	2.3%	16503	2.2%	
	Total	179002		18991		538284		736277		26091
Q32 Supervisors fits safety into performance of duties	1 Strongly agree	30611	17.3%	3764	20.1%	99761	18.7%	134136	18.4%	
	2 Agree	76158	43.1%	6813	36.3%	228761	42.8%	311732	42.7%	
	3 Neutral	59298	33.6%	6460	34.4%	166549	31.2%	232307	31.8%	
	4 Disagree	8458	4.8%	1309	7.0%	30973	5.8%	40739	5.6%	
	5 Strongly disagree	2004	1.1%	410	2.2%	8488	1.6%	10902	1.5%	
	Total	176529		18756		534532		729817		32551
Q33 Preventive maintenance operates poorly	1 Strongly agree	7743	4.4%	1027	5.5%	24894	4.7%	33664	4.6%	
	2 Agree	21423	12.1%	2176	11.6%	62099	11.6%	85699	11.7%	
	3 Neutral	80870	45.7%	9068	48.5%	238349	44.6%	328287	44.9%	
	4 Disagree	50289	28.4%	4622	24.7%	156774	29.3%	211684	29.0%	
	5 Strongly disagree	16725	9.4%	1817	9.7%	52586	9.8%	71128	9.7%	
	Total	177050		18710		534702		730462		31906
Q34 Leadership participates in safety activities	1 Strongly agree	22941	12.9%	2547	13.5%	74589	13.9%	100077	13.7%	
	2 Agree	65753	37.0%	5929	31.5%	196318	36.6%	268001	36.6%	
	3 Neutral	75174	42.4%	7960	42.3%	216724	40.4%	299859	40.9%	
	4 Disagree	10201	5.7%	1665	8.9%	37272	6.9%	49137	6.7%	
	5 Strongly disagree	3410	1.9%	701	3.7%	11820	2.2%	15931	2.2%	
	Total	177479		18802		536723		733005		29363
Q35 Safety officer has high status	1 Strongly agree	20240	11.5%	2436	13.1%	66762	12.6%	89437	12.3%	
	2 Agree	52558	29.7%	5064	27.1%	158366	29.9%	215987	29.8%	
	3 Neutral	86985	49.2%	8866	47.5%	249346	47.1%	345197	47.6%	
	4 Disagree	12689	7.2%	1593	8.5%	41477	7.8%	55759	7.7%	
	5 Strongly disagree	4229	2.4%	705	3.8%	13242	2.5%	18176	2.5%	
	Total	176700		18664		529193		724558		37810
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	4882	2.7%	692	3.6%	16046	3.0%	21620	2.9%	
	2 Agree	18390	10.3%	2095	11.0%	54483	10.1%	74969	10.1%	
	3 Neutral	65824	36.8%	6970	36.7%	191195	35.3%	263989	35.7%	
	4 Disagree	66681	37.3%	6455	34.0%	210474	38.9%	283611	38.4%	
	5 Strongly disagree	22980	12.9%	2761	14.6%	69315	12.8%	95056	12.9%	
	Total	178759		18973		541513		739245		23123
Q37 Personnel take part in accident invest.	1 Strongly agree	18846	10.6%	2279	12.0%	58458	10.9%	79583	10.9%	
	2 Agree	72607	40.8%	6402	33.8%	204456	38.2%	283465	38.7%	
	3 Neutral	76277	42.8%	8669	45.8%	239286	44.7%	324232	44.2%	
	4 Disagree	7923	4.4%	1059	5.6%	26532	5.0%	35514	4.8%	
	5 Strongly disagree	2458	1.4%	535	2.8%	6956	1.3%	9949	1.4%	
	Total	178110		18944		535688		732742		29626

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		Count	%	Count	%	Count	%	Count	%	Missing
