

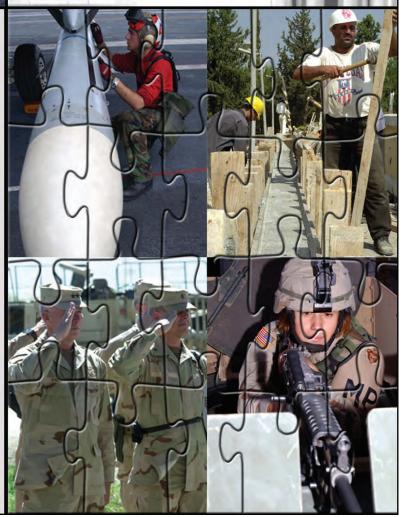
Inspector General
United States
Department of Defense

Evaluation of the DoD Safety Program

June 12, 2008 Report No. IE-2008-007

# DoD Active Duty Safety Survey





#### DEPARTMENT OF DEFENSE OFFICE OF INSPECTOR GENERAL

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The Office of the Inspector General promotes integrity, accountability, and improvement of Department of Defense personnel, programs and operations to support the Department simission and to serve the public interest.

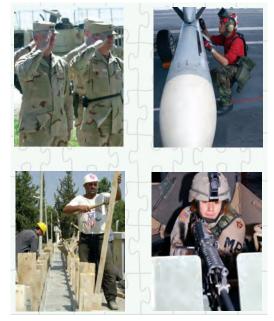
#### Senior Leader

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

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

#### Civilian

A civilian construction worker removes a nail from a board during construction of a new cement security wall, Incirlik Air Base, Turkey. (U.S. Air Force photo by Senior Airman Matthew Hannen)



#### **Active Duty**

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

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

#### Guard & Reserve

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

(This photo appeared on www.army.mil)

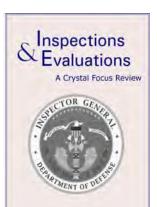
#### NATIONAL SAFETY COUNCIL

#### MISSION STATEMENT

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

# **Evaluation of the DoD Safety Program**

Active Duty Safety Survey Results
June 2008



#### VISION

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Congress and the
Department of Defense,
and provides timely
findings and
recommendations leading
to positive changes in
programs.

# **Purpose**

On May 19, 2003, the Secretary of Defense instructed DoD senior leaders to reduce preventable accidents by 50 percent over a two-year period. That goal was subsequently revised in March 2004 to 75 percent by 2008. On August 9, 2004, the Deputy Under Secretary of Defense for Readiness requested this evaluation to assist DoD management develop strategies to improve the effectiveness of the DoD safety program and provide observations to help management reduce the Department's accident rate, as directed.

## **Methodology and Scope**

This report presents the results of the DoD Active Duty safety perception survey, one of a four-part series of safety surveys. In April 2005, the DoD Office of the Inspector General entered into a contract arrangement with the National Safety Council (NSC) to assist the evaluation team develop, administer, and analyze two separate safety surveys – a senior leader safety survey, and a safety perception survey administered to three distinct populations: active duty military, civilian, and reserve component military. The results for each population are published in separate reports, as are the results for the senior leader survey.

The senior leader survey was administered to all DoD flag officers and members of the Senior Executive Service. The perception survey was included in the Defense Manpower Data Center annual personnel survey sent to 330,000 DoD personnel. For active duty personnel, 30,939 received the survey and 9,604 responded – a 37 percent (weighted) response rate. The survey had 50 items; 46 adapted from the NSC's Safety Barometer questionnaire and 4 customized to capture off-duty safety related issues. The items were grouped into six main safety program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

## **Survey Results**

Active duty survey responses were compared with responses from the NSC Safety Barometer database of 232 organizations to produce comparative percentile values (benchmarks). The overall active duty percentile score was a moderate 55 out of a possible 100, meaning 45 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than active duty personnel. Active duty scores on the main safety program categories ranged from a moderately low 36 percent for Personnel Participation to a moderate 57 percent for Safety Support Climate. Active duty average response scores were above the mean (50 percent) for 21 of the 46 standard items in the survey. Overall, this ranks the perceptions of active duty Service members at slightly above average.

The survey results in this report establish a baseline for future perception surveys. The offices of the Secretary of Defense, Combatant Commanders, and Services should review these survey results and perform additional analyses to best support the objectives of their safety programs.



#### INSPECTOR GENERAL DEPARTMENT OF DEFENSE 400 ARMY NAVY DRIVE ARLINGTON, VIRGINIA 22202-4704

June 12, 2008

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION,
TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND
READINESS

SUBJECT: Evaluation of the DoD Safety Program: Active Duty Safety Survey Results (Project No. D-2005-DIP0E2-0051)

The Department of Defense Office of the Inspector General is providing this report for your information and use.

On May 19, 2003, the Secretary of Defense instructed DoD senior leaders to reduce preventable accidents by 50 percent over a two-year period. That goal was subsequently revised in March 2004 to 75 percent by 2008. On August 9, 2004, the Deputy Under Secretary of Defense for Readiness requested this evaluation to assist DoD management develop strategies to improve the effectiveness of the DoD safety program and provide recommendations to help management reduce the Department's accident rate, as directed.

Integral to the evaluation process was a series of perception surveys administered to four population groups—Senior Leaders, Active Duty, DoD Civilians, and Guard and Reserves.

This report describes the safety evaluation process and the results of the Active Duty Safety Survey. There are no recommendations in this report. Instead, we summarized our conclusions from the survey results and offer our analysis to safety managers, stakeholders and decision makers. Using the constructive engagement technique, the contents of this report were briefed to and discussed with the DoD leaders, Defense Safety Oversight Council officials, Services' Centers of Excellence for safety, and Joint Staff and Combatant Command safety representatives.

We forwarded this report to the Audit Follow-up Directorate as required by DoD Directive 7650.3, "Follow-up on General Accounting Office (GAO), DoD Inspector General (DoD IG), and Internal Audit Reports," June 3, 2004. The report is posted on the DoD Inspector General Website at <a href="www.dodig.mil/Inspections/IE/Reports.htm">www.dodig.mil/Inspections/IE/Reports.htm</a>. No management response is required. However, customer feedback is always welcome. E-mail comments to <a href="mailto:crystalfocus@dodig.mil">crystalfocus@dodig.mil</a>.

Assistant Inspector General for Inspections and Evaluations

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# 1 Evaluation of the DoD Safety Program--Project Overview

#### 1.1 Introduction

The Deputy Under Secretary of Defense for Readiness (DUSD [R]) requested this evaluation of the Department of Defense (DoD) safety program. In support of the overall objective, the Office of the Inspector General (OIG) surveyed personnel perceptions of the DoD safety program. The results of the surveys are described in four separate documents:

Senior Leader Safety Survey (Report No. IE-2008-006)
Active Duty Safety Survey (Report No. IE-2008-007)
DoD Civilians Safety Survey (Report No. IE-2008-008)
Guard and Reserve Forces Safety Survey (Report No. IE-2008-009)

This report describes the perceptions of DoD active duty personnel in regard to safety responsibilities, performance, and climate in their organizations.

# 1.2 Evaluation Purpose

The purpose of this evaluation was to assist DoD management with developing strategies to improve the effectiveness of the DoD safety program and reduce the Department's accident rate.

# 1.3 Historical Perspective—A Chronology of Significant Events

- October 2001: The Secretary of Defense (SecDef) sent the first of a series of personal notes expressing his concerns regarding safety in DoD. The Secretary:
  - o Ordered an executive assessment of the DoD safety program;
  - o Declared DoD senior leaders must be personally involved in safety.
- May 2003: SecDef issued a memorandum (App A-1) challenging senior leaders to "reduce the number of mishaps and accident rates by at least 50% in the next two years." The memorandum directed the Under Secretary of Defense for Personnel and Readiness (USD [P&R]) to lead the effort.
- June 2003: USD (P&R) established the Defense Safety Oversight Council (DSOC), which includes a DoD IG representative as an associate (non-voting) member. The overall purpose of the DSOC is to provide governance of DoD-wide efforts to reduce preventable mishaps (App A-2). The primary tasks of the DSOC are to:
  - o Establish and monitor metrics to reduce accidents and injuries for each Military Department and DoD Agency by 50 percent by the end of 2005 (later increased to 75 percent by the end of FY 2008), using FY 2002 as a baseline.

- o Assess, review, and advise to improve DoD-wide safety and injury prevention information management systems.
- o Promote the development and implementation of safety initiatives.
- o Make recommendations for improving policies, programs, and investments.
- March 2004: SecDef adjusted the objective to reduce accident rates from 50 percent to 75 percent by the end of 2008, as stated in the FY 06-11 Strategic Planning Guidance (App A-3).
- August 2004: On behalf of the USD (P&R) and the DSOC, the DUSD (R) requested the Inspections and Evaluations Directorate (I&E) of the OIG evaluate the DoD safety program and Department efforts to achieve the SecDef's mishap and accident reduction goal.
- November 2004: I&E announced the formation of a safety evaluation team (the Team) and initiation of an OIG evaluation of the DoD safety program (App A-4). The Team's objectives were:
  - Evaluate the DoD safety program and provide observations to help achieve a reduction in accidents, as directed by the SecDef;
  - o Identify safety issues within DoD and provide a roadmap for change to improve the Department's safety program.
- April 2005: I&E contracted with the National Safety Council (NSC) to assist the Team administer, conduct, and evaluate safety perception surveys.
- March 2006: I&E briefed the DSOC on the outcomes of the Leadership and Perception Safety Surveys, and suggested four preliminary recommendations.
- June 2006: SecDef issued a memorandum (App A-5) on reducing preventable accidents. He stated, "We will not simply accept the status quo" and "We can no longer consider safety as nice-to-have."
- October 2006: I&E briefed the DoD Safety and Health Forum on options to improve installation and command safety and health programs; I&E also briefed the National Safety Congress on the safety evaluation's progress and achievements.
- November 2006: In response to the June 2006 SecDef memorandum, the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD [AT&L]) addressed safety over the entire life cycle of systems by directing changes to DoD Instructions 5000.2 and 6055.7 to reduce preventable accidents (App A-6).
- March 2007: I&E engaged both the European Tri-Service Safety Conference and the Joint

Service Safety Congress on the preliminary results and recommendations of the evaluation.

- May 2007: The new SecDef issued a memorandum (App A-7) stating he remains committed to the 75 percent accident reduction target by 2008, and setting a new goal of "zero preventable accidents."
- July 2007: I&E briefed the Joint Planning Development Office (JPDO) working group of the
  Next Generation Aviation Transport System program on a comparative analysis of Safety
  Management Systems (analysis is at <a href="http://www.nsc.org/resources/dod-matrix.htm">http://www.nsc.org/resources/dod-matrix.htm</a>). The
  JPDO is a unique partnership of government agencies (the Departments of Commerce,
  Defense, Homeland Security, and Transportation; the Federal Aviation and National
  Aeronautical and Space Administrations; and the White House Office of Science and
  Technology Policy) and commercial and general aviation.
- April 2008: In response to a request from the Director of the Joint Staff, USD(AT&L) developed and issued Change 1 to DoD Instruction 6055.07, establishing policy for mishap investigations of friendly fire events.

#### 1.4 Evaluation Context

The evaluation addresses the SecDef's memo that established the DoD mishap and accident reduction goal. This goal applies to military personnel – active duty, guard, and reserve – as well as over 700,000 Department civilians in both appropriated and nonappropriated positions. The evaluation does not examine combat-related mishap and accident data, allowing for comparative analysis with any business enterprise inside or outside DoD. However, this limitation is not intended to minimize the importance of safety and accident prevention in areas of ongoing operations.

It is important to remember that all accidents and mishaps, regardless of whether they occur on or off duty, affect readiness and the Department's capability to accomplish its mission.

#### 1.5 Evaluation Process

Figure 1 illustrates the evaluation process and the specific safety program elements that were evaluated: culture and climate, organizational structure, resources, and policy. Throughout the project the Team captured exceptional practices.

Figure 1. Process Diagram for Evaluation of the DoD Safety Program



During and following information collection activities, the Team analyzed perception survey data, reviewed safety programs of other organizations to identify benchmarks, and studied various models of safety management systems.

#### 1.5.1 Safety Surveys

The Team partnered with the National Safety Council (<a href="http://www.nsc.org/">http://www.nsc.org/</a>) and the Defense Manpower Data Center (<a href="http://www.dmdc.osd.mil/">http://www.dmdc.osd.mil/</a>) to develop, administer, and analyze two safety surveys. The targeted populations for these surveys were:

- Senior Leader Survey administered to DoD senior leaders (flag officers and senior executive service (SES) members).
- Safety Perception Survey administered to:
  - o Active Duty Personnel (enlisted and officers O-6 and below, all Services).
  - o DoD Civilian Personnel (all grades below SES).
  - o Guard and Reserve Personnel (enlisted and officers O-6 and below, all Services).

The objectives of the surveys were to:

- Measure the current perception of the safety culture throughout DoD; and,
- Establish a safety climate baseline against which DoD can measure improvement.

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

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

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

The senior leader survey included 10 items and 2 open-ended questions. It was designed to measure how DoD flag officers and members of the Senior Executive Service viewed themselves as safety advocates and to collect their opinions of the safety program. The perception survey consisted of 50 items: 46 were adapted from NSC's Safety Barometer and 4 were customized to accommodate DoD special interest issues. The survey results provide an excellent empirical picture of the DoD safety climate and identified specific areas for further study and improvement. The survey response rates were: active duty – 48 percent, senior leader – 37 percent, civilian – 63 percent, and Guard and Reserve – 36 percent. The active duty perception survey presented in this part of the report was sent to active duty service members in the grades

of O-6 and below, as identified in the Defense Manpower Data Center (DMDC) Active Duty Master Edit File.

#### 1.5.1.1 Leveraging NSC's Safety Barometer Survey Process

The NSC Safety Barometer survey elicits opinions about a broad spectrum of elements that contribute to successful safety management. At the time of data analysis, 232 organizations (government and non-government) had taken the NSC Safety Barometer survey. The NSC maintains their responses in a database. To the extent possible, the DoD safety surveys were based on the NSC Safety Barometer survey to allow the evaluation team to benchmark results against the NSC database by generating comparative percentile scores on a scale of 0 to 100. A further benefit of this approach was the ability to prioritize a list of problem areas based on the percentile scores.

#### 1.5.1.2 Other Partnerships

In addition to partnering with NSC and DMDC, the Team worked with the OIG Quantitative Methods Directorate (<a href="http://www.dodig.mil/inspections/qmd/index.htm">http://www.dodig.mil/inspections/qmd/index.htm</a>) for the administration and validation of the survey questionnaires. The Quantitative Methods Directorate also independently reviewed the survey data.

#### 1.5.2 Data Analysis and Results

This evaluation was designed and executed to comprehensively identify broad, crosscutting issues within DoD, and suggest changes to guide DoD leadership in making systemic changes in the DoD safety program that would yield program improvements. Two aspects of the evaluation process warrant specific discussion: data-set benchmarking and results communication.

#### 1.5.2.1 Data-Set Benchmarking Analysis and Results

As mentioned above, use of the NSC Safety Barometer survey as the basis for the surveys allowed the Team to benchmark results against the NSC database of government and non-government organizations. Reports IE 2008-007 through -009 describe the results of this benchmarking in detail.

The Team also analyzed large, private sector companies (with 30,000-60,000 employees) that were recipients of the Occupational Hazards Magazine's award for excellence in safety performance. The Team reviewed organizations with excellent safety records, such as DuPont, Texas Instruments, and Delta Airlines to identify essential safety program practices. Additionally, the Team studied the United States Postal Service, an organization that employs approximately 800,000 people and has similar structural challenges as DoD.

#### 1.5.2.2 Results Communication

The Team practiced "constructive engagement" as a communication technique to keep stakeholders informed of project status and findings. This process included briefing our observations to DoD management and providing progress reports on the safety evaluation throughout the project. We posed questions during interviews to stimulate introspection by senior officials and encourage dialogue among diverse organizations. This approach encouraged decision makers and safety program managers to initiate program improvements immediately following an engagement, well before release of completed reports.

#### 1.6 Prevention Model

Figure 2 graphically depicts the continuum of activities associated with the DoD safety program centered around a decision, mishap, or other event (incident). Risk management should focus on prevention programs, while consequence management efforts should identify and fix mishap root causes. The Team believes a balanced approach between risk management and consequence management is a necessary condition to achieve the SecDef's accident reduction goal. The results of this survey provide stakeholders with a compendium of leading indicators that should be considered to improve safety program risk management.

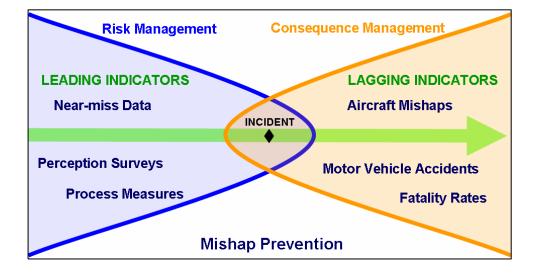


Figure 2. Prevention Parabola Model

The illustration is constructed around an incident, which represents a management decision, policy release, mishap, or other event affecting safety performance. The green arrow along the center axis shows the time preceding and following the incident.

The blue parabola (left side) encompasses actions taken and data generated prior to the incident.

Influencing incidents prior to the event requires leaders and managers to collect and analyze leading indicators. The chart lists several methods for obtaining leading indicators, including gathering near-miss data, conducting perception surveys, and analyzing current processes. Leading indicators focus on risk reduction by measuring, reporting, and managing safe behaviors. The left side of the chart emphasizes prevention programs and leading indicators.

The orange parabola (right side) represents actions taken and data generated after the incident. Investigations, inspections, and analysis of mishap data allow leaders and managers to influence behavior subsequent to an occurrence. Today's DoD safety program emphasizes lagging indicators as the common measurement for safety performance. Discovering the root causes and managing the consequences of mistakes and poor decisions has generated a measure of success in safety programs across the board. However, overemphasis on after-the-fact metrics may detract attention and resources from prevention activities.

# 2 Summary – Active Duty Safety Survey

#### 2.1 Overview

The DoD safety perception survey was a Web-based survey sent to 330,000 DoD active duty, civilian, and reserve component personnel in the spring of 2005 as part of the Defense Manpower Data Center annual personnel survey. Of the 30,939 active duty selected to receive the survey, 9,604 eligible respondents completed the survey. The weighted response rate was 37 percent.

This survey was designed to assess the overall safety climate of the Department of Defense as perceived by the Department of Defense member. The survey had 50 items; 46 were adapted from the NSC's Safety Barometer questionnaire and 4 were customized to capture off-duty safety related issues. The 50 items were grouped into six standard program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate. Full analysis was not performed on the Organizational Climate category because only two survey items addressed this category.

#### 2.2 Results

#### 2.2.1 Summary of Results

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

Active Duty survey responses were compared with responses from the 232 participating organizations in the National Safety Council (NSC) database to produce comparative percentile values. The overall active duty percentile score was a moderate 55 out of a possible 100, meaning 45 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than active duty personnel. Active duty scores on the five standard safety program categories ranged from a moderately low 36 percent for Personnel Participation to a moderate 57 percent for Safety Support Climate. Active duty average response scores were above the mean (50 percent) for 21 of the 46 standard items in the survey.

The safety program items with comparative percentile scores below 50 percent should receive attention. Active duty scored below the mean on the 25 Safety Barometer items listed below. They are presented in order from lowest (13) to highest (47) percentile score.

- Personnel identifying and eliminating hazards
- Personnel believing that their actions can protect other personnel
- Personnel following lockout/tagout procedures
- Effectiveness of command safety officer in improving safety conditions
- Supervisors reducing personnel's fear of reporting safety problems
- Leadership stressing the importance of safety in communications
- Leadership participating in safety activities on a regular basis
- Personnel being involved in safety practices
- Presence of safety training in new personnel orientation
- Supervisors acting on personnel safety suggestions
- Leadership setting annual safety goals
- Frequency of detailed and regularly scheduled inspections
- Personnel taking part in the development of safety requirements
- Belief that leadership does more than law requires
- Availability of safety officer to provide assistance
- Leadership publishing a policy on the value of personnel safety
- Belief that personnel understand safety regulations
- Frequency of safety meeting occurrence
- Perception that the safety officer has high status
- Belief that leadership is sincere in safety efforts
- Supervisors maintaining a high safety performance standard
- Belief that leadership shows it cares about personnel safety
- Personnel using necessary personal protective equipment
- Frequency of personnel/leadership interactions
- Supervisors understanding personnel's job safety problems

Regarding the four customized items on the topic of off-duty safety, nearly 65 percent of respondents believe their supervisor is concerned for their welfare and safety off-duty as well as on-duty. Almost 59 percent felt most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training. Nearly half the respondents felt it is DoD's responsibility to be concerned about off-duty safety for personnel and their families, and almost 30 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty.

For all six program categories, higher-ranking grades generated the most positive perceptions among active duty respondents, with a clear pattern of increasingly positive safety perceptions with each successive higher grade. Dissimilarities in perceptions among work locations were found, with those in Flightline and Clinic/Hospital duties having the most positive perceptions and those in Maintenance and Outdoor/Field duties having the least positive. Branch of Service analyses show the Air Force and Navy generated the most positive safety program perceptions,

with overall percentile scores of 70 and 66, respectively, while the Marine Corps had an overall score of 58. Army respondents had the least positive perceptions, generating a score of 35.

#### 2.2.2 Use of Results

The findings in this report should be used as a guide for making safety program improvements. The comparative percentile scores may aid in establishing improvement priorities in DoD overall, as well as tailoring improvements to specific subgroups with low scores. The data should also be used as a baseline against which to measure future progress.

# 3 Active Duty Safety Survey Results

#### 3.1 Introduction

This report documents the results of the active duty portion of the DoD Safety Perception Survey. This survey was designed to assess the overall safety climate of the Armed Services, both on- and off-duty, including active duty, civilian (Report IE 2008-008), and reserve component (Report IE 2008-009) members.

#### 3.1.1 Background

In May 2003, the Secretary of Defense (SecDef) issued a memorandum stating "world-class organizations do not tolerate preventable accidents." He challenged the Secretaries of the Military Departments to reduce the number of mishaps and accident rates by at least 50 percent 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 reduce accidents.

On August 9, 2004, the 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 climate baseline using a safety perception survey; evaluating the planning, programming and budgeting process in OSD and the Military Departments; and evaluating the policy and organization within OSD and the Military Departments' safety programs.

#### 3.1.2 Purpose

The purpose of this evaluation was to assist DoD management develop strategies to improve the effectiveness of the DoD safety program and reduce the Department's accident rate, as directed.

# 3.2 The National Safety Council Partnership

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

The analyses that follow compare active duty responses to other organizations' responses in the

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

# 3.3 Survey Administration

#### 3.3.1 Survey Form

To take advantage of the NSC data base, the questions and responses were adapted to be compatible with the Safety Barometer survey and used a 5-point scale from strongly agree to strongly disagree. Both standardized and customized items were used in the 50-item survey. The 46 standardized items were based on climate-related statements in the Safety Barometer survey, with slight wording changes to adapt the statements to DoD terminology. They represent six fundamental safety program categories:

- ♦ Leadership Participation
- ♦ Supervisor Participation
- ♦ Personnel Participation

- ♦ Safety Support Activities
- ♦ Safety Support Climate
- ♦ Organizational Climate

Full analysis was not performed on Organizational Climate; only two items addressed this category. The evaluation team added four customized items to capture off-duty safety concerns. Also, respondents completed a demographics section to identify their population subgroup by Rank, Service, and Organization. The survey form is provided at Appendix C.

#### 3.3.2 Web-Based Survey

The Defense Manpower Data Center (DMDC) conducted this survey via the Web as part of an annual personnel survey. The process began on February 14, 2005, when notification letters went out instructing recipients to take the survey on the Web. DMDC collected data between February 25 and April 11, 2005, and provided a consolidated data-set to the NSC. See Appendix B for methodology.

# 3.4 Survey Analysis

## 3.4.1 Survey Questions

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

#### 3.4.2 Survey Analysis

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

Using standardized items on the survey form allows for benchmarking against the NSC database. Inclusion of benchmarked data offers an additional perspective to understand population perceptions.

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

Response frequency and percent distribution of responses for all survey items are shown in Appendix D. Response frequency and percentage distributions by grade, work location, and Service are presented in appendixes F, G, and H, respectively. Appendix I is the list of acronyms, and Appendix J is the report distribution list.

#### 3.5 Results

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

Table 1 shows the percent distribution of responses, the average response score, and a comparative percentile score (first column of numbers) for each item. The comparative percentile score measures how Active duty survey participants' opinions compare to the 232 organizations in the NSC database for each of the 46 standard Safety Barometer items. A comparative percentile score expresses the percentage of database companies with a lower average response score than active duty respondents.

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

			Comparative	Percent Distribution of Responses					
		T. T. W. 100	Percentile	Strongly	70. 111			Strongly	Average
Category <sup>1</sup>		Item Letter and Statement	Score <sup>2</sup>	Positive	Positive	Neutral	Negative	Negative	Response Score <sup>3</sup>
OC	I	Condition of unit teamwork	81	13.9%	45.2%	25.2%	10.1%	5.6%	0.52
SSC	AP	Perception that good environmental conditions are kept	77	9.8%	44.5%	34.1%	8.8%	2.9%	0.50
LP	AD	Leadership setting a positive safety example	74	13.8%	42.0%	37.2%	4.8%	2.2%	0.61
SP		Supervisors investigating safety incidents	72	11.1%	38.3%	45.0%	4.4%	1.2%	0.54
LP	T	Leadership providing adequate safety staff	69	15.4%	44.1%	33.2%	5.3%	2.0%	0.66
SSC	С	Priority of safety issues relative to performing duties	69	20.3%	37.7%	25.1%	12.5%	4.4%	0.57
SSC		Belief that hazards not fixed right away will still be addressed	69	9.3%	32.2%	43.2%	12.3%	2.9%	0.33
LP		Leadership including safety in job promotion reviews	69	9.6%	28.2%	47.5%	10.9%	3.8%	0.29
SSA	AF		68	7.6%	30.6%	43.6%	14.0%	4.3%	0.23
SP	ΑE	Supervisors integrating safety into the performance of duties	67	13.6%	44.5%	37.1%	3.8%	1.1%	0.66
PP		Personnel take part when accident or incident investigations occur	65	9.2%	40.8%	44.1%	4.5%	1.4%	0.52
SSA	0	Thoroughness of near miss accident/incident investigation	64	13.9%	36.0%	41.1%	6.4%	2.7%	0.52
SP		Supervisors providing helpful safety training	63	10.7%	44.5%	39.6%	4.2%	1.1%	0.60
SP	R	Supervisors enforcing safe job procedures	62	18.7%	52.3%	25.6%	2.4%	0.9%	0.86
PP	S	Personnel using standardized precautions for hazardous materials	62	17.9%	48.7%	30.6%	2.1%	0.7%	0.81
SSA		Occurrence of emergency response procedures testing	59	9.9%	32.1%	40.5%	13.8%	3.7%	0.31
SSC		Belief that leadership insists supervisors think safety	56	15.2%	45.3%	36.1%	2.4%	0.9%	0.72
SSA	M	Presence of personnel well-trained in emergency response	56	13.0%	42.5%	34.3%	7.5%	2.7%	0.56
SP	L	Supervisors behaving in accord with safety procedures	54	24.2%	44.2%	23.7%	5.9%	2.0%	0.83
SSA	U	Effectiveness of recognition programs in promoting safe behavior	54	6.6%	23.4%	48.8%	15.9%	5.4%	0.10
SSC	V	Safety standard level relative to standard duty performance level	50	4.6%	19.3%	50.3%	20.5%	5.4%	-0.03
SP	w	Supervisors understanding personnel's job safety problems	47	12.3%	48.8%	34.0%	3.6%	1.3%	0.67
OC	В	Frequency of personnel/leadership interactions	46	14.4%	46.3%	21.6%	12.8%	5.0%	0.52
PP		Personnel using necessary personal protective equipment	46	8.3%	30.8%	41.6%	15.8%	3.5%	0.25
SSC	J	Belief that leadership shows it cares about personnel safety	45	17.8%	45.4%	26.0%	6.5%	4.3%	0.66
SP	E	Supervisors maintaining a high safety performance standard	44	19.3%	45.7%	28.0%	4.9%	2.1%	0.75
SSC	Z	Belief that leadership is sincere in safety efforts	43	19.8%	46.5%	27.8%	4.3%	1.6%	0.79
SSC		Perception that the safety officer has high status	42	8.6%	26.1%	51.8%	9.9%	3.6%	0.26
SSA		Frequency of safety meeting occurrence	41	10.6%	31.0%	38.9%	15.1%	4.4%	0.28
PP	Q	Belief that personnel understand safety regulations	40	23.0%	58.6%	16.4%	1.5%	0.5%	1.02
LP	N	Leadership publishing a policy on the value of personnel safety	39	17.2%	46.2%	30.1%	4.7%	1.9%	0.72
SSA		Availability of safety officer to provide assistance	38	10.4%	35.4%	45.7%	6.2%	2.3%	0.72
SSC	P	Belief that leadership does more than law requires	38	8.0%	28.1%	40.0%	19.0%	5.0%	0.45
PP		Personnel taking part in the development of safety requirements	37	5.6%	27.2%	48.7%	15.3%	3.2%	0.17
SSA	F	Frequency of detailed and regularly scheduled inspections	36	10.8%	39.0%	38.5%	8.6%	3.1%	0.46
LP		Leadership setting annual safety goals	36	10.6%	33.0%	48.0%	6.5%	1.9%	0.44
SP		Supervisors acting on personnel safety suggestions	36	10.6%	36.1%	41.5%	9.4%	2.6%	0.44
SSA	Y	Presence of safety training in new personnel orientation	34	17.9%	42.7%	31.3%	5.9%	2.1%	0.42
PP	D	Personnel being involved in safety practices	33	7.8%	39.7%	36.8%	12.3%	3.4%	0.36
LP		Leadership participating in safety activities on a regular basis	31	9.8%	36.6%	44.7%	7.0%	1.9%	0.36
LP		Leadership stressing the importance of safety in communications	30	10.7%	34.2%	30.7%	19.3%	5.1%	0.45
SP		Supervisors reducing personnel's fear of reporting safety problems	24	12.0%	35.3%	40.9%	9.0%	2.8%	0.26
SSA		Effectiveness of command safety officer in improving safety conditions		9.3%	34.8%	48.8%	5.0%	2.0%	0.43
PP			19	10.1%	26.5%	57.1%	3.9%	2.3%	0.38
PP		Personnel following lockout/tagout procedures  Demonal believing that their actions can protect other personnel						0.8%	
PP	A	Personnel believing that their actions can protect other personnel  Personnel identifying and eliminating hazards	14	28.9% 17.9%	54.3% 49.7%	14.8% 24.2%	1.3% 6.5%	1.8%	1.09 0.76
CUS		Supervisor concern for personnel safety off-duty	N/A	22.9%	41.9%				0.76
		Off-duty vehicular accidents due to bad decisions, not safety training				29.7%	3.4%	2.1%	
CUS		, ,	N/A	20.3%	38.4%	34.3%	4.8%	2.2%	0.70
CUS		DoD's responsibility concerning off-duty safety  Stress level/operations terms in crossing accidents off duty	N/A	18.0%	30.2%	36.0% 47.1%		5.2%	0.45
	ΑU	Stress level/operations tempo increasing accidents off-duty	N/A	5.7%	23.2%	47.1%	18.3%	5.7%	0.05

<sup>&</sup>lt;sup>1</sup> LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate, CUS=Customized Items.

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

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

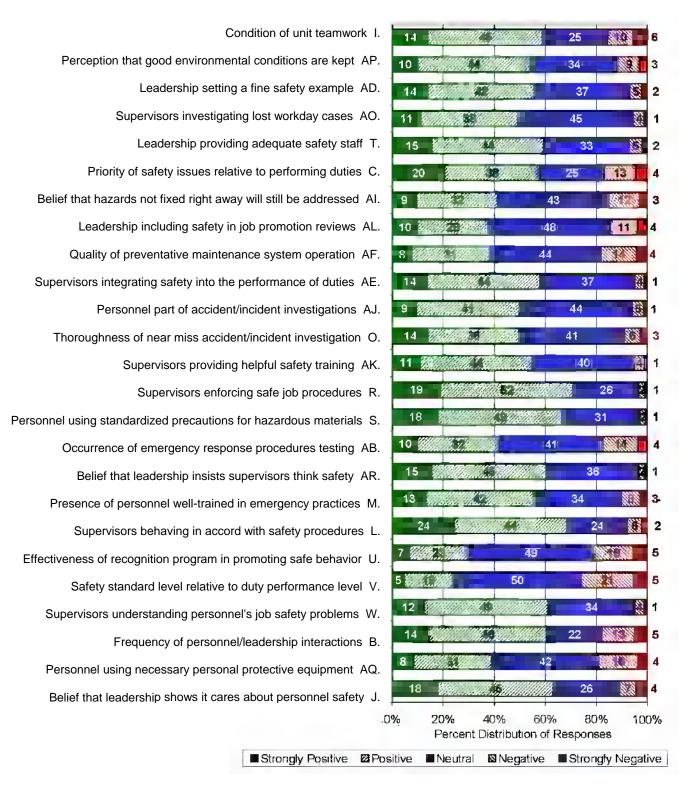
N/A Because Customized Items are not included in the NSC Database, comparative percentile scores can not be generated for these items.

Comparative percentile scores range from 0 to 100, with 0 representing the lowest score compared to the database and 100 representing the highest. For example, a comparative percentile score of 100 indicates that all of the 232 organizations in the NSC database had a lower average response score than active duty respondents. A comparative percentile score of 50 indicates that half (or 116) of the 232 organizations scored lower than active duty respondents.

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

Items in Table 1 and Figure 3A/3B are listed in order of decreasing comparative percentile score. Items with identical comparative percentile scores are ordered by average response score, from best to worst. DoD customized items (AU-AX) are at the bottom of the table and did not have a comparative percentile score because they are not part of the NSC database.

Figure 3A. Percent Distribution of Responses



**Figure 3B. Percent Distribution of Responses (continued)** 

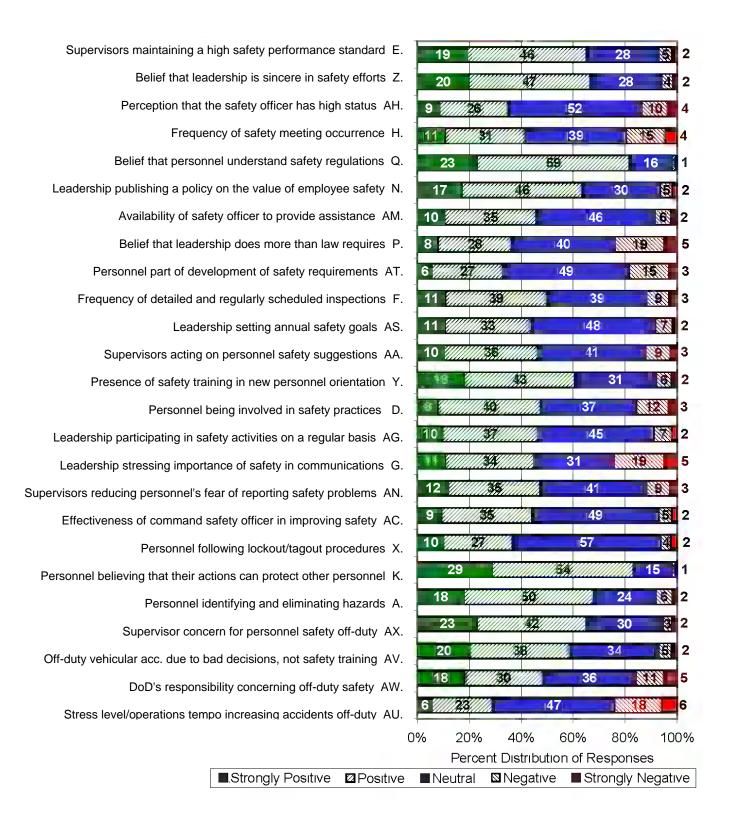


Figure 4 is a graphic representation of the comparative percentile scores. The vertical line at the 50<sup>th</sup> percentile marks the mean score, which shall be considered as average performance in this report. Therefore, items with bars that meet or surpass this mark are performing at or above average compared to the 232 establishments in the NSC database. Bars shaded green have comparative percentile scores above 75; those shaded yellow are in the 50<sup>th</sup> to 75<sup>th</sup> percentile range. Items that fall short of the 50<sup>th</sup> percentile are performing below average and shaded red. Among these below average items, those with the lowest comparative percentile scores represent priority items for DoD safety program improvement efforts.

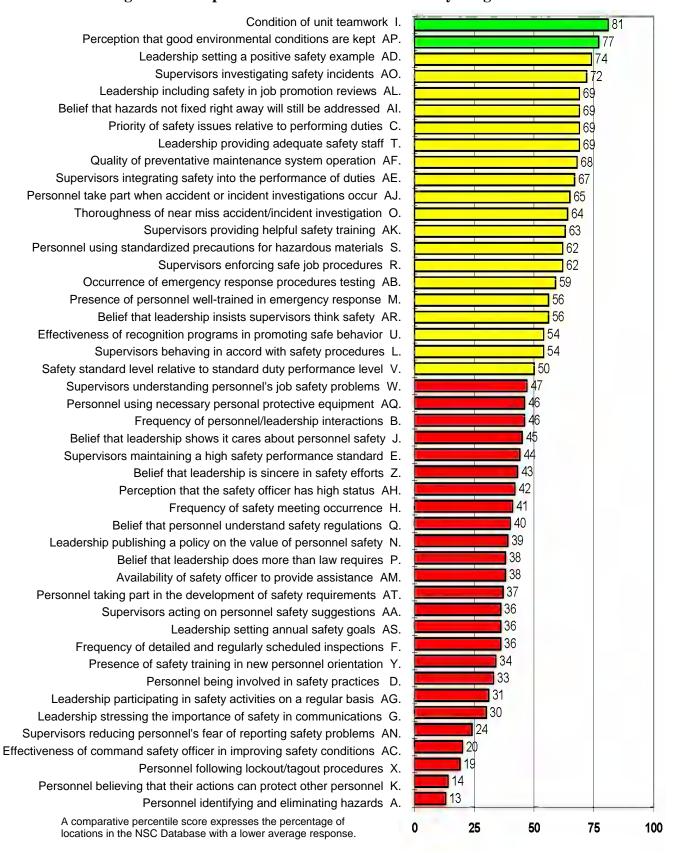


Figure 4. Comparative Percentile Scores of Safety Program Items

The majority of active duty respondents' opinions regarding the safety program were moderate compared to the NSC database participants. Of the 46 standard items, 21 received above average comparative percentile scores of 50 or above, while 25 received below average scores. Only one item achieved a high percentile score above 80, Item I "Good teamwork exists within our unit." Four items generated very low percentile scores of 20 or below: Item AC "The work of the command safety officer improves safety in my unit" (20), Item X "Personnel follow a regular lockout/tagout procedure" (19), Item K "I can protect myself and other personnel through my actions while on duty" (14), and Item A "It is common for personnel to take part in identifying and eliminating worksite hazards" (13).

The following two sections analyze the survey results in two ways. Both the comparative percentile scores and the percent distribution of responses (that is, how many answered strongly positive, positive, etc.) are used to provide two perspectives on how the respondents viewed safety within DoD.

#### 3.5.2 Highest Performing Items

As shown in Table 1, the 10 highest performing items had comparative percentile scores of 67 and above. These ten break down to three items each in the Leadership Participation and Safety Support Climate categories, two Supervisor Participation items, and one each for the Safety Support Activities and Organizational Climate categories.

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

- AD Leadership setting a positive safety example (74)
- AO Supervisors investigating safety incidents (72)
- T Leadership providing adequate safety staff (69)
- AL Leadership including safety in job promotion reviews (69)
- AE Supervisors integrating safety into the performance of duties (67)

In Figure 3A, for these two categories (LP and SP) the most highly rated items are 59 percent of respondents indicated leadership has provided adequate staff to manage and support its safety program (Item T), 58 percent felt their supervisor has successfully fit safety into performance of duties (AE), and 56 percent felt they perceived leadership sets a positive safety example through their words and actions (AD). Nearly half believed their supervisor always investigates safety incidents (AO), while more than a third indicated leadership considers a person's safety performance when determining promotions (AL). For each of these items, an additional 33-48 percent of respondents provided neutral "neither agree nor disagree" responses. High rates of

neutral responses (above 30 percent) are usually associated with low-ranking program items, and rarely with the upper percentiles. Although neutral responses are neither negative nor positive, a high neutral response often indicates an item was not sufficiently visible from the perspective of respondents, or they didn't consider the item to be relevant.