Q38 Training by supervisor helps job safety	1 Strongly agree	23839	13.4%	3257	17.2%	77087	14.3%	104183	14.2%	
	2 Agree	77413	43.4%	6766	35.7%	230606	42.8%	314786	42.8%	
	3 Neutral	65978	37.0%	7068	37.3%	193663	35.9%	266708	36.2%	
	4 Disagree	8709	4.9%	1363	7.2%	28924	5.4%	38997	5.3%	
	5 Strongly disagree	2558	1.4%	497	2.6%	8519	1.6%	11574	1.6%	
	Total	178497		18951		538799		736248		26120
Q39 Medical facilities are sufficient	1 Strongly agree	22575	12.7%	3093	16.4%	78121	14.5%	103789	14.1%	
	2 Agree	68065	38.2%	6826	36.1%	217986	40.6%	292877	39.9%	
	3 Neutral	70391	39.5%	6975	36.9%	189721	35.3%	267087	36.4%	
	4 Disagree	11903	6.7%	1148	6.1%	33289	6.2%	46340	6.3%	
	5 Strongly disagree	5377	3.0%	847	4.5%	18083	3.4%	24308	3.3%	
	Total	178310		18890		537200		734401		27967
Q40 Leadership ignores safety during promotions	1 Strongly agree	6254	3.5%	1267	6.7%	21046	3.9%	28567	3.9%	
	2 Agree	12383	6.9%	1798	9.5%	39369	7.3%	53550	7.3%	
	3 Neutral	79946	44.8%	8314	43.9%	243785	45.1%	332046	45.0%	
	4 Disagree	53801	30.1%	4802	25.4%	160064	29.6%	218667	29.6%	
	5 Strongly disagree	26123	14.6%	2756	14.6%	75906	14.1%	104785	14.2%	
	Total	178507		18937		540170		737615		24753
Q41 Safety officer is readily available	1 Strongly agree	29295	16.5%	4207	22.3%	96429	18.1%	129931	17.8%	
	2 Agree	70034	39.5%	7337	39.0%	225532	42.3%	302903	41.6%	
	3 Neutral	64783	36.6%	5628	29.9%	170269	32.0%	240680	33.0%	
	4 Disagree	9591	5.4%	1159	6.2%	30409	5.7%	41159	5.6%	
	5 Strongly disagree	3483	2.0%	500	2.7%	9988	1.9%	13970	1.9%	
	Total	177186		18832		532626		728644		33724
Q42 This unit has a stable workforce	1 Strongly agree	16947	9.7%	2128	11.4%	59170	11.2%	78246	10.8%	
	2 Agree	71376	40.8%	6803	36.6%	206413	39.1%	284592	39.4%	
	3 Neutral	64433	36.8%	6623	35.6%	180678	34.2%	251735	34.9%	
	4 Disagree	17005	9.7%	2010	10.8%	61268	11.6%	80283	11.1%	
	5 Strongly disagree	5348	3.1%	1040	5.6%	20590	3.9%	26979	3.7%	
	Total	175110		18605		528120		721834		40534
Q43 Personnel afraid to report problems	1 Strongly agree	3450	2.0%	499	2.7%	13672	2.6%	17622	2.4%	
	2 Agree	10779	6.1%	1602	8.6%	33868	6.4%	46249	6.4%	
	3 Neutral	50234	28.5%	5765	31.1%	151954	28.8%	207953	28.8%	
	4 Disagree	79907	45.3%	7362	39.7%	238526	45.2%	325796	45.1%	
	5 Strongly disagree	31840	18.1%	3306	17.8%	89910	17.0%	125056	17.3%	
	Total	176211		18535		527930		722676		39692
Q44 Supervisors always investigate accidents	1 Strongly agree	26761	15.3%	3114	17.0%	82282	15.6%	112157	15.6%	
	2 Agree	73454	42.0%	6574	35.8%	209452	39.8%	289480	40.2%	
	3 Neutral	66472	38.0%	7293	39.7%	202619	38.5%	276384	38.4%	
	4 Disagree	5695	3.3%	898	4.9%	23057	4.4%	29650	4.1%	