Highly rated items in the Safety Support Activities and Safety Support Climate categories are:

- AP Perception that good environmental conditions are kept (77)
- C Priority of safety issues relative to performing duties (69)
- AI Belief that hazards not fixed right away will still be addressed (69)
- AF Quality of preventative maintenance system operation (68)

Over half of the respondents indicated ventilation, lighting, noise, and other environmental conditions are kept at good levels (AP) and safety does not take a back seat to performing duties (C). More than 40 percent believed hazards that are not fixed right away by supervisors are not ignored (AI). Almost 40 percent reported the system of preventive maintenance for facilities, tools, and machinery operates at a good level (AF). These items also generated more than 30 percent neutral "neither agree nor disagree" responses, except for (C) priority of safety issues relative to performing duties. Again, elevated neutral responses often indicate an item was not sufficiently visible from the personnel perspective.

The higher rated Organizational Climate item is:

#### I Condition of unit teamwork (81)

Nearly 60 percent of respondents felt good teamwork exists within their unit (I).

#### 3.5.3 Lowest Performing Items

As shown in Table 1, 25 items received comparative percentile scores below the average (mean) score of 50. Items with scores below 50 are potential target areas that should be used to establish improvement priorities for the DoD safety program.

Low ranking items in the Leadership Participation category (listed from lowest comparative percentile score) are:

- G Leadership stressing the importance of safety in communications (30)
- AG Leadership participating in safety activities on a regular basis (31)
- AS Leadership setting annual safety goals (36)
- N Leadership publishing a policy on the value of personnel safety (39)

Of these, the highest rate of negative responses (Fig. 3B) was over 24 percent of respondents indicating leadership's views on the importance of safety are seldom stressed in their communications (G).

The below average items in the Supervisor Participation category are:

- AN Supervisors reducing personnel's fear of reporting safety problems (24)
- AA Supervisors acting on personnel safety suggestions (36)
- E Supervisors maintaining a high safety performance standard (44)
- W Supervisors understanding personnel's job safety problems (47)

Approximately 12 percent of respondents felt personnel are afraid to report safety problems to their supervisors (AN) and their supervisor seldom acts on personnel safety suggestions (AA).

The Personnel Participation items with below average comparative percentile scores are:

- A Personnel identifying and eliminating hazards (13)
- K Personnel believing that their actions can protect other personnel (14)
- X Personnel following lockout/tagout procedures (19)
- D Personnel being involved in safety practices (33)
- AT Personnel taking part in the development of safety requirements (37)
- Q Belief that personnel understand safety regulations (40)
- AQ Personnel using necessary personal protective equipment (46)

Almost 20 percent of respondents reported personnel rarely take part in the development of safety requirements for their jobs (AT) and many personnel don't use the personal protective equipment necessary to do their jobs safely (AQ).

The below average scoring Safety Support Activities items are:

- AC Effectiveness of command safety officer in improving safety conditions (20)
- Y Presence of safety training in new personnel orientation (34)
- F Frequency of detailed and regularly scheduled inspections (36)
- AM Availability of safety officer to provide assistance (38)
- H Frequency of safety meeting occurrence (41)

Nearly 20 percent of respondents felt safety meetings are held less often than they should be (H), while 12 percent reported detailed inspections of the facilities are not made at regular, frequent intervals (F).

The below average scoring Safety Support Climate items are:

- P Belief that leadership does more than law requires (38)
- AH Perception that the safety officer has high status (42)
- Z Belief that leadership is sincere in safety efforts (43)
- J Belief that leadership shows it cares about personnel safety (45)

Approximately 24 percent of respondents believed leadership does no more than the law requires to keep personnel safe (P).

The Organizational Climate item with a below average score is:

#### B Frequency of personnel/leadership interactions (46)

Almost 18 percent of respondents felt there is not frequent contact and communication between personnel and leadership (B).

It is interesting to note that active duty respondents generated elevated neutral responses (>30 percent) for 35 of the 46 standard items in the Safety Barometer. Although neutral responses are not necessarily negative, the elevated neutral response rates often indicate the majority of items or their related programs are not sufficiently visible from the personnel perspective.

#### 3.5.4 Average Response Scores of Customized Items

Four customized items were created to address off-duty safety, a special concern to the Department of Defense. The bottom of Table 1 presents the DoD customized items with the percent distribution of responses and the average response score for each customized 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 response; -1 for a negative response; and -2 for a strongly negative response. See Appendix E for more information regarding methods of analysis. The customized items are listed in Table 1 from highest to lowest average response score. Because these items are customized, they cannot be compared with the Safety Barometer database and there is no comparative percentile score.

Among DoD custom items, supervisor concern for personnel safety off-duty (AX) and bad decisions cause of off-duty vehicular accidents (AV) generated relatively strong average response scores above 0.50, while the perception of stress level/operations tempo contributing to accidents off-duty (AU) generated the least positive score.

Nearly 65 percent of respondents believed their supervisor is concerned for their welfare and safety off-duty as well as on-duty (AX). Almost 59 percent felt most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training (AV). Nearly half the respondents felt it is DoD's responsibility to be concerned about off-duty safety for personnel and their families (AW). Almost 30 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty (AU) while 24 percent did not relate increased stress/tempo with increased off-duty accidents.

Except for supervisor concern for personnel safety off-duty, these customized items generated elevated (>30 percent) neutral "neither agree nor disagree" response levels. As previously discussed, although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate either an item is not sufficiently visible from the personnel perspective, or the item is not considered relevant to them.

## 3.6 Percentile Scores of Program Categories

Active duty average response scores for the five standard Safety Barometer program categories were also compared with establishments in the NSC database. These comparisons are made numerically in Table 2 and graphically in Figure 5.

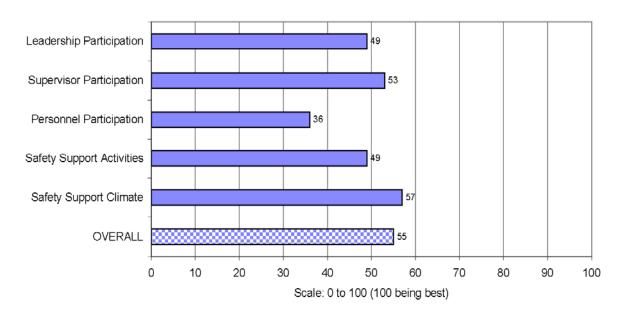
As shown in the table and figure, percentile scores for program categories ranged from moderately low to moderate. Two of the five standard program categories received percentile scores above 50, indicating above average performance in those areas. Among the program categories, Safety Support Climate generated the highest program category percentile score with a moderate 57. Personnel Participation received the lowest category score of 36, while Leadership Participation and Safety Support Activities generated slightly below average scores of 49. Finally, the overall Safety Barometer percentile score was a moderate 55, indicating that 45 percent of the database organizations achieved a higher overall score than did active duty respondents.

Table 2. Average Response Scores and Percentile Scores by Program Category

	NSC Database <sup>1</sup>	ALL RESPONDENTS	
Program Category	Average Response Score <sup>2</sup>	Average Response Score <sup>2</sup>	Comparative Percentile Score <sup>3</sup>
Leadership Participation	0.50	0.49	49
Supervisor Participation	0.63	0.64	53
Personnel Participation	0.66	0.60	36
Safety Support Activities	0.41	0.40	49
Safety Support Climate	0.39	0.44	57
Customized Items*	n/a	0.50	n/a
OVERALL	0.48	0.51	55

<sup>&</sup>lt;sup>1</sup> National Safety Council (NSC) Database consists of the 232 organizations that have participated in an NSC safety perception survey.

Figure 5. Program Category Percentile Scores



<sup>&</sup>lt;sup>2</sup> Average Response Scores have a range from -2 to +2 (+2 being most positive).

<sup>&</sup>lt;sup>3</sup> A comparative percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

<sup>\*</sup> Customized Items are not included in the NSC Database; there are no Average Response Scores or Percentile scores.

# 3.7 Comparison of Survey Responses by Personnel Subgroups

## 3.7.1 Comparison by Grade

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

Grade	Number of Respondents (weighted)	Percent of  Total  Respondents
O4-O6	80,031	6.4%
01-03	113,017	9.0%
W1-W5	15,652	1.2%
E5-E9	560,341	44.6%
E1-E4	487,440	38.8%

The weighted<sup>1</sup> response distributions for each survey item by grade are presented in Appendix F. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 6 compares the safety perceptions of the five active duty grades according to program category.

Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents report the most positive safety program perceptions overall in all program categories, while lower-ranking respondents generate the least positive responses. Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across all grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap. The bottom of Figure 6 shows a clear pattern of increasingly positive safety perceptions with higher grades for all program categories.

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

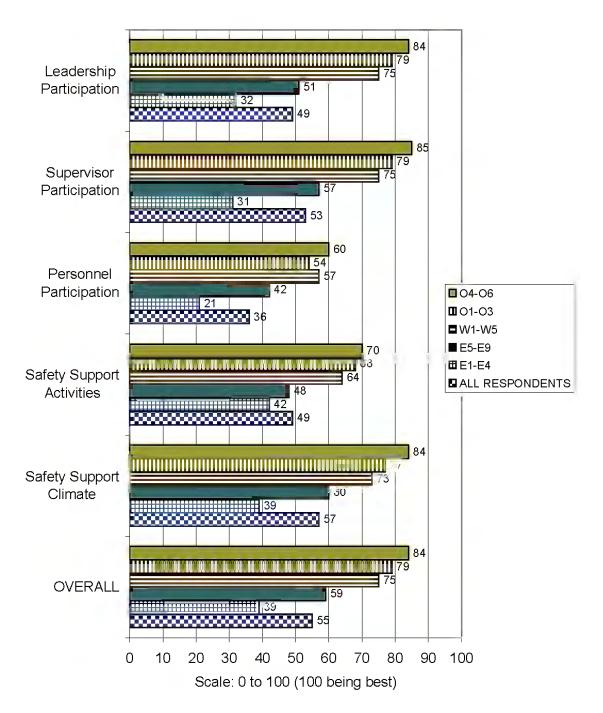


Figure 6. Program Category Percentile Scores by Grade

#### 3.7.2 Comparison by Work Location

Of the total respondents, the number of personnel in each work location is as follows:

Work Location	Number of Respondents (weighted)	Percent of  Total  Respondents		
Office	517,538	41.2%		
Shop	120,564	9.6%		
Maintenance	126,411	10.1%		
Outdoors/Field	116,129	9.2%		
Flightline	111,693	8.9%		

Number of Respondents (weighted)	Percent of  Total  Respondents
69,778	5.6%
67,871	5.4%
102,414	8.2%
24,084	1.9%
	Respondents (weighted) 69,778 67,871 102,414

The weighted<sup>1</sup> response distributions for each survey item by work location are presented in Appendix G. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 7 compares the safety perceptions of eight active duty work locations according to program category.

Flightline, Clinic/Hospital, and Ship personnel reported the most positive safety program perceptions with generally above average perceptions. Office and Shop staff tended to generate moderate perceptions. Other, Maintenance, and Outdoors/Field personnel consistently generated the least positive responses with below average perceptions. Relative similarity among work locations would indicate the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

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

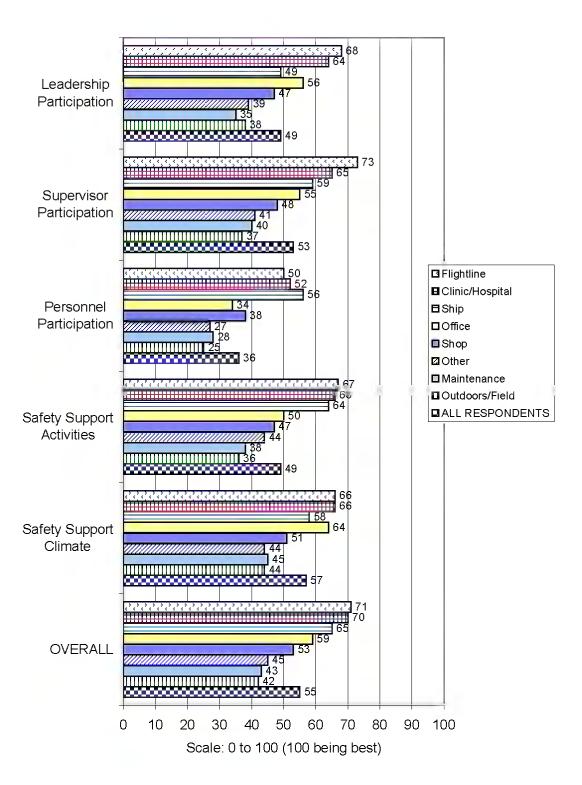


Figure 7. Program Category Percentile Scores by Work Location

#### 3.7.3 Comparison by Branch of Service

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

Branch of Service	Number of Respondents (weighted)	Percent of Total Respondents
Army	430,270	34.2%
Navy	330,341	26.3%
Marine Corps	152,429	12.1%
Air Force	343,440	27.3%

The weighted<sup>1</sup> response distributions for each survey item by branch of Service are presented in Appendix H. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the 46 standard survey items. Each service will be addressed in greater detail in the branch-specific results sections.

#### 3.7.3.1 Standardized Items

Safety item percentile scores for each Service are in Table 3. Items scoring above the 75<sup>th</sup> percentile are shaded green; those below average (comparative percentile scores <50) priority items are shaded red. Table 3 can be used to determine which Service has a strength or weakness for each of the survey items. Approximately ten of the highest scoring items will be identified to determine strengths at each branch of Service in the branch-specific sections of this report.

No item was distinguished as better performing (>75 percent) by all Services. Only one item, condition of unit teamwork (I), was identified by three of the four Services as a better performing item. Three items (AD, AO, and AI) were identified by half the branches as better-performing. In contrast, 12 below average items are identified as priority items by all Services, with eight additional items rated below average by three branches. While there is some commonality in the areas needing improvement, the personnel in each Service demonstrate a unique perspective on the DoD safety program.

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

Table 3. Program Item Percentile Scores by Branch of Service

Item Letter and Statement	Comparative Percentile Score <sup>1</sup>					
	ALL RESPONDENTS	Army	Navy	Marine Corps	Air Force	
I Condition of unit teamwork	81	71	86	88	83	
AP Perception that good environmental conditions are kept	77	71	64	73	79	
AD Leadership setting a positive safety example	74	68	80	74	84	
AO Supervisors investigating safety incidents	72	52	71	79	76	
T Leadership providing adequate safety staff	69	50	81	70	74	
C Priority of safety issues relative to performing duties	69	58	72	63	82	
AI Belief that hazards not fixed right away will still be addressed	69	56	77	70	78	
AL Leadership including safety in job promotion reviews	69	52	73	64	78	
AF Quality of preventative maintenance system operation	68	56	77	70	75	
AE Supervisors integrating safety into the performance of duties	67	52	74	63	80	
AJ Personnel take part when accident or incident investigations occur	65	56	71	70	66	
O Thoroughness of near miss accident/incident investigation	64	54	73	68	69	
AK Supervisors providing helpful safety training	63	45	76	65	70	
R Supervisors enforcing safe iob procedures	62	-	65	65	76	
S Personnel using standardized precautions for hazardous materials	1 62	100	74	63	66	
AB Occurrence of emergency response procedures testing	59	48	67	58	67	
AR Belief that leadership insists supervisors think safety	56	43	65	53	69	
M Presence of personnel well-trained in emergency response	56	47	65	55	61	
L Supervisors behaving in accord with safety procedures	54	36	51	56	78	
U Effectiveness of recognition programs in promoting safe behavior	54	34	64	58	59	
V Safety standard level relative to standard duty performance level	50	37	57	48	59	
W Supervisors understanding personnel's job safety problems	47	24	55	57	59	
B Frequency of personnel/leadership interactions	46	32	62	68	47	
AQ Personnel using necessary personal protective equipment	46	28	73	43	60	
J Belief that leadership shows it cares about personnel safety	45	28	55	49	54	
E Supervisors maintaining a high safety performance standard	44	28	49	49	60	
Z Belief that leadership is sincere in safety efforts	43	30	57	49	56	
AH Perception that the safety officer has high status	43	29	60	41	45	
H Frequency of safety meeting occurrence	41	33	40	49	48	
Q Belief that personnel understand safety regulations	40	27	53	44	47	
N Leadership publishing a policy on the value of personnel safety	39	33	38	41	51	
AM Availability of safety officer to provide assistance	38	26	45	43	50	
P Belief that leadership does more than law requires	38	28	37	44	49	
	37	28	49	45	43	
AT Personnel taking part in the development of safety requirements						
F Frequency of detailed and regularly scheduled inspections	36	19	46	28	55	
AS Leadership setting annual safety goals	36	25	45	42	<u>42</u>	
AA Supervisors acting on personnel safety suggestions	36		37	33	52	
Y Presence of safety training in new personnel orientation	34	16	46	31	51	
D Personnel being involved in safety practices	33	26	37	44	34	
AG Leadership participating in safety activities on a regular basis	31	18	45	34	37	
G Leadership stressing the importance of safety in communications	30	20	21	33	44	
AN Supervisors reducing personnel's fear of reporting safety problems	24	14	17	24	35	
AC Effectiveness of command safety officer in improving safety conditions	20	14	35	22	22	
X Personnel following lockout/tagout procedures	19	- 11	43	15	19	
K Personnel believing that their actions can protect other personnel	14	12	16	15	15	
A Personnel identifying and eliminating hazards	13	7	18	11	18	

<sup>&</sup>lt;sup>1</sup> A comparative percentile score expresses the percentage of organizations in the NSC Database with lower average responses. Scores range from 0 to 100. For each branch of service, the components identified as better performing are shaded green.

Below average priority components are shaded green.

## 3.7.3.2 Program Categories by Branch of Service

The percentile scores for program categories by Service are presented in Figure 8 and highlight the differences and similarities among the branches of Service. Overall active duty respondent scores are also included for comparison. As illustrated in Figure 8, the Air Force and the Navy generally generated the highest percentile scores for all program categories and overall (70 and 66, respectively), while the Marine Corps generated mostly moderate percentiles (58 overall). The Army consistently generated the least positive, below average safety perceptions among active duty respondents, resulting in a low overall percentile score of 35.

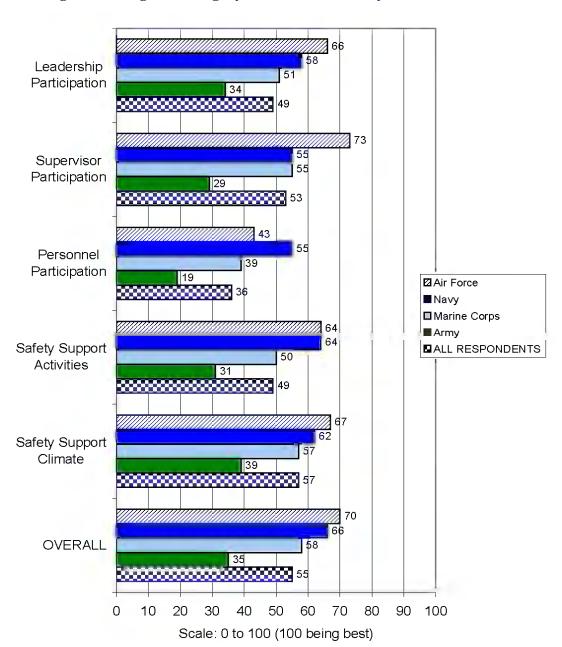


Figure 8. Program Category Percentile Scores by Branch of Service

## 3.7.3.3 Work Locations by Branch of Service

Figure 9 graphically compares the overall safety perceptions of Services within each active duty work location. Due to the small sample size, Ship-Air Force, Ship-Marine Corps, and Clinic/Hospital-Marine Corps are not included. As found in the program category analysis, the Air Force and the Navy tended to generate the highest percentile scores for each work location, while the Army consistently generated the lowest (moderate to below average) scores.

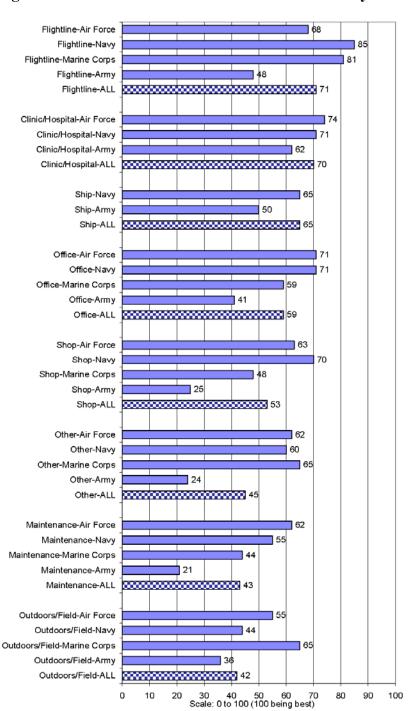


Figure 9. Overall Work Location Percentile Scores by Branch of Service

#### 3.7.3.4 Customized Items

Due to their uniqueness to this DoD survey, comparative percentile scores cannot be generated for customized items. Table 4 shows a comparison of average scores for customized items for each Service, as well as respondents overall. The Service generating the most positive safety perception for each item is ranked (1) and shaded green, and the lowest ranked (4) is shaded red. The Navy and the Air Force generated the most positive scores for two items each, resulting in identical customized item category scores. The Army received the lowest rank overall and for three of the four customized items. Among DoD custom items, supervisor concern for personnel safety off-duty (AX) and cause of off-duty vehicular accidents (AV) generated relatively strong average response scores above 0.50, while the perception of stress level/operations tempo contributing to accidents off-duty (AU) generated the least positive score.

Table 4. Ranking of Customized Item Average Response Scores<sup>1</sup> by Branch of Service

		Average Response Scores <sup>1</sup> and Rank <sup>2</sup>							
Customized Item <sup>3</sup>	Army	Navy	Marine Corps	Air Force	ALL RESPONDENTS				
AX Supervisor concern for personnel safety off-duty	0.71 (4)	0.79 (3)	0.84 (2)	0.92 (1)	0.80				
AV Off-duty vehicular accidents due to bad decisions, not safety training	0.67 (3)	0.76 (1)	0.72 (2)	0.67 (3)	0.70				
AW DoD's responsibility concerning off-duty safety	0.40 (3)	0.50 (2)	0.38 (4)	0.51 (1)	0.45				
AU Stress level/operations tempo increasing accidents off-dut	y 103(7)	0.12 (1)	0.05 (3)	0.08 (2)	0.05				
Customized Items Category	0.43 (4)	0.54 (1)	0.50 (3)	0.54 (1)	0.50				

<sup>&</sup>lt;sup>1</sup> Calculated by assigning a value of +2 for strongly positive response; +1 for a positive response; 0 for neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix E for more information regarding methods of analysis)

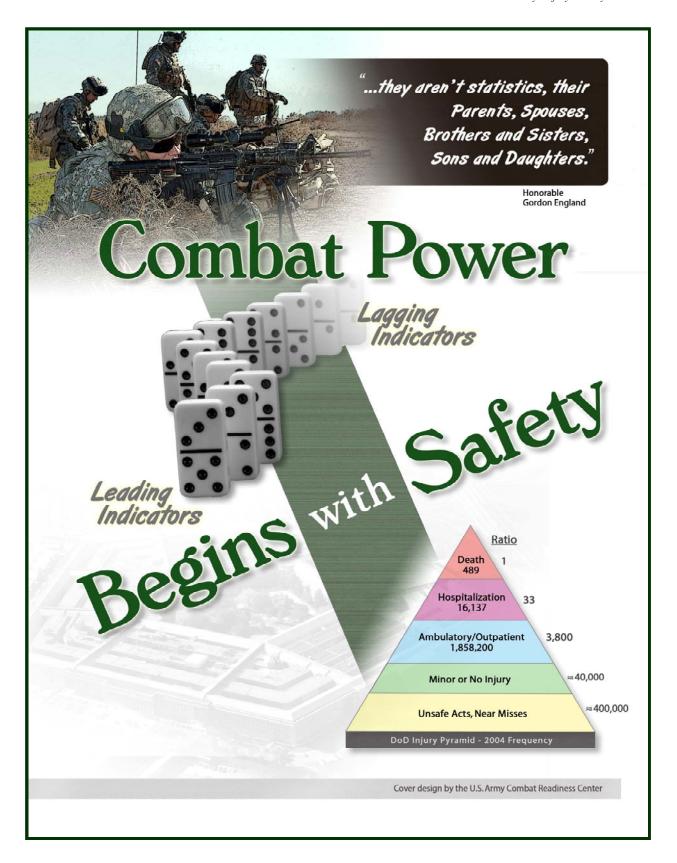
<sup>&</sup>lt;sup>2</sup> The ranking of each group's score for each item is indicated in parentheses. "1" indicates most positive response; "4" indicates the least positive.

For each item, the highest performing group is shaded

The lowest scoring group is shaded red.

<sup>&</sup>lt;sup>3</sup> Customized Items are not included in the NSC Database nor the calculation of Overall average response scores.

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# **3.8 Army**

Figure 10 graphically presents the Army active duty's comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average, while items that fall short of this mark are performing below average.

As illustrated in Figure 10, 12 items meet or surpass the 50<sup>th</sup> percentile mark. No items have high comparative percentile scores at or above 80. The 8 highest scoring items for the Army had percentile scores at or above 54 and are listed below (with percentile scores):

- I Condition of unit teamwork (71)
- AP Perception that good environmental conditions are kept (71)
- AD Leadership setting a positive safety example (68)
- C Priority of safety issues relative to performing duties (58)
- AF Quality of preventative maintenance system operation (56)
- AI Belief that hazards not fixed right away will still be addressed (56)
- AJ Personnel take part when accident or incident investigations occur (56)
- O Thoroughness of near miss accident/incident investigation (54)

As indicated by the red shading, the Army generated 34 items with scores below the 50th percentile (representing below average performance). Nine items have very low scores of 20 or below. All items with below average percentiles (<50) are potential priority target areas for improvement. These items are listed below, from lowest to highest percentile score.

- A Personnel identifying and eliminating hazards (7)
- X Personnel following lockout/tagout procedures (11)
- K Personnel believing that their actions can protect other personnel (12)
- AC Effectiveness of command safety officer in improving safety conditions (14)
- AN Supervisors reducing personnel's fear of reporting safety problems (14)
- Y Presence of safety training in new personnel orientation (16)
- AG Leadership participating in safety activities on a regular basis (18)
- F Frequency of detailed and regularly scheduled inspections (19)
- G Leadership stressing the importance of safety in communications (20)
- W Supervisors understanding personnel's job safety problems (24)
- AA Supervisors acting on personnel safety suggestions (24)
- AS Leadership setting annual safety goals (25)
- D Personnel being involved in safety practices (26)
- AM Availability of safety officer to provide assistance (26)

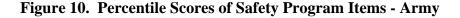
- Q Belief that personnel understand safety regulations (27)
- E Supervisors maintaining a high safety performance standard (28)
- J Belief that leadership shows it cares about personnel safety (28)
- AQ Personnel using necessary personal protective equipment (28)
- AT Personnel taking part in the development of safety requirements (28)
- P Belief that leadership does more than law requires (28)
- AH Perception that the safety officer has high status (29)
- Z Belief that leadership is sincere in safety efforts (30)
- B Frequency of personnel/leadership interactions (32)
- N Leadership publishing a policy on the value of personnel safety (33)
- H Frequency of safety meeting occurrence (33)
- U Effectiveness of recognition programs in promoting safe behavior (34)
- L Supervisors behaving in accord with safety procedures (36)
- V Safety standard level relative to standard duty performance level (37)
- AR Belief that leadership insists supervisors think safety (43)
- R Supervisors enforcing safe job procedures (45)
- AK Supervisors providing helpful safety training (45)
- S Personnel using standardized precautions for hazardous materials (47)
- M Presence of personnel well-trained in emergency practices (47)
- AB Occurrence of emergency response procedures testing (48)

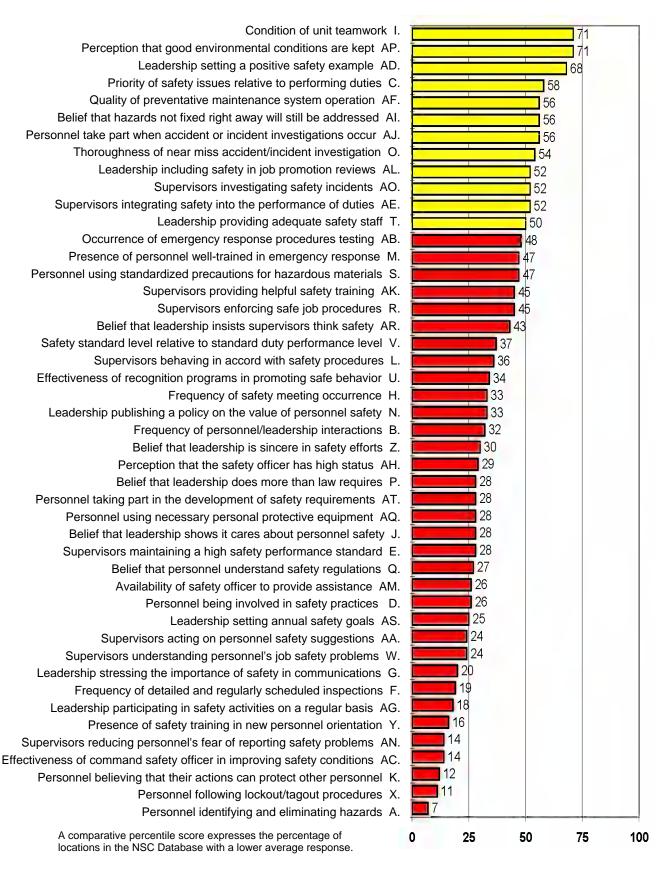
Figure 11 compares the Army results against all active duty respondents. All five program categories and the overall score for the Army are lower than the All Respondents results. The Army percentile scores range from a moderately low score of 39 for Safety Support Climate to a low score of 19 for Personnel Participation. The overall Army percentile score is a moderately low 35 indicating that 65 percent of the database organizations achieved a higher overall score than did the Army. This compares to a moderate 55 for all active duty respondents.

Figure 12 compares the safety perceptions of the Army active duty by grade for each program category. These grades are E1-E4, E5-E9, W1-W5, O1-O3, and O4-O6. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents reported the most positive safety program perceptions overall in all program categories, while lower-ranking respondents generated the least positive responses. O4-O6 staff perceptions are considerably more positive than other Army active duty, while O1-O3 and W1-W5 are relatively similar to each other. All Enlisted grades (E1-E9) generated below average percentile scores for all program categories and overall. Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups should help decrease the safety perception gap. Figure 12 shows a general pattern of increasingly positive safety perceptions with higher grades.

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

Flightline, Clinic/Hospital, and Ship personnel report the most positive safety program perceptions, although Flightline generated a notably lower score for Personnel Participation. Clinic/Hospital is the only work location that generated above average percentile scores for all program categories and overall. Office staff tended to generate moderately low perceptions. Personnel identified in the Shop, Other, Maintenance, and Outdoors/Field categories consistently generate the least positive responses with below average perceptions. Relative similarity among work locations would indicate that the Army safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.



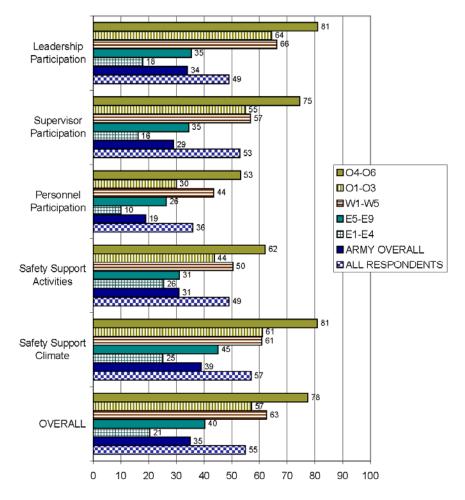


Leadership Participation Supervisor Participation Personnel Participation ■ Army ■ ALL RESPONDENTS Safety Support Activities Safety Support Climate OVERALL 0 10 20 30 50 60 70 80 90 100

Figure 11. Program Category Percentile Scores - Army

Figure 12. Program Category Percentile Scores by Grade - Army

Scale: 0 to 100 (100 being best)



Scale: 0 to 100 (100 being best)

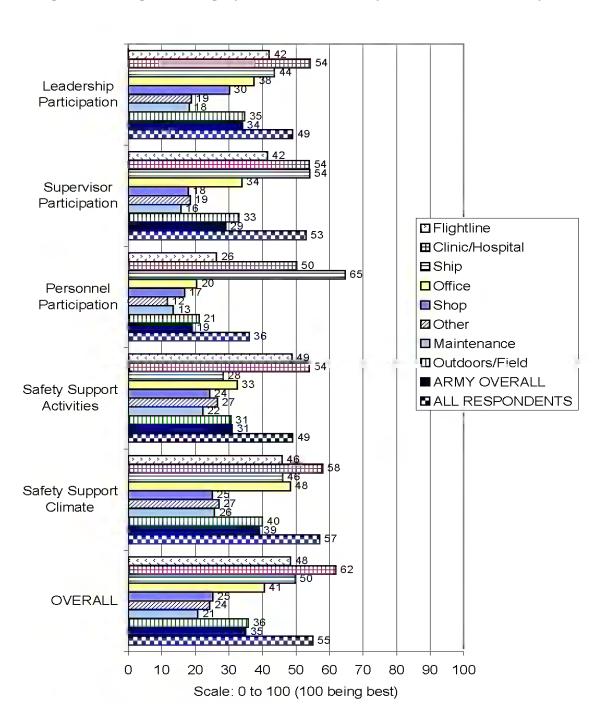
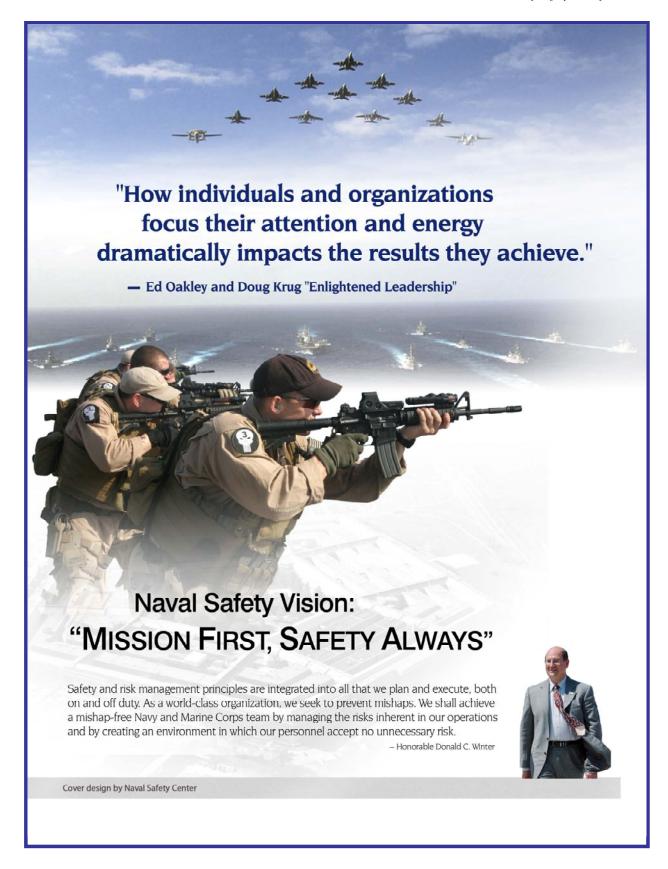


Figure 13. Program Category Percentile Scores by Work Location - Army

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# **3.9** Navy

Figure 14 graphically presents the Navy active duty's percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 14, 28 items meet or surpass the 50<sup>th</sup> percentile mark. Three items achieved high comparative percentile scores at or above 80. The 8 highest scoring items for the Navy had percentile scores at or above 74 and are listed below (with percentile scores):

- I Condition of unit teamwork (86)
- T Leadership providing adequate safety staff (81)
- AD Leadership setting a fine safety example (80)
- AF Quality of preventative maintenance system operation (77)
- AI Belief that hazards not fixed right away will still be addressed (77)
- AK Supervisors providing helpful safety training (76)
- AE Supervisors integrating safety into the performance of duties (74)
- S Personnel using standardized precautions for hazardous materials (74)

As indicated by the red shading, the Navy generated 18 items with scores below the 50th percentile (representing below average performance). Among these, three items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- K Personnel believing that their actions can protect other personnel (16)
- AN Supervisors reducing personnel's fear of reporting safety problems (17)
- A Personnel identifying and eliminating hazards (18)
- G Leadership stressing the importance of safety in communications (21)
- AC Effectiveness of command safety officer in improving safety conditions (35)
- AA Supervisors acting on personnel safety suggestions (37)
- D Personnel being involved in safety practices (37)
- P Belief that leadership does more than law requires (37)
- N Leadership publishing a policy on the value of personnel safety (38)
- H Frequency of safety meeting occurrence (40)
- X Personnel following lockout/tagout procedures (43)
- AG Leadership participating in safety activities on a regular basis (45)
- AM Availability of safety officer to provide assistance (45)

- AS Leadership setting annual safety goals (45)
- Y Presence of safety training in new personnel orientation (46)
- F Frequency of detailed and regularly scheduled inspections (46)
- E Supervisors maintaining a high safety performance standard (49)
- AT Personnel taking part in the development of safety requirements (49)

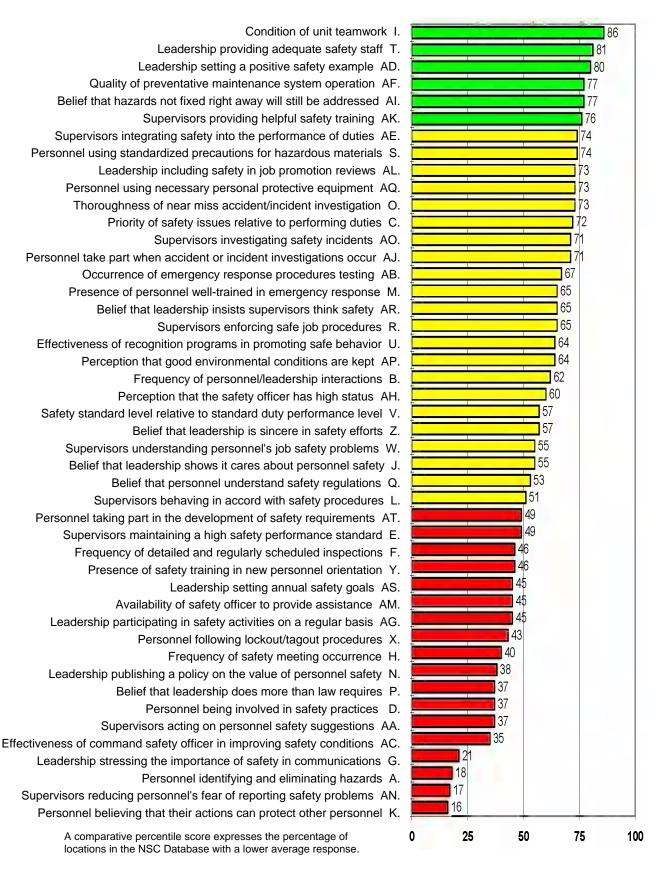
Figure 15 compares the Navy results against all active duty respondents. All five program categories and the overall score for the Navy are above the database average of 50 and higher than the All Respondents results. The Navy percentile scores range from an above average score of 64 for Safety Support Activities to a moderate score of 55 for Supervisor Participation and Personnel Participation. The overall Navy percentile score is an above average 66, indicating that 34 percent of the database organizations achieved a higher overall score than did the Navy. This compares to a moderate 55 for all active duty respondents.