	5 Strongly disagree	2393	1.4%	476	2.6%	9074	1.7%	11944	1.7%	
	Total	174776		18356		526484		719615		42753
Q45 Environmental cond. kept at good levels	1 Strongly agree	20566	11.7%	2791	15.1%	74565	14.1%	97922	13.6%	
	2 Agree	83201	47.3%	8053	43.5%	250617	47.5%	341871	47.3%	
	3 Neutral	38646	22.0%	3956	21.3%	117070	22.2%	159672	22.1%	
	4 Disagree	22729	12.9%	2397	12.9%	59666	11.3%	84792	11.7%	
	5 Strongly disagree	10897	6.2%	1336	7.2%	25679	4.9%	37912	5.2%	
	Total	176039		18533		527597		722169		40199

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		Count	%	Count	%	Count	%	Count	%	Missing
Q46 Personnel dont use necessary PPE	1 Strongly agree	3768	2.1%	406	2.2%	13310	2.5%	17484	2.4%	
	2 Agree	13689	7.7%	2036	10.9%	44649	8.3%	60374	8.2%	
	3 Neutral	70750	39.9%	8536	45.7%	237901	44.4%	317187	43.3%	
	4 Disagree	65060	36.7%	5368	28.7%	178233	33.3%	248660	34.0%	
	5 Strongly disagree	24042	13.6%	2349	12.6%	61901	11.5%	88293	12.1%	
	Total	177310		18696		535993		731998		30370
Q47 Job stress is significant problem for me	1 Strongly agree	7663	4.3%	916	4.9%	29130	5.5%	37709	5.2%	
	2 Agree	23134	13.1%	2434	13.0%	72467	13.6%	98035	13.5%	
	3 Neutral	59823	33.8%	6290	33.6%	181285	34.0%	247398	34.0%	
	4 Disagree	65224	36.8%	6315	33.8%	188817	35.5%	260356	35.7%	
	5 Strongly disagree	21392	12.1%	2753	14.7%	60723	11.4%	84868	11.7%	
	Total	177236		18709		532422		728367		34001
Q48 Leadership insists supervisor think safety	1 Strongly agree	31169	17.6%	3385	18.1%	89326	16.7%	123880	17.0%	
	2 Agree	78326	44.2%	7355	39.3%	231981	43.4%	317662	43.5%	
	3 Neutral	59471	33.6%	6618	35.4%	187352	35.0%	253440	34.7%	
	4 Disagree	5841	3.3%	1077	5.8%	19832	3.7%	26749	3.7%	
	5 Strongly disagree	2349	1.3%	282	1.5%	6472	1.2%	9103	1.2%	
	Total	177155		18716		534963		730835		31533
Q49 Leadership sets goals-hold all accountable	1 Strongly agree	21085	11.9%	2578	13.8%	64286	12.1%	87950	12.1%	
	2 Agree	57052	32.2%	5348	28.7%	167478	31.5%	229878	31.6%	
	3 Neutral	81751	46.2%	8044	43.1%	244260	45.9%	334054	45.9%	
	4 Disagree	13332	7.5%	2047	11.0%	43707	8.2%	59086	8.1%	
	5 Strongly disagree	3904	2.2%	635	3.4%	12059	2.3%	16598	2.3%	
	Total	177124		18653		531789		727566		34802
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	6361	3.6%	640	3.4%	21427	4.0%	28428	3.9%	
	2 Agree	26286	14.8%	3685	19.7%	76671	14.3%	106643	14.6%	
	3 Neutral	78828	44.5%	7824	41.7%	243426	45.5%	330078	45.2%	
	4 Disagree	49921	28.2%	4806	25.6%	148037	27.7%	202764	27.7%	
	5 Strongly disagree	15692	8.9%	1798	9.6%	45280	8.5%	62769	8.6%	
	Total	177089		18753		534841		730683		31685