Figure 16 compares the safety perceptions of the Navy active duty grades according to program category. These grades are E1-E4, E5-E9, W1-W5, O1-O3, and O4-O6. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents reported the most positive safety program perceptions overall in all program categories, while lower-ranking respondents generated the least positive responses. W1-W5 respondents generated very high percentile scores above 90 for all program categories and overall. O4-O6 and O1-O3 are relatively similar to each other and tended to generate moderately high to very high scores. Enlisted grades (E1-E9) tended to generate moderate percentile scores. Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across grades, while notable differences suggest that improved communication and increased contact among these groups should help decrease the safety perception gap.

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

Flightline personnel reported the most positive safety program perceptions, with moderately high to high scores in the 70s and 80s. Clinic/Hospital, Ship, Office and Shop staff results are relatively similar to each other. With the exception of Ship's slightly below average score of 49 for Leadership Participation, these work locations generated above average scores for their categories and overall. Other and Maintenance staff tended to exhibit moderate perceptions while Outdoors/Field staff consistently generated the least positive responses with below average perceptions. Relative similarity among work locations would indicate that the Navy safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 14. Percentile Scores of Safety Program Items - Navy



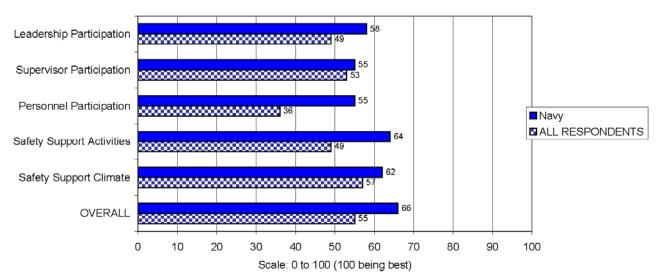
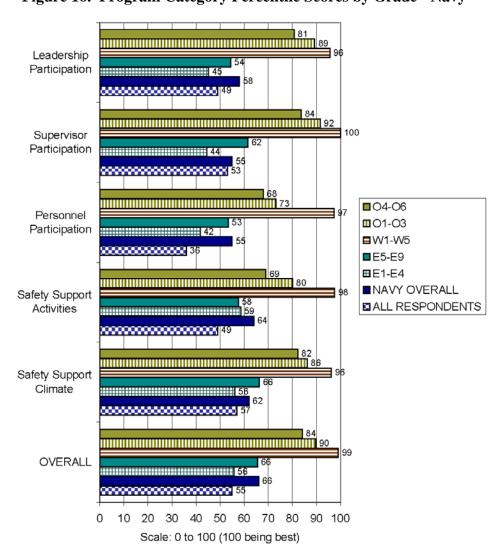


Figure 15. Program Category Percentile Scores - Navy

Figure 16. Program Category Percentile Scores by Grade - Navy



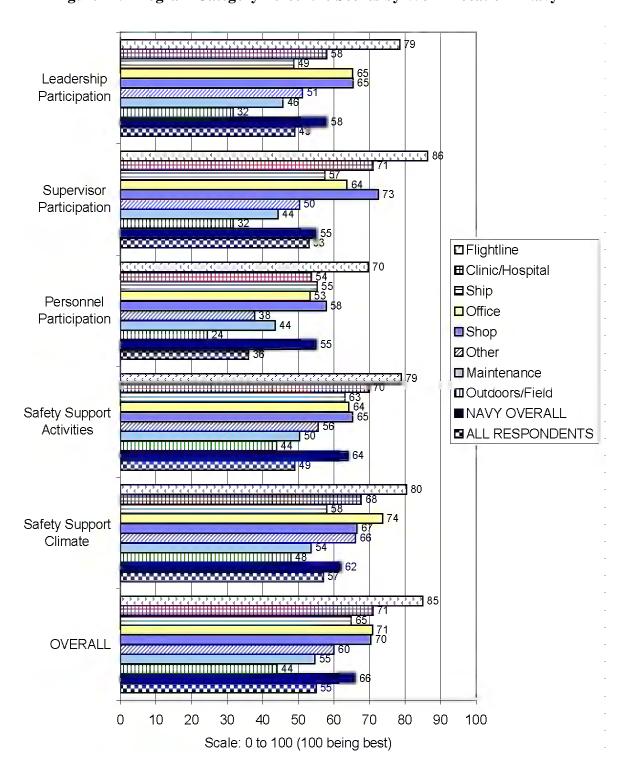


Figure 17. Program Category Percentile Scores by Work Location - Navy

## 3.10 Marine Corps

Figure 18 graphically presents the Marine Corps active duty's comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 18, 22 items meet or surpass the 50<sup>th</sup> percentile mark. One item achieved a high comparative percentile score above 80. The 8 highest scoring items for the Marine Corps had percentile scores at or above 70 and are listed below (with percentile scores):

- I Condition of unit teamwork (88)
- AO Supervisors investigating safety incidents (79)
- AD Leadership setting a positive safety example (74)
- AP Perception that good environmental conditions are kept (73)
- AF Quality of preventative maintenance system operation (70)
- T Leadership providing adequate safety staff (70)
- AI Belief that hazards not fixed right away will still be addressed (70)
- AJ Personnel take part when accident or incident investigations occur (70)

As indicated by the red shading, the Marine Corps generated 24 items with scores below the 50th percentile (representing below average performance). Among these, three items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items, from lowest to highest percentile score, are listed next.

- A Personnel identifying and eliminating hazards (11)
- K Personnel believing that their actions can protect other personnel (15)
- X Personnel following lockout/tagout procedures (15)
- AC Effectiveness of command safety officer in improving safety conditions (22)
- AN Supervisors reducing personnel's fear of reporting safety problems (24)
- F Frequency of detailed and regularly scheduled inspections (28)
- Y Presence of safety training in new personnel orientation (31)
- AA Supervisors acting on personnel safety suggestions (33)
- G Leadership stressing the importance of safety in communications (33)
- AG Leadership participating in safety activities on a regular basis (34)
- N Leadership publishing a policy on the value of personnel safety (41)
- AH Perception that the safety officer has high status (41)
- AS Leadership setting annual safety goals (42)

- AM Availability of safety officer to provide assistance (43)
- AQ Personnel using necessary personal protective equipment (43)
- Q Belief that personnel understand safety regulations (44)
- D Personnel being involved in safety practices (44)
- P Belief that leadership does more than law requires (44)
- AT Personnel taking part in the development of safety requirements (45)
- V Safety standard level relative to standard duty performance level (48)
- Z Belief that leadership is sincere in safety efforts (49)
- E Supervisors maintaining a high safety performance standard (49)
- J Belief that leadership shows it cares about personnel safety (49)
- H Frequency of safety meeting occurrence (49)

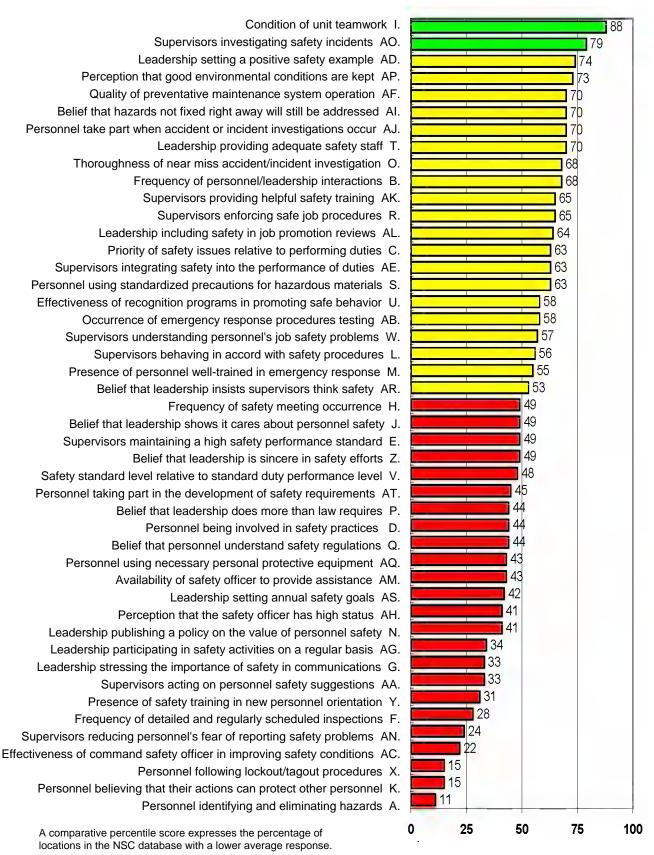
Figure 19 compares the Marine Corps results against all active duty respondents. For all five program categories and the overall score, the Marine Corps results are the same or slightly higher than the All Respondents results. Except for Personnel Participation, the Marine Corps results are at or above the database average of 50. The Marine Corps percentile scores range from a moderate above average score of 57 for Safety Support Climate to a below average 39 for Personnel Participation. The overall Marine Corps percentile score is an above average 58, indicating that 42 percent of the database organizations achieved a higher overall score than did the Marine Corps. This compares to a moderate 55 for all active duty respondents.

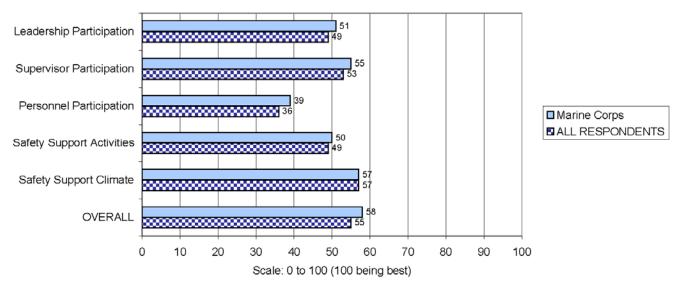
Figure 20 compares the safety perceptions of the Marine Corps active duty grades according to program category. These grades are E1-E4, E5-E9, W1-W5, O1-O3, and O4-O6. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents reported the most positive safety program perceptions overall in all program categories, while lower-ranking respondents generated the least positive responses. O4-O6, O1-O3, and W1-W5 are relatively similar to each other and generated many high to very high scores in the 80s and 90s. E5-E9 respondents tended to generate moderate to moderately high percentile scores in the 50s through 70s, and E1-E4 consistently generated the lowest, below average scores. Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may help to decrease the safety perception gap.

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

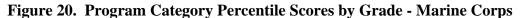
Flightline personnel reported the most positive safety program perceptions, with moderately high to high scores in the 70s and 80s. Of the remaining work locations, only Other generate above average scores for all categories and overall. Shop and Maintenance staff results were relatively similar to each other and consistently generated the least positive responses with generally below average perceptions. Relative similarity among work locations would indicate the Marine Corps safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

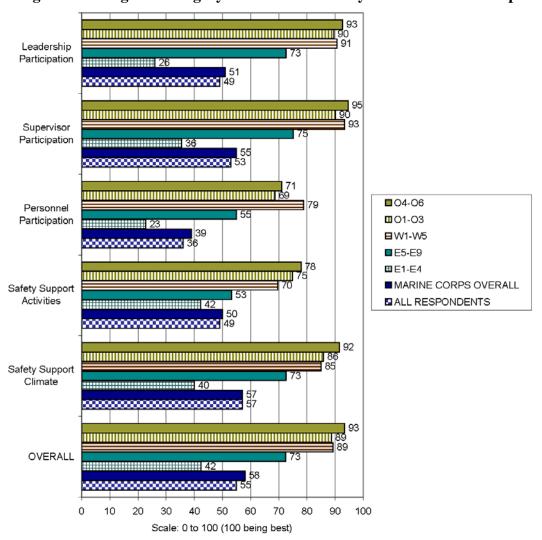
Figure 18. Percentile Scores of Safety Program Items - Marine Corps





**Figure 19. Program Category Percentile Scores - Marine Corps** 





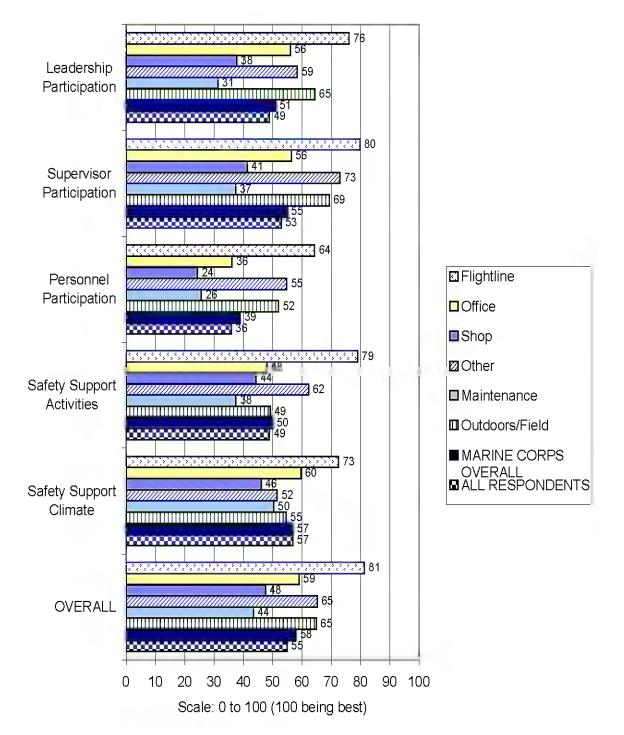


Figure 21. Program Category Percentile Scores by Work Location - Marine Corps

# World Class Organizations

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

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

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

The U.S. Air Force Thunderbirds' completed their 53<sup>rd</sup> demonstration season during 2006. The team visited more than 40 locations and performed more than 70 shows, logging 65,000 miles in the sky. To accomplish their mission, the Thunderbirds move 65 maintainers, pilots and support personnel and approximately 56,000 pounds of equipment to and from each show site. In 2006, the team performed their demonstrations for more than 4.8 million fans at air shows, and more than 10 million television viewers.

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

## 3.11 Air Force

Figure 22 graphically presents the Air Force active duty's percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 22, 31 items meet or surpass the 50<sup>th</sup> percentile mark. Four items achieved a high comparative percentile score at or above 80. The 8 highest scoring items for the Air Force had percentile scores at or above 78 and are listed below (with percentile scores):

- AD Leadership setting a positive safety example (84)
- I Condition of unit teamwork (83)
- C Priority of safety issues relative to performing duties (82)
- AE Supervisors integrating safety into the performance of duties (80)
- AP Perception that good environmental conditions are kept (79)
- AL Leadership including safety in job promotion reviews (78)
- AI Belief that hazards not fixed right away will still be addressed (78)
- L Supervisors behaving in accord with safety procedures (78)

As indicated by the red shading, the Air Force generated 15 items with scores below the 50th percentile (representing below average performance). Among these, three items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- K Personnel believing that their actions can protect other personnel (15)
- A Personnel identifying and eliminating hazards (18)
- X Personnel following lockout/tagout procedures (19)
- AC Effectiveness of command safety officer in improving safety conditions (22)
- D Personnel being involved in safety practices (34)
- AN Supervisors reducing personnel's fear of reporting safety problems (35)
- AG Leadership participating in safety activities on a regular basis (37)
- AS Leadership setting annual safety goals (42)
- AT Personnel taking part in the development of safety requirements (43)
- G Leadership stressing the importance of safety in communications (44)
- AH Perception that the safety officer has high status (45)
- Q Belief that personnel understand safety regulations (47)
- B Frequency of personnel/leadership interactions (47)

- H Frequency of safety meeting occurrence (48)
- P Belief that leadership does more than law requires (49)

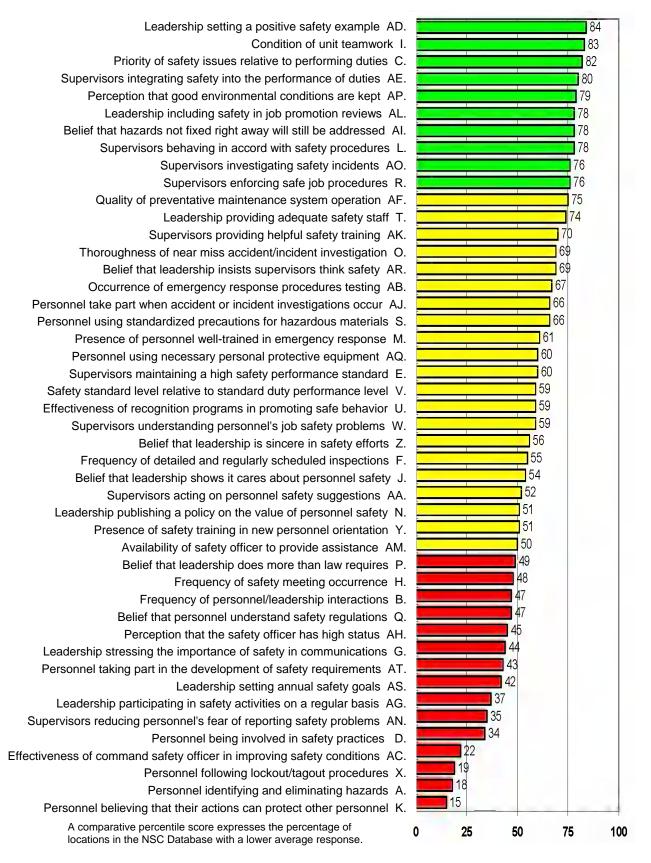
Figure 23 compares the Air Force results against all active duty respondents. For all five program categories and the overall score the Air Force results are higher than the All Respondents results. Except for Personnel Participation, Air Force results are above the database average of 50. The Air Force percentile scores range from a moderately high score of 73 for Supervisor Participation to a below average 43 for Personnel Participation. The overall Air Force percentile score is a moderately high 70, indicating that 30 percent of the database organizations achieved a higher overall score than did the Air Force. This compares to a moderate 55 for all active duty respondents.

Figure 24 compares the safety perceptions of the Air Force active duty grades according to program category. These grades are E1-E4, E5-E9, O1-O3, and O4-O6. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents reported the most positive safety program perceptions overall in all program categories, while lower-ranking respondents generated the least positive responses. O4-O6 and O1-O3 were very similar to each other and generated mostly high percentile scores in the 80s. E5-E9 respondents tended to generate above average percentile scores in the 60s and 70s, and E1-E4 consistently generated the lowest, below average scores. Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across grades, while notable differences suggest improved communication and increased contact among these groups may help to decrease the safety perception gap.

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

Flightline, Clinic/Hospital, and Office personnel tended to report the most positive safety program perceptions, with generally above average to moderately high scores in the 60s and 70s. With the exception of Flightline's and Office's slightly below average scores for Personnel Participation, these work locations generated above average scores for all other categories and overall. Shop, Other, Maintenance, and Outdoors/Field staff results were relatively similar to each other, and exhibited mostly moderate perceptions from the 40s into the 60s. Relative similarity among work locations would indicate the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 22. Percentile Scores of Safety Program Items - Air Force



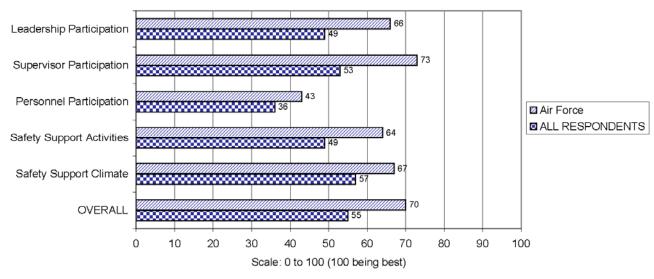
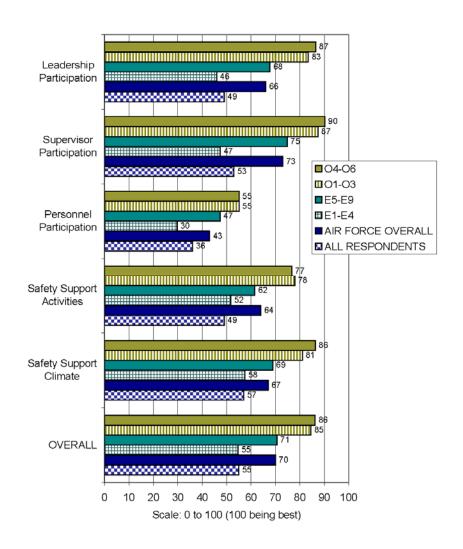


Figure 23. Program Category Percentile Scores - Air Force

Figure 24. Program Category Percentile Scores by Grade - Air Force



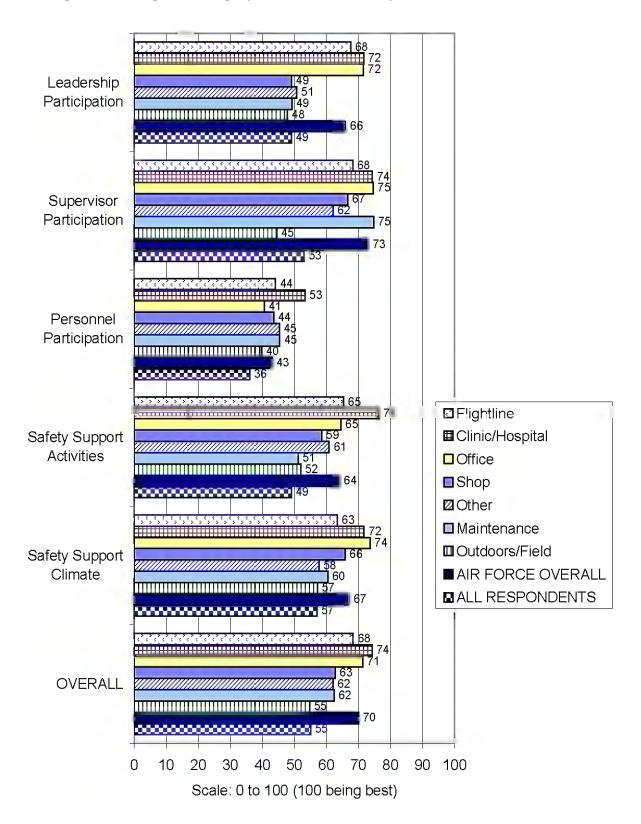


Figure 25. Program Category Percentile Scores by Work Location - Air Force

# **4 Conclusions**

#### 4.1 Overview

This document describes the results of the Active Duty safety perception survey, one of four surveys conducted for the DoD Inspector General's "Evaluation of the DoD Safety Program."

These results can be used to analyze perceptions of active duty personnel regarding a variety of safety culture problem areas to suggest specific remedies, and to manage differences by branch of Service, grade, and work location. The data presented in this report can also be used as a baseline to characterize program improvements, and to provide an empirical measure of perceptions regarding activity-based and culture-based safety issues. If repeated on a periodic basis, the survey can be useful to sustain corporate visibility on safety and serve as a planning, management, and evaluation tool.

### 4.2 Path Forward

We encourage DoD leaders to use these results as a catalyst and guide for making safety program improvements. This report identifies lower-scoring priority items and perceived problem areas for the organization and for various subgroups of personnel. Program managers should consider using the following three-step process.

- Investigate, discuss, and understand why survey respondents gave certain items a low score.
- Decide whether attention to each candidate priority item aligns with the broader culture and strategic initiatives of the organization.
- Select and implement specific action-oriented strategies as countermeasures.

In addition, we encourage DoD senior leaders take the following actions to maximize use of survey results.

- Create a team or teams of personnel from all appropriate branches of Service, grades, work locations, etc., to further understand survey results and implement the three-step results interpretation process described above.
- Review the action-oriented strategies proposed by the results interpretation team(s) and implement them with clear support from senior leadership.
- Measure results of the action plans using appropriate indicators, to include this survey instrument, for which an implementation timetable should be determined as far in advance as possible.
- Communicate survey results to those identified in the survey population and to a wider

distribution within DoD, as appropriate.

## 4.3 List of Report Conclusions

The DoD safety program, as perceived by active duty personnel, received generally moderate ratings on the NSC Safety Barometer survey. More than half the items scored below average when compared with the 232 organizations in the NSC database. The overall Safety Barometer comparative percentile score was a moderate 55 out of 100, meaning 45 percent of the database organizations achieved a higher overall score than did active duty respondents. Comparative percentile scores for the five standard safety program categories ranged from a moderately low 36 for Personnel Participation to a moderate 57 for Safety Support Climate. One other category had a score above the average of 50 – Supervisor Participation.

Closer examination shows active duty respondents scored at or above average (the 50th percentile) for 21 of the 46 standard items. Only one item generated a high score above 80. We recommend safety program items with comparative percentile scores less than 50 receive attention. These lowest scoring items should be used to establish improvement priorities. The 25 Safety Barometer items that generated below average percentile scores (<50) for active duty respondents are presented below, from lowest to highest percentile score.

- A Personnel identifying and eliminating hazards (13)
- K Personnel believing that their actions can protect other personnel (14)
- X Personnel following lockout/tagout procedure (19)
- AC Effectiveness of command safety officer in improving safety conditions (20)
- AN Supervisors reducing personnel's fear of reporting safety problems (24)
- G Leadership stressing the importance of safety in communications (30)
- AG Leadership participating in safety activities on a regular basis (31)
- D Personnel being involved in safety practices (33)
- Y Presence of safety training in new personnel orientation (34)
- AA Supervisors acting on personnel safety suggestions (36)
- AS Leadership setting annual safety goals (36)
- F Frequency of detailed and regularly scheduled inspections (36)
- AT Personnel taking part in the development of safety requirements (37)
- P Belief that leadership does more than law requires (38)
- AM Availability of safety officer to provide assistance (38)
- N Leadership publishing a policy on the value of personnel safety (39)
- Q Belief that personnel understand safety regulations (40)
- H Frequency of safety meeting occurrence (41)
- AH Perception that the safety officer has high status (42)
- Z Belief that leadership is sincere in safety efforts (43)

- E Supervisors maintaining a high safety performance standard (44)
- J Belief that leadership shows it cares about personnel safety (45)
- AQ Personnel using necessary personal protective equipment (46)
- B Frequency of personnel/leadership interactions (46)
- W Supervisors understanding personnel's job safety problems (47)

Regarding the four customized survey statements on the topic of off-duty safety, nearly 65 percent of respondents believed their supervisor is concerned for their welfare and safety, both off and on duty. Almost 59 percent felt most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training. Nearly half the respondents felt it is the DoD's responsibility to be concerned about off-duty safety for personnel and their families, and almost 30 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty.

For all five standard program categories and overall, higher-ranking grades generated the most positive perceptions among active duty respondents, with a clear pattern of increasingly positive safety perceptions with higher grades. The O4-O6 category had an overall percentile score of 84 out of 100, while those in the E1-E4 category had an overall percentile score of only 39.

Dissimilarities in perceptions among work locations were found, with those in Flightline and Clinic/Hospital having the most positive perceptions (overall scores of 71 and 70, respectively). Those in Maintenance and Outdoor/Field had the least positive perceptions, with overall scores of 43 and 42, respectively.

Branch of Service analyses show the Air Force and Navy generated the most positive safety program perceptions, with overall percentile scores of 70 and 66, respectively, while the Marine Corps had an overall score of 58. Army respondents had the least positive perceptions, generating an overall score of 35.

We recommended the Department of Defense use the results in this report as a guide for making safety program improvements. The data should be used as a baseline against which to measure future progress. 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 – Source Documents**

Secretary of Defense Memorandum: Reducing Preventable Accidents



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

May 19, 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

CHAIRMAN OF THE JOINT CHIEFS OF STAFF UNDER SECRETARIES OF DEFENSE DIRECTOR, DEFENSE RESEARCH AND ENGINEERING ASSISTANT SECRETARIES OF DEFENSE GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE

DIRECTOR, OPERATIONAL TEST AND EVALUATION ASSISTANTS TO THE SECRETARY OF DEFENSE DIRECTOR, ADMINISTRATION AND MANAGEMENT DIRECTOR, FORCE TRANSFORMATION DIRECTOR, NET ASSESSMENT DIRECTOR, PROGRAM ANALYSIS AND EVALUATION DIRECTORS OF THE DEFENSE AGENCIES DIRECTORS OF THE DOD FIELD ACTIVITIES

ZMR MA

SUBJECT: Reducing Preventable Accidents

World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years. These goals are achievable, and will directly increase our operational readiness. We owe no less to the men and women who defend our Nation.

I have asked the Under Secretary of Defense for Personnel and Readiness to lead a department-wide effort to focus our accident reduction effort. I intend to be updated on our progress routinely. The USD(P&R) will provide detailed instructions in separate correspondence.

U06916-03

Appendix A-1

# Defense Safety Oversight Council Charter

#### DEFENSE SAFETY OVERSIGHT COUNCIL CHARTER

#### I. ESTABLISHMENT, PURPOSE AND SCOPE

#### A. ESTABLISHMENT

The Deputy Secretary of Defense established the Defense Safety Oversight Council in July 2003, herein referred to as the Council. The Charter delineates the Council's membership, and specifies the scope of activities and procedures.

#### B. PURPOSE

The Council will provide governance on DoD-wide efforts to reduce preventable mishaps.

#### C. SCOPE OF ACTIVITY

The Council shall:

- Review accident and incident trends, ongoing safety initiatives, private sector and other governmental agency best practices, and make recommendations to the Secretary of Defense for safety improvement policies, programs, and investments.
- 2. The Council will establish and monitor metrics to reduce DoD accidents and injuries by 75% of the FY 2002 levels for each Military Department and the Defense Agencies by the end of FY 2008.
- Assess, review and advise on improving all aspects of the coordination, relevance, efficiency, efficacy, timeliness and viability of existing DoD-wide safety and injury prevention information management systems.
- 4. Promote the development and implementation of safety initiatives including:
  - · Employing proven safety technologies; and
  - Applying systems safety for acquisitions and operations, to improve mission success as well as preserve human and physical resources throughout DoD.
- 5. Oversee Council committees, receive regular progress reports on the status of approved action plans, serve as the approval authority for actions proposed by Council committees, and endorse appointment letters for committee chairs and members through their chain of command.
- Coordinate with other federal agencies and industry leaders, to facilitate communication, coordination, and integration of best practices into DoD planning, development and implementation of initiatives and programs.
- Support research to improve human performance and/or sustainment, safety training and education standards/procedures, and equipment.

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# Defense Safety Oversight Council Charter

#### II. ORGANIZATION

- A. The Defense Safety Oversight Council shall include committees, task forces and work groups appointed by the Council. Each task force formed under this Council will submit a charter to the Council for approval. These charters will receive an annual review by the Council.
  - B. The Under Secretary of Defense for Personnel and Readiness will chair this Council.
- C. The Council shall have overall responsibility for the implementation of this Charter. The Council shall consist of the principals and associate members. The principal members include the following:

Under Secretary of Defense for Personnel and Readiness (as Chair)

Under Secretary of Defense for Acquisition, Technology, and Logistics

Under Secretary of Defense (Comptroller)/Chief Financial Officer

Vice Chairman of the Joint Chiefs of Staff

Assistant Secretary of Defense for Health Affairs

Under Secretary of the Army

Under Secretary of the Navy

Under Secretary of the Air Force

Vice Chief of Staff of the Army

Vice Chief of Staff of the Air Force

Vice Chief of Naval Operations

Assistant Commandant of the Marine Corps

The associate members will attend meetings of the DSOC when matters under their cognizance are addressed. Associate members include the following:

Deputy Inspector General of the Department of Defense (Inspections and Policy)

Deputy Under Secretary of Defense (Installations and Environment)

Deputy Under Secretary of Defense (Readiness)

Deputy Under Secretary (Civilian Personnel Policy)

Deputy Under Secretary of Defense (Resource Planning/Management)

Deputy Director (Administration & Management)

Deputy Assistant Secretary of Defense (Clinical & Program Policy)

D. The Director, Readiness Programming and Assessment, will serve as the Executive Secretary for the Council.

#### III. PROCEDURES

- A. The Chair will convene the Council as needed, but at least semi-annually. All committees, task forces and work groups shall keep the Council current on all their respective actions.
- B. The Council Chair will regularly brief the Senior Executive Committee on all Council actions and recommendations.

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# Defense Safety Oversight Council Charter

- C. The Council Chair will report for the Council to the Secretary through the Deputy Secretary as appropriate. The Council Chair may amend this charter as necessary to accomplish the Council's mission.
- D. Budgetary requirements and administrative support for the Council will be coordinated by the Chair.
- E. The Council Chair will ensure that communication of all activities will occur throughout DoD. The Executive Secretary will maintain historical documentation of accomplishments and recommendations.
- F. The Council will operate in accordance with DoD Directive 5105.18, "DoD Committee Management Program," February 8, 1999.

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#### IV. DURATION OF COMMITTEE

The Charter will continue until amended, superseded, or revoked.

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# FY 06-11 Strategic Planning Guidance – Unclassified Extract

# Workplace Safety (U)

(U) Every lost workday due to injury reduces available end strength, adversely affects force readiness, and diverts funds that could be used for other military priorities. The Secretary of Defense's current goal is to reduce accidents by 50 percent in FY 2005 over the FY 2002 baseline. Components will continue safety initiatives to achieve a net decrease of 75 percent from the baseline by FY 2008.

#### **Announcement Memorandum**



INSPECTOR GENERAL DEPARTMENT OF DEFENSE 400 ARMY NAVY DRIVE ARLINGTON, VIRGINIA 22202-4704

NOV 10 2004

MEMORANDUM FOR UNDERSECRETARY OF DEFENSE (COMPTROLLER)/
CHIEF FINANCIAL OFFICER
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS
DEPUTY UNDER SECRETARY OF DEFENSE FOR
INSTALLATIONS AND ENVIRONMENT
DIRECTOR, JOINT STAFF
INSPECTOR GENERAL OF THE ARMY
NAVAL INSPECTOR GENERAL
INSPECTOR GENERAL
INSPECTOR GENERAL OF THE AIR FORCE
INSPECTOR GENERAL OF THE MARINE CORPS
GENERAL ACCOUNTABILITY OFFICE
DEFENSE SAFETY OVERSIGHT COUNCIL

SUBJECT: Evaluation of DoD Safety Program (D2005-DIPOE2.0051)

We will begin the evaluation in November 2004. The Deputy Under Secretary of Defense for Readiness (DUSD(R)) and the Deputy Under Secretary of Defense for Installations and Environment (DUSD(I&E)) requested this project. The overall objective is to develop a roadmap for overcoming identified challenges to improve the effectiveness of the DoD safety program. We will identify the best safety practices within DoD.

We plan to visit or contact DoD installations, Service and major command headquarters, and elements of the Office of the Secretary of Defense responsible for safety. We will also collaborate with other Federal agencies such as the Department of Energy, National Transportation Safety Board, National Safety Council, and Occupational Safety and Health Administration. Additional locations may be identified during the evaluation. We will provide a series of interim briefings, management letters, and reports to DUSD(R), DUSD(I&E), and appropriate commands during our evaluation.

Please provide points of contact for this evaluation to Col Forrest R. Sprester at (703) 604-9120, e-mail address (<u>fsprester@dodig.osd.mil</u>) or Dr. Sardar Q. Hassan at (703) 604-9146, e-mail (<u>shassan@dodig.osd.mil</u>).

Deputy Inspector General for Inspections and Policy

### Secretary of Defense Memorandum: Reducing Preventable Accidents



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

JUN 2 2 2006

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMAN OF THE JOINT CHIEFS OF STAFF COMMANDERS OF THE COMBATANT COMMANDS SERVICE CHIEFS

SUBJECT: Reducing Preventable Accidents

I have set some very specific mishap reduction goals for the Department to achieve. My congratulations to those who are progressing toward their respective goals, but others are not. We must rededicate ourselves to those goals – and achieve them.

Too often we excuse mishaps by citing the difficult circumstances in which we operate. We have trained our men and women to operate safely in very trying conditions. There is no excuse for losing lives given proper planning, attention to detail, and the active involvement of the chain of command.

Accountability is essential to effective leadership. I expect all the Department's leaders, from the Commander to the first line supervisors, to be accountable for mishaps under their watch. We simply will not accept status quo.

If we need to change our training, improve our material acquisition, or alter our business practices to save the precious lives of our men and women, we will do it. We will fund as a first priority those technologies and devices that will save lives and equipment. We will retrofit existing systems, and consider these devices as a "must fund" priority for all new systems. We can no longer consider safety as "nice-to-have."

I want to hear what you are doing to improve your safety performance and I want to see the results of your actions.

G

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Appendix A-5

# Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum: Reducing Preventable Accidents



#### THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON WASHINGTON, DC 20301-3010

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
COMMANDERS OF THE COMBATAN'I COMMANDS
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Reducing Preventable Accidents

In response to the June 22, 2006, SECDEF memorandum, "Reducing Preventable Accidents," I am directing the changes below to influence the entire life cycle of systems.

The Acquisition & Technology Programs Task Force will develop a process to provide the DoD Joint Capabilities Integration and Development System with recommendations that have the potential to cost effectively prevent accidents. These inputs should include all aspects of the MIL-STD-882D System Safety process.

Effective immediately, all Acquisition Program Reviews and fielding decisions, regardless of the Acquisition Category, shall address the status of: each High and Serious risk using the MIL-STD-882D System Safety methodology; and compliance with applicable safety technology requirements, e.g., insensitive munitions. The next revision to DoDI 5000.2. "Operation of the Defense Acquisition System," will incorporate this change.

DoD Components will include in all system-related Class A and B mishap investigation reports the system program office analysis of hazards that contributed to the accident and recommendations for material risk mitigation measures, especially those that minimize potential human errors. The next revision to DoDI 6055.7, "Accident Investigation, Reporting, and Record Keeping," will incorporate this change.

Successful implementation of these changes will contribute significantly to achieving the SECDEF's direction to reduce preventable accidents.



Appendix A-6

# Secretary of Defense Memorandum: Zero Preventable Accidents



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

MAY 30 2007

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

SUBJECT: Zero Preventable Accidents

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

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

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

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OSD 07979-07

# **Appendix B – Scope and Methodology**

**Scope.** This is one of four reports by the DoD Office of Inspector General (DoD OIG) documenting perception survey results. The purpose of this report was to evaluate the DoD active duty members' perception of safety, and to establish a baseline for future reviews. The survey was designed and administered with the support of the National Safety Council (NSC).

**Work Performed.** The DoD OIG safety evaluation team, in conjunction with the NSC, designed, developed, and analyzed results of the DoD safety perception surveys. The NSC administered the senior leader survey (see report IE 2008-006), and the Defense Manpower Data Center (DMDC) administered the safety perception survey. The safety perception survey process began on March 28, 2005. DMDC mailed notification letters to over 73,000 DoD civilian employees. The letter explained how and why the survey was being conducted, how information would be used, and why participation was important. Additional reminders were sent to encourage participation. DMDC collected data via the Web between April 11 and May 19, 2005.

DMDC employed single-stage, non-proportional stratified random sampling procedures, drawing the population of 73,255 individuals from their Civilian Personnel Data File. Respondents were disqualified if they left DoD due to separation, transfer, retirement, termination, death, or promotion within the preceding six months (0.7 percent of sample). Completed surveys (50 percent or more items answered) were received from 46,410 eligible respondents. The weighted response rate, corrected for non-proportional sampling, was 63 percent.

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

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

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

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

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

# **Appendix C – Safety Barometer Survey Form**

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

		Strongly agree	Agree	Neither Agree nor disagree	Disagree	<b>Strongly</b> disagree
a.	It is common for personnel to take part in identifying and eliminating worksite hazards.	0	0	0	0	0
b.	There is frequent contact and communication between personnel and leadership.	0	0	0	0	0
c.	Safety takes a back seat to performing duties.	0	0	0	0	0
d.	Personnel often get involved in developing or revising safety practices.	0	0	0	0	0
e.	My supervisor maintains a high job safety standard.	0	0	0	0	0
f.	Detailed inspections of the base and facilities are made at frequent intervals.	0	0	0	0	0
g.	Leadership's views on the importance of safety are seldom stressed in personnel communications.	0	0	0	0	0
h.	Safety meetings are held less often than they should be.	0	0	0	0	0
i.	Good teamwork exists within our unit.	0	0	0	0	0
j.	Leadership shows that it cares about personnel safety.	0	0	0	0	0
k.	I can protect myself and other personnel through my actions while on duty.	0	0	0	0	0
1.	My supervisor's behavior often goes against safety procedures.	0	0	0	0	0
m.	Designated personnel are well trained in emergency-response related procedures, including evacuation.	0	0	0	0	0
n.	Leadership has published a written policy that expresses their attitude about personnel safety.	0	0	0	0	0

 $(Continued)\ How\ much\ do\ you\ agree\ or\ disagree\ with\ each\ of\ the\ following\ statements?$ 

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
0.	Near miss accidents/incidents are thoroughly investigated.	0	0	0	0	0
p.	Leadership does no more than the law requires to keep personnel safe.	0	0	0	0	0
q.	I understand the safety regulations relating to my duties.	0	0	0	0	0
r.	My supervisor enforces safety procedures.	0	0	0	0	0
s.	Standardized precautions are used by personnel who deal with hazardous materials.	0	0	0	0	0
t.	Leadership had provided adequate personnel to manage and support its safety program.	0	0	0	0	0
u.	Awards and recognition programs used in this unit are not good at promoting safe behavior.	0	0	0	0	0
v.	Job performance standards are higher for professional duties than for safety.	0	0	0	0	0
w.	My supervisor understands the safety problems I face.	0	0	0	0	0
х.	Personnel follow a regular lockout/tagout procedure.	0	0	0	0	0
y.	Safety training is part of every new personnel orientation.	0	0	0	0	0
z.	I believe leadership is sincere in its efforts to ensure personnel safety.	0	0	0	0	0
aa.	My supervisor seldom acts on personnel safety suggestions.	0	0	0	0	0
ab.	Emergency response-related procedures are almost never tested to make sure they are working.	0	0	0	0	0
ac.	The work of the command safety officer improves safety in my unit.	0	0	0	0	0
ad.	Leadership sets a positive safety example through their words and actions.	0	0	0	0	0

# (Continued) How much do you agree or disagree with each of the following statements?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
ae.	My supervisor has successfully fit safety into performance of duties.	0	0	0	0	0
af.	The system of preventive maintenance for facilities, tools, and machinery operates poorly.	0	0	0	0	0
ag.	Leadership regularly participates in safety programs and committee activities.	0	0	0	0	0
ah.	The safety officer(s) has high status in this unit.	0	0	0	0	0
ai.	Hazards that are not fixed right away by supervisors are often ignored.	0	0	0	0	0
aj.	Personnel take part when accident or incident investigations occur.	0	0	0	0	0
ak.	The training provided through my supervisor helps me do my duties safely.	0	0	0	0	0
al.	It is well known that leadership ignores a person's safety performance when determining promotions.	0	0	0	0	0
am.	The safety officer is readily available to provide advice and assistance.	0	0	0	0	0
an.	Personnel are afraid to report safety problems to their supervisors.	0	0	0	0	0
ao.	My supervisor always investigates safety incidents.	0	0	0	0	0
ap.	Ventilation, lighting, noise, and other environmental conditions are kept at good levels.	0	0	0	0	0
aq.	A lot of personnel don't use the personal protective equipment necessary to do their jobs safely.	0	0	0	0	0
ar.	Leadership insists that supervisors think about safety when doing their jobs.	0	0	0	0	0
as.	Leadership annually sets safety goals for which all personnel are held accountable.	0	0	0	0	0
at.	Personnel rarely take part in the development of safety requirements for their jobs.	0	0	0	0	0

### (Continued) How much do you agree or disagree with each of the following statements?

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
au.	The increased stress levels and operations tempo in the work place are causing increased accidents off duty.	0	0	0	0	0
av.	Most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training.	0	0	0	0	0
aw.	It is not the Department of Defense's responsibility to be concerned about off-duty safety for me and my family.	0	0	0	0	0
ax.	My supervisor is concerned for my welfare and safety off duty as well as on duty.	0	0	0	0	0

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

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

# **Appendix D – Response Frequency and Percentage Distributions**

AH107A a.	It is com-	on for rows	nnel to tol	e nar		15 6		2	152839	12.2	12.3
Cum	IL IS COMMO	on for perso	miei io tak	e par	Valid	15.6		3	457681	36.4	36.8
Value Label Percent		Value	Frequency	Percent	Percent	52.4 92.2		4	494694	39.4	39.7
Percent		1	22298	1.8	1.8	100.0		5	97623	7.8	7.8
1.8		2	81000	6.4	6.5	100.0			11860	.9	Missing
8.3								Total	1256481	100.0	100.0
32.4		3	302427	24.1	24.2	Mean	3.364	Std dev	.914	Mini	.mum
82.1		4	622084	49.5	49.7	1.000 Maximum	5.000				
100.0		5	224099	17.8	17.9	Valid cases			ases 11860		
			4574	. 4	Missing						
		Total	1256481	100.0	100.0		.My superv	isor maintain	s a high jo	,b sat	Valid
Mean 1.000 Maximum	3.755 5.000	Std dev	.883	Mini	mum	Cum Value Label Percent		Value	Frequency	Percent	Percent
/alid cases			ases 4574					1	25625	2.0	2.1
						2.1		2	61123	4.9	4.9
	rnere is fi	requent cont	act and com	munic	Valid	7.0		3	349366	27.8	28.0
Cum /alue Label		Value	Frequency	Percent	Percent	35.0		4	570679	45.4	45.7
Percent						80.7		5	240817	19.2	19.3
5.0		1	61938	4.9	5.0	100.0			8872	.7	Missing
17.7		2	159554	12.7	12.8			Total	1256481	100.0	100.0
39.3		3	270313	21.5	21.6	Mean	3.753	Std dev	.891	Mini	.mum
85.6		4	578288	46.0	46.3	1.000 Maximum	5.000				
100.0		5	179990	14.3	14.4	Valid cases	1247610	Missing c	ases 8872	2	
		•	6397	.5	Missing	AH107F f.	Detailed	inspections c	f the base	and f	
		Total	1256481	100.0	100.0	Cum					Valid
Mean 1.000 Maximum	3.524 5.000	Std dev	1.044	Mini	mum	Value Label Percent		Value	Frequency	Percent	Percent
Valid cases		Missing c	ases 6397			3.1		1	37924	3.0	3.1
						11.7		2	107200	8.5	8.6
AH107C c.	Safety take	es a back se	at to perfo	rming	Valid	50.2		3	478656	38.1	38.5
Cum Jalue Label		Value	Frequency								
Percent		Value		Dercent	Dergent	89.2		4	484478	38.6	39.0
			rrequency	Percent	Percent	89.2		4 5	484478 133995	38.6 10.7	10.8
20.3		1	253135	Percent 20.1	Percent 20.3	89.2 100.0			133995 14228	10.7	10.8
20.3		1 2							133995	10.7	10.8
58.0			253135	20.1	20.3	100.0 Mean	3.458	5	133995 14228	10.7	10.8 Missing  100.0
58.0 83.0		2	253135 470091	20.1 37.4	20.3	100.0	3.458 5.000	5 Total	133995 14228  1256481	10.7 1.1  100.0	10.8 Missing  100.0
58.0 83.0 95.6		2	253135 470091 313033	20.1 37.4 24.9	20.3 37.7 25.1	Mean 1.000 Maximum Valid cases	5.000 1242253	5 Total Std dev Missing c	133995 14228  1256481 .905 ases 14228	10.7 1.1  100.0 Mini	Missing
58.0 83.0		2 3 4	253135 470091 313033 156529	20.1 37.4 24.9 12.5	20.3 37.7 25.1 12.5 4.4 Missing	Mean 1.000 Maximum Valid cases	5.000	5 Total Std dev	133995 14228  1256481 .905	10.7 1.1  100.0 Mini	10.8 Missing 100.0
58.0 83.0 95.6		2 3 4	253135 470091 313033 156529 55036	20.1 37.4 24.9 12.5 4.4	20.3 37.7 25.1 12.5 4.4	Mean 1.000 Maximum Valid cases	5.000	5 Total Std dev Missing c	133995 14228  1256481 .905	10.7 1.1  100.0 Mini	10.8 Missing 100.0
58.0 83.0 95.6 100.0	2.431	2 3 4 5	253135 470091 313033 156529 55036 8659	20.1 37.4 24.9 12.5 4.4	20.3 37.7 25.1 12.5 4.4 Missing	Mean 1.000 Maximum Valid cases	5.000	5 Total Std dev  Missing c	133995 14228  1256481 .905	10.7 -1.1 -100.0 Mini	10.8 Missing 100.0 .mum Valid
58.0 83.0 95.6 100.0	5.000	2 3 4 5 . Total Std dev	253135 470091 313033 156529 55036 8659  1256481 1.080	20.1 37.4 24.9 12.5 4.4 7 100.0	20.3 37.7 25.1 12.5 4.4 Missing	Mean 1.000 Maximum  Valid cases	5.000	5 Total Std dev  Missing c	133995 14228  1256481 .905 ases 14228 the importa	10.7 -1.1 -100.0 Mini	10.8 Missing 100.0 .mum Valid
58.0 83.0 95.6 100.0 Mean 1.000 Maximum	5.000	2 3 4 5 . Total Std dev	253135 470091 313033 156529 55036 8659  1256481 1.080	20.1 37.4 24.9 12.5 4.4 .7  100.0	20.3 37.7 25.1 12.5 4.4 Missing  100.0	Mean 1.000 Maximum  Valid cases	5.000	5 Total Std dev  Missing c  p's views on	133995 14228  1256481 .905 ases 14228 the importa	10.7 1.1  100.0 Mini 3 	10.8 Missing 100.0 mum  Valid Percent
58.0 83.0 95.6 100.0 Mean 1.000 Maximum Valid cases	5.000	2 3 4 5 . Total Std dev	253135 470091 313033 156529 55036 8659  1256481 1.080 ases 8659	20.1 37.4 24.9 12.5 4.4 .7 	20.3 37.7 25.1 12.5 4.4 Missing 100.0	Mean 1.000 Maximum  Valid cases	5.000	5 . Total Std dev Missing c	133995 14228 1256481 .905 ases 14228 the importa Frequency 133184	10.7 -1.1 -100.0 Mini 3	10.8 Missing 100.0 .mum  Valid Percent
58.0 83.0 95.6 100.0  Mean 1.000 Maximum  Valid cases	5.000	2 3 4 5 . Total Std dev  Missing c	253135 470091 313033 156529 55036 8659 1256481 1.080 ases 8659	20.1 37.4 24.9 12.5 4.4 .7 100.0 Mini	20.3 37.7 25.1 12.5 4.4 Missing  100.0	Mean 1.000 Maximum  Valid cases	5.000	5 . Total Std dev Missing c p's views on Value 1 2	133995 14228  1256481 .905 ases 14228 	10.7  1.1  100.0  Mini  3  ance o  Percent  10.6  33.8	Missing 100.0 mum  Valid Percent  10.7  34.2
58.0 83.0 95.6 100.0 Mean 1.000 Maximum Valid cases	5.000	2 3 4 5 . Total Std dev  Missing c	253135 470091 313033 156529 55036 8659  1256481 1.080 ases 8659	20.1 37.4 24.9 12.5 4.4 .7 100.0 Mini	20.3 37.7 25.1 12.5 4.4 Missing  100.0	Mean 1.000 Maximum  Valid cases AH107G g. Cum  Value Label Percent  10.7 45.0 75.7 94.9	5.000	Total Std dev  Missing c  p's views on  Value  1 2 3	133995  14228  1256481  .905  ases 14228  the importa  Frequency  133184  424794  380912	10.7  1.1  100.0  Mini  3  ance o  Percent  10.6  33.8  30.3	10.8 Missing 100.0 mum  Valid Percent 10.7 34.2 30.7
58.0 83.0 95.6 100.0  Mean 1.000 Maximum  Valid cases	5.000	2 3 4 5 . Total Std dev  Missing c	253135 470091 313033 156529 55036 8659 1256481 1.080 ases 8659	20.1 37.4 24.9 12.5 4.4 .7 100.0 Mini	20.3 37.7 25.1 12.5 4.4 Missing  100.0	Mean 1.000 Maximum  Valid cases	5.000	Total Std dev  Missing c  p's views on  Value  1 2 3 4	133995 14228 1256481 .905 ases 14228 the importa Frequency 133184 424794 380912 238900	10.7  1.1  100.0  Mini  3  ance o  Percent  10.6  33.8  30.3  19.0	10.8 Missing 100.0 mum  Valid Percent 10.7 34.2 30.7 19.3

								4	672201	53.5	54.3
Mean 1.000	2.737	Std dev	1.048	Mini	.mum	71.1		5	357869	28.5	28.9
Maximum	5.000					100.0			17541	1.4	Missing
		Missing c	ases 15735					Total	1256481	100.0	100.0
AH107H h		etings are he	ld less oft	en th	Valid	Mean 4	1.092	Std dev	.741	Mini	Lmum
Cum Value Label		Value	Frequency	Percent	Percent	Maximum 5	5.000		4.55.44		
Percent		1	131937	10.5	10.6	Valid cases 123			ases 17541 		
10.6		2	384873	30.6	31.0	AH107L 1.My	superviso	or's behavi	or often go	es ag	Valid
41.6		3	482487	38.4	38.9	Cum Value Label		Value	Frequency	Percent.	
80.5		4	187177	14.9	15.1	Percent					
95.6		5	54642	4.3	4.4	24.2		1	300007	23.9	24.2
100.0			15366	1.2	Missing	68.4		2	546912	43.5	44.2
		Total	1256481	100.0	100.0	92.1		3	292833	23.3	23.7
Mean	2.716	Std dev	.991	Mini	mum	98.0		4	72584	5.8	5.9
1.000 Maximum	5.000					100.0		5	25324	2.0	2.0
Valid cases	1241115	Missing c	ases 15366	5					18821	1.5	Missing
								Total	1256481	100.0	100.0
AH107I i	.Good team	work exists w	ithin our u	ınit.	Valid	Mean 2 1.000	2.173	Std dev	.932	Mini	mum
Cum Value Label		Value	Frequency	Percent	Percent		5.000				
Percent						Valid cases 123			ases 18821 		
5.6		1	69160	5.5	5.6	AH107M m.Des	signated p	personnel a	re well tra	ined	
15.7		2	125847	10.0	10.1	Cum					Valid
40.9		3	312936	24.9	25.2	Value Label Percent		Value	Frequency	Percent	Percent
86.1		4	560098	44.6	45.2			1	33196	2.6	2.7
100.0		5	172372	13.7	13.9	2.7		2	92852	7.4	7.5
		•	16067	1.3	Missing	10.2		3	423892	33.7	34.3
		Total	1256481	100.0	100.0	44.5		4	524758	41.8	42.5
Mean 1.000	3.517	Std dev	1.032	Mini	mum	87.0		5	160711	12.8	13.0
Maximum	5.000					100.0		_	21072	1.7	
Valid cases		Missing c		, . – – – – – – –				Total	1256481	100.0	100.0
	- .Leadershi	shows that	it cares ab	out p	Valid	1.000	3.556	Std dev	.905	Mini	Lmum
Cum Value Label Percent		Value	Frequency	Percent	Percent	Maximum 5 Valid cases 123	5.000 35409	Missing c	ases 21072		
		1	53316	4.2	4.3						
4.3		2	80473	6.4	6.5	AH107N n.Lea	adership h	nas publish	ed a writte	n pol	Valid
10.8		3	321775	25.6	26.0	Cum Value Label		Value	Frequency	Percent	Percent
36.8		4	561654	44.7	45.4	Percent		1	02140	1 0	1.0
82.2		5	219974	17.5	17.8	1.9		1	23149	1.8	1.9
100.0			19290	1.5	Missing	6.6		2	57786 370785	4.6	4.7
		Total	1256481	100.0	100.0	36.6		4		29.5	30.1
Mean 1.000	3.658	Std dev	.984	Mini	.mum	82.8		5	569168 212273	45.3 16.9	46.2 17.2
	5.000					100.0		5	23321		Missing
Valid cases	1237192	Missing c	ases 19290	)				motol	1256481		
AH107K k	.I can pro	ect myself a	nd other pe	ersonn	Valid	Mean 3	3.721	Total Std dev		100.0 Mini	100.0
Cum Value Label		Value	Frequency	Percent		1.000	5.000	sta dev	.80/	MIII	ınıunı
Percent		1	9572	. 8	.8	Valid cases 123			ases 23321		
.8		2	16101	1.3	1.3	AH1070 o.Nea					
2.1		3	183197	14.6	14.8	Cum					Valid
16.9		3	10317/	14.0	17.0	Culli					

Value Label Percent		Value	Frequency	Percent	Percent	Valid cases	s 1228712	Missing c	ases 27770	)	
		1	32771	2.6	2.7						
2.7		2	78207	6.2	6.4	AH107S s	.Standardize	d precautio	ns are used	l by p	Valid
9.0						Cum		** 1	<b>-</b>		
50.2		3	504883	40.2	41.1	Value Label Percent	L	value	Frequency	Percent	Percent
86.1		4	441770	35.2	36.0			1	8571	.7	.7
100.0		5	170042	13.5	13.9	.7		2	25865	2.1	2.1
		•	28808	2.3	Missing	2.8		3	374270	29.8	30.6
		Total	1256481	100.0	100.0	33.4		4	595949	47.4	48.7
Mean 1.000	3.520	Std dev	.902	Mini	mum	82.1		5	219760	17.5	17.9
Maximum	5.000					100.0			32066	2.6	Missing
Valid cases		Missing c		3 				Total	1256481	100.0	100.0
	-			law w		Moon	3.811				
-	.Leadership	o does no mor	e than the	law r	Valid	Mean 1.000		Std dev	.773	Mini	mum
Cum Value Label		Value	Frequency	Percent	Percent	Maximum	5.000				
Percent						Valid cases	3 1224416 		ases 32066	; 	
8.0		1	98307	7.8	8.0	AH107T t	.Leadership	has provide	ed adequate	perso	
36.0		2	345273	27.5	28.1	Cum				_	Valid
		3	492609	39.2	40.0	Value Label	L	Value	Frequency	Percent	Percent
76.1		4	233526	18.6	19.0	Percent			0.4.0.0		
95.0		5	61127	4.9	5.0	2.0		1	24037	1.9	2.0
100.0			25640	2.0	Missing	7.2		2	64332	5.1	5.3
		Total	1256481	100.0	100.0	40.5		3	406513	32.4	33.2
Mean	2.849	Std dev	.983	Mini		84.6		4	539697	43.0	44.1
1.000 Maximum	5.000					100.0		5	188449	15.0	15.4
		***	05646			100.0			33453	2.7	Missing
Valid cases	1230842	Missing C	ases 25640	J				Total	1256401	100.0	100.0
	_							Total	1256481	100.0	100.0
	.I understa	and the safet	y regulation	ons re	Valid	Mean	3.658	Std dev	.870	Mini	
AH107Q q Cum Value Label Percent	.I understa		y regulation			1.000 Maximum	5.000	Std dev	.870	Mini	
Cum Value Label	.I understa					1.000 Maximum Valid cases	5.000	Std dev	.870 cases 33453	Mini	mum
Cum Value Label	.I understa	Value	Frequency	Percent	Percent	1.000 Maximum Valid cases	5.000 3 1223028	Std dev	.870 cases 33453	Mini	mum
Cum Value Label Percent	.I understa	Value 1 2	Frequency 6733 18262	Percent .5	Percent .5	1.000 Maximum  Valid casesAH107U U	5.000 s 1223028	Std dev	.870 cases 33453	Mini	mum
Cum Value Label Percent	.I understa	Value 1 2 3	Frequency 6733 18262 201485	.5 1.5 16.0	.5 1.5 16.4	1.000 Maximum  Valid cases AH107U t Cum  Value Label	5.000 s 1223028 	Std dev  Missing c  recognition	.870 cases 33453	Mini B 	mum  Valid
Cum Value Label Percent .5	.I understa	Value	Frequency 6733 18262 201485 721027	.5 1.5 16.0 57.4	.5 1.5 16.4 58.6	1.000 Maximum  Valid casesAH107U t	5.000 s 1223028 	Missing correcognition  Value	.870	Mini B ased i Percent	walid Percent
Cum Value Label Percent .5 2.0 18.4	.I understa	Value 1 2 3	Frequency 6733 18262 201485 721027 283235	.5 1.5 16.0 57.4 22.5	.5 1.5 16.4 58.6 23.0	1.000 Maximum  Valid cases AH107U t Cum  Value Label	5.000 s 1223028 	Std dev  Missing c  recognition  Value	.870 cases 33453	Mini  But the second of the se	Valid Percent
Cum Value Label Percent .5 2.0 18.4 77.0	.I understa	Value	6733 18262 201485 721027 283235 25740	Percent .5 1.5 16.0 57.4 22.5 2.0	.5 1.5 16.4 58.6 23.0 Missing	1.000 Maximum  Valid cases	5.000 s 1223028 	Missing crecognition  Value	.870 cases 33453 a programs u Frequency 80302 285303	Mini  Based i  Percent  6.4  22.7	Valid Percent 6.6 23.4
Cum Value Label Percent .5 2.0 18.4 77.0		Value  1 2 3 4 5 . Total	6733 18262 201485 721027 283235 25740 1256481	Percent .5 1.5 16.0 57.4 22.5	.5 1.5 16.4 58.6 23.0 Missing	1.000 Maximum  Valid cases	5.000 s 1223028 	Std dev  Missing c  recognition  Value	.870  cases 33453  programs u  Frequency  80302  285303  596065	Mini  Based i  Percent  6.4  22.7	Valid Percent
Cum Value Label Percent .5 2.0 18.4 77.0	.I understa	Value  1 2 3 4 5 . Total	6733 18262 201485 721027 283235 25740	Percent .5 1.5 16.0 57.4 22.5	.5 1.5 16.4 58.6 23.0 Missing	1.000 Maximum  Valid cases	5.000 s 1223028 	Missing crecognition  Value	.870  cases 33453  a programs u  Frequency  80302  285303  596065	Mini  Based i  Percent  6.4  22.7	Valid Percent 6.6 23.4
Cum Value Label Percent .5 2.0 18.4 77.0 100.0		Value  1 2 3 4 5 . Total	6733 18262 201485 721027 283235 25740 1256481	Percent .5 1.5 16.0 57.4 22.5	.5 1.5 16.4 58.6 23.0 Missing	1.000 Maximum Valid cases	5.000 s 1223028 	Missing crecognition  Value  1 2 3	.870  cases 33453  a programs u  Frequency  80302  285303  596065	Mini Based i Percent 6.4 22.7 47.4	Valid Percent 6.6 23.4 48.8
Cum Value Label Percent .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741	Value  1 2 3 4 5 . Total Std dev	Frequency 6733 18262 201485 721027 283235 25740 1256481 .709	Percent .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini	Percent  .5  1.5  16.4  58.6  23.0  Missing  100.0  mum	1.000 Maximum  Valid cases	5.000 s 1223028 	Missing crecognition Value  1 2 3 4	.870 cases 33453 n programs u Frequency 80302 285303 596065 193650	Mini  Brecent  6.4  22.7  47.4  15.4  5.2	Valid Percent 6.6 23.4 48.8 15.9
Cum Value Label Percent .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741	Value  1 2 3 4 5 . Total Std dev	Frequency 6733 18262 201485 721027 283235 25740	Percent .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini	.5 1.5 16.4 58.6 23.0 Missing	1.000 Maximum Valid cases	5.000 s 1223028  1.Awards and	Missing crecognition Value  1 2 3 4	.870  cases 33453  a programs u  Frequency  80302  285303  596065  193650  65845  35316	Mini  Bercent  6.4  22.7  47.4  15.4  5.2  2.8	Valid Percent 6.6 23.4 48.8 15.9 5.4
Cum Value Label Percent .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741	Value  1 2 3 4 5 . Total Std dev	Frequency 6733 18262 201485 721027 283235 25740	Percent .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini	Percent  .5  1.5  16.4  58.6  23.0  Missing  100.0  mum	1.000 Maximum  Valid cases	5.000 s 1223028  1.Awards and	Missing crecognition Value  1 2 3 4 5	.870  cases 33453  1 programs v  Frequency  80302  285303  596065  193650  65845  35316  1256481	Mini  Bercent  6.4  22.7  47.4  15.4  5.2  2.8	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing
Cum Value Label Percent .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing contacts of the contact	Frequency 6733 18262 201485 721027 283235 25740	Percent	Percent  .5  1.5  16.4  58.6  23.0  Missing   100.0  mum	1.000 Maximum  Valid cases	5.000 s 1223028 	Missing of the state of the sta	.870  cases 33453  programs to  Frequency  80302  285303  596065  193650  65845  35316  1256481  .928	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing
Cum Value Label Percent .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing contacts of the contact	6733 18262 201485 721027 283235 25740	Percent	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum	1.000 Maximum  Valid cases	5.000 s 1223028 	Missing correcognition  Value  1 2 3 4 5 . Total Std dev	.870  cases 33453  a programs u  Frequency  80302  285303  596065  193650  65845  35316	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum
Cum Value Label Percent .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing control isor enforces	6733 18262 201485 721027 283235 25740	Percent	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent	1.000 Maximum  Valid cases	5.000 s 1223028 1.Awards and 2.901 5.000 s 1221165	Missing correcognition  Value  1 2 3 4 5 . Total Std dev	.870  cases 33453  a programs to  Frequency  80302  285303  596065  193650  65845  35316  .256481  .928	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing
Cum Value Label Percent .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing control isor enforces Value	Frequency 6733 18262 201485 721027 283235 25740 1256481 .709 rases 25740 Frequency 11429 29264	Percent	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent .9 2.4	1.000 Maximum Valid cases	5.000 s 1223028	Missing correcognition  Value  1 2 3 4 5 . Total Std dev	.870  cases 33453  a programs to  Frequency  80302  285303  596065  193650  65845  35316  .256481  .928	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum
Cum Value Label Percent  .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum  Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing c Lisor enforces  Value  1 2 3	Frequency 6733 18262 201485 721027 283235 25740 1256481 .709 cases 2574( Frequency 11429 29264 315134	Percent  .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini  Decedur  Percent .9 2.3 25.1	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent .9 2.4 25.6	1.000 Maximum Valid cases	5.000 s 1223028 1.Awards and 2.901 5.000 s 1221165 7.Job perform	Missing correcognition  Value  1 2 3 4 5 . Total Std dev  Missing corrected ance standa	.870  cases 33453  a programs to  Frequency  80302  285303  596065  193650  65845  35316  .256481  .928	Mini  Based i  Percent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini  Mini	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum
Cum Value Label Percent  .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum  Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing c . Loor enforces  Value  1 2 3 4	Frequency 6733 18262 201485 721027 283235 25740 1256481709 sases 2574( Frequency 11429 29264 315134 642723	Percent	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent .9 2.4 25.6 52.3	1.000 Maximum  Valid cases	5.000 s 1223028 1.Awards and 2.901 5.000 s 1221165 7.Job perform	Missing correcognition  Value  1 2 3 4 5 . Total Std dev  Missing corrected  Missing corrected  August Augu	.870  cases 33453  a programs to  Frequency  80302  285303  596065  193650  65845  35316  .256481  .928  cases 35316	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini  Mini  Percent	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum Valid Percent
Cum Value Label Percent  .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum  Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing c Lisor enforces  Value  1 2 3	Frequency  6733  18262  201485  721027  283235  25740	Percent  .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini  Decedur  Percent .9 2.3 25.1 51.2 18.3	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent  .9 2.4 25.6 52.3 18.7	1.000 Maximum Valid cases	5.000 s 1223028 1.Awards and 2.901 5.000 s 1221165 7.Job perform	Missing correcognition  Value  1 2 3 4 5 . Total Std dev  Missing corrected  Ance standa  Value	.870  cases 33453  programs to requency 80302 285303 596065 193650 65845 35316	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini  Mini  Percent  4.4	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum  Valid Percent 4.6
Cum Value Label Percent  .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing c  Value  1 2 3 4 5 .	Frequency  6733  18262  201485  721027  283235  25740  1256481  .709  28ases 25740  Frequency  11429  29264  315134  642723  230161  27770	Percent  .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini  Decedur  Percent .9 2.3 25.1 51.2 18.3 2.2	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent .9 2.4 25.6 52.3 18.7 Missing	1.000 Maximum  Valid cases	5.000 s 1223028 1.Awards and 2.901 5.000 s 1221165 7.Job perform	Missing correcognition  Value  1 2 3 4 5 . Total Std dev  Missing corrected ance standar  Value  1 2	.870  cases 33453  programs to requency  80302  285303  596065  193650  65845  35316  1256481  .928  cases 35316  rds are higher frequency  55892  235488	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini  Grecent  4.4  18.7	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum  Valid Percent 4.6 19.3
Cum Value Label Percent  .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741 	Value  1 2 3 4 5 . Total Std dev  Missing c Isor enforces  Value  1 2 3 4 5 . Total 5 . Total	Frequency 6733 18262 201485 721027 283235 25740 1256481 .709 sases 25746 Frequency 11429 29264 315134 642723 230161 27770 1256481	Percent  .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini  Decedur  Percent .9 2.3 25.1 51.2 18.3 2.2 100.0	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent .9 2.4 25.6 52.3 18.7 Missing 100.0	1.000 Maximum Valid cases	5.000 s 1223028 1.Awards and 2.901 5.000 s 1221165 7.Job perform	Missing correcognition  Value  1 2 3 4 5 . Total Std dev  Missing corrected  Ance standa  Value	.870  cases 33453  programs to  Frequency  80302  285303  596065  193650  65845  35316  1256481  .928  cases 35316  rds are higher to be a second to be a se	Mini  ased i  Percent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini  gher f  Percent  4.4  18.7  48.9	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum  Valid Percent 4.6 19.3 50.3
Cum Value Label Percent  .5 2.0 18.4 77.0 100.0  Mean 1.000 Maximum Valid cases	4.020 5.000 1230741  .My supervi	Value  1 2 3 4 5 . Total Std dev  Missing c  Value  1 2 3 4 5 .	Frequency  6733  18262  201485  721027  283235  25740  1256481  .709  28ases 25740  Frequency  11429  29264  315134  642723  230161  27770	Percent  .5 1.5 16.0 57.4 22.5 2.0 100.0 Mini  Decedur  Percent .9 2.3 25.1 51.2 18.3 2.2	Percent  .5 1.5 16.4 58.6 23.0 Missing 100.0 mum  Valid Percent .9 2.4 25.6 52.3 18.7 Missing 100.0	1.000 Maximum  Valid cases	5.000 s 1223028 1.Awards and 2.901 5.000 s 1221165 7.Job perform	Missing correcognition  Value  1 2 3 4 5 . Total Std dev  Missing corrected ance standar  Value  1 2	.870  cases 33453  programs to requency  80302  285303  596065  193650  65845  35316  1256481  .928  cases 35316  rds are higher frequency  55892  235488	Mini  Brecent  6.4  22.7  47.4  15.4  5.2  2.8  100.0  Mini  Grecent  4.4  18.7	Valid Percent 6.6 23.4 48.8 15.9 5.4 Missing 100.0 mum  Valid Percent 4.6 19.3

		5	65836	5.2	5.4			1	19004	1.5	1.6
100.0			33571	2.7	Missing	1.6		2	52732	4.2	4.3
		Total	1256481	100.0	100.0	5.9		3	340018	27.1	27.8
Mean	3.029	Std dev	.892	Mini		33.7		4	569182	45.3	46.5
1.000 Maximum	5.000	bed dev	.032	11111	Lindin	80.2		5	242011	19.3	19.8
Valid cases		Missins s	22571			100.0		2			
		Missing c						m-+-1	33535	2.7	Missing
	.my supervi	sor understa.	nds the sai	ety p	Valid		2 505	Total	1256481	100.0	100.0
Cum Value Label		Value	Frequency	Percent	Percent	Mean 1.000	3.787	Std dev	.862	Mini	.mum
Percent						Maximum	5.000				
1.3		1	15390	1.2	1.3	Valid cases		Missing o	ases 33535		
4.9		2	44452	3.5	3.6	AH107AA aa		visor seldom	acts on per	sonne	
38.9		3	415507	33.1	34.0	Cum					Valid
87.7		4	595280	47.4	48.8	Value Label Percent		Value	Frequency	Percent	Percent
100.0		5	150442	12.0	12.3	rereeme		1	126541	10.1	10.4
100.0			35410	2.8	Missing	10.4		2		35.0	
		Total	1256481	100.0	100.0	46.4			439895		36.1
Mean	3.672	Std dev	.784	Mini	Lmum	87.9		3	505850	40.3	41.5
1.000 Maximum	5.000					97.4		4	115172	9.2	9.4
Valid cases	1221071	Missing c	ases 35410			100.0		5	32219	2.6	2.6
	 								36804	2.9	Missing
AH107X x	.Personnel	follow a reg	ular lockou	t/tag	Valid			Total	1256481	100.0	100.0
Cum Value Label		Value	Frequency	Percent		Mean 1.000	2.579	Std dev	.894	Mini	.mum
Percent						Maximum	5.000				
2.3		1	28494	2.3	2.3	Valid cases		Missing o	ases 36804		
		2	47615	3.8	3.9						
6.2		3	695096	55.3	57.1		.Emergency	y response-re	lated proce	dures	Valid
63.3		4	323108	25.7	26.5	Cum Value Label		Value	Frequency	Percent	Percent
89.9		5	123620	9.8	10.1	Percent					
100.0			38549	3.1	Missing	9.9		1	120450	9.6	9.9
		Total	1256481	100.0	100.0	42.0		2	391234	31.1	32.1
Mean	3.382	Std dev	.811	Mini		82.5		3	493508	39.3	40.5
1.000 Maximum	5.000	Dea dev	.011			96.3		4	167888	13.4	13.8
Valid cases		Missing a	ageg 29540			100.0		5	44813	3.6	3.7
		Missing c				100.0			38588	3.1	Missing
AH107Y y	- .Safety tra	ining is par	t of every	new p	313			Total	1256481	100.0	100.0
Cum					Valid	Mean	2.692	Std dev	.953	Mini	.mum
Value Label Percent		Value	Frequency	Percent	Percent	1.000 Maximum	5.000				
		1	26162	2.1	2.1	Valid cases	1217893	Missing o	ases 38588		
2.1		2	72128	5.7	5.9	AH107AC ac	.The work	of the comma	nd safety o	ffice	
8.1		3	381131	30.3	31.3	Cum			_		Valid
39.4		4	520523		42.7	Value Label Percent		Value	Frequency	Percent	Percent
82.1		5	217740			rereeme		1	24826	2.0	2.0
100.0						2.0					
			38797		Missing	7.1		2	61301	4.9	5.0
		Total	1256481	100.0	100.0	55.9		3		47.2	
Mean 1.000	3.683	Std dev	.906	Mini	ımum	90.7		4		33.6	
Maximum	5.000					100.0		5	112924		
Valid cases		Missing c							41873	3.3	Missing
AH107Z Z		leadership i	s sincere i	n its				Total	1256481	100.0	100.0
Cum			1	***	Valid	Mean 1.000	3.442	Std dev	.810	Mini	.mum
Value Label Percent		Value	Frequency	Percent	Percent	Maximum	5.000				
1 01 00116						Valid cases	1214608	Missing o	ases 41873		

								Total	1256481	100.0	100.0
AH107AD a	d.Leadership	sets a pos	itive safet	y exa	Valid	Mean	3.452	Std dev	.837	Mini	mum
Cum Value Label Percent		Value	Frequency	Percent	Percent	1.000 Maximum	5.000				
		1	26330	2.1	2.2	Valid cases		Missing o	cases 45114		
2.2		2	58249	4.6	4.8	AH107AH 8	 ah.The safety	officer(s	) has high s	tatus	
7.0		3	451851	36.0	37.2	Cum					Valid
44.2		4	510533	40.6	42.0	Value Labe: Percent	1	Value	Frequency	Percent	Percent
86.2		5	168029	13.4	13.8			1	44044	3.5	3.6
100.0			41489	3.3	Missing	3.6		2	120016	9.6	9.9
		Total	1256481	100.0	100.0	13.5		3	626919	49.9	51.8
Mean	3.606	Std dev	.861	Mini	Lmum	65.3		4	316628	25.2	26.1
1.000 Maximum	5.000					91.4		5	103689	8.3	8.6
Valid cases	1214992		ases 41489			100.0			45185	3.6	Missing
	-							Total	1256481	100.0	100.0
Cum	e.My supervi				Valid	Mean 1.000	3.261	Std dev	.883	Mini	mum
Value Label Percent		Value	Frequency	Percent	Percent	Maximum	5.000		454.05		
		1	12836	1.0	1.1	Valid cases			cases 45185		
1.1		2	45495	3.6	3.8		ai.Hazards th	at are not	fixed right	away	Valid
4.8		3	449923	35.8	37.1	Cum Value Labe Percent	1	Value	Frequency	Percent	Percent
86.4		4	538869	42.9	44.5			1	112732	9.0	9.3
100.0		5	164303	13.1	13.6	9.3		2	390250	31.1	32.2
			45055 	3.6	Missing	41.6		3	522884	41.6	43.2
		Total	1256481	100.0	100.0	84.8		4	148756	11.8	12.3
Mean 1.000	3.657	Std dev	.797	Mini	Lmum	97.1		5	35572	2.8	2.9
Maximum	5.000					100.0			46288	3.7	Missing
Valid cases	1211426		ases 45055					Total	1256481	100.0	100.0
AH107AF a	 f.The system	n of prevent	ive mainten	ance		Mean	2.673	Std dev	.910	Mini	mum
Cum		1	_		Valid	1.000 Maximum	5.000				
Value Label Percent		Value	Frequency	Percent	Percent	Valid cases	3 1210193		cases 46288		
		1	92103	7.3	7.6						
7.6		2	370981	29.5	30.6		aj.Personnel	take part v	when acciden	.c or	Valid
38.1		3	529027	42.1	43.6	Cum Value Labe	1	Value	Frequency	Percent	Percent
81.7		4	169919	13.5	14.0	Percent		1	16707	1 2	1 4
95.7 100.0		5	51851	4.1	4.3	1.4		2	16787 54922	1.3	1.4
100.0			42600	3.4	Missing	5.9					
		Total	1256481	100.0	100.0	50.0		3	533471	42.5	44.1
Mean 1.000	2.768	Std dev	.931	Mini	Lmum	90.8		5	494131 111233	39.3 8.9	40.8
Maximum	5.000					100.0		5	45937	3.7	9.2 Missing
Valid cases	1213881		ases 42600					Total	1256481	100.0	100.0
						Mean	3.519	Std dev	.779	Mini	
Cum	.g.zcaacz	regularly	parcicipace	.5 111	Valid	1.000 Maximum	5.000	Dea dev			
Value Label Percent		Value	Frequency	Percent	Percent	Valid cases			cases 45937		
1.9		1	23568	1.9	1.9				through my		
9.0		2	85169	6.8	7.0		ak.The traini	na brovided	r curougu my	aupe	Valid
53.6		3	541014	43.1	44.7	Cum Value Labe Percent	1	Value	Frequency	Percent	Percent
90.2		4	443329	35.3	36.6	rercent		1	13214	1.1	1.1
100.0		5	118287	9.4	9.8	1.1		2	50282	4.0	4.2
100.0			45114	3.6	Missing	5.2		2	50282	4.0	4.2

		3	479608	38.2	39.6	Value Label		Value	Frequency	Percent	Percent
44.8		4	538883	42.9	44.5	Percent					
89.3		5	128993	10.3	10.7	1.2		1	14164	1.1	1.2
100.0			45501	3.6	Missing	5.6		2	53175	4.2	4.4
		Total	1256481	100.0	100.0	50.6		3	543851	43.3	45.0
Mean	3.595	Std dev	.776	Mini	Lmum	88.9		4	462977	36.8	38.3
1.000 Maximum	5.000					100.0		5	133955	10.7	11.1
Valid cases	3 1210980	Missing c	ases 45501						48359 	3.8	Missing
								Total	1256481	100.0	100.0
AH107AL a	al.It is wel	.l known that	leadership	igno	Valid	Mean 1.000	3.538	Std dev	.793	Mini	Lmum
Cum Value Label	L	Value	Frequency	Percent	Percent	Maximum	5.000				
Percent						Valid cases			ases 48359		
9.6		1	117149	9.3	9.6	AH107AP ap		ı, lighting	, noise, an	d oth	
37.8		2	342333	27.2	28.2	Cum					Valid
85.4		3	577147	45.9	47.5	Value Label Percent		Value	Frequency	Percent	Percent
96.2		4	131787	10.5	10.9			1	34615	2.8	2.9
100.0		5	46112	3.7	3.8	2.9		2	106320	8.5	8.8
			41954	3.3		11.6		3	413165	32.9	34.1
		Total	1256481	100.0	100.0	45.7		4	539078	42.9	44.5
Mean 1.000	2.710	Std dev	.919	Mini	imum	90.2		5	119029	9.5	9.8
Maximum	5.000		44.05			100.0			44275	3.5	Missing
Valid cases		Missing c	ases 41954					Total	1256481	100.0	100.0
		y officer is	readily av	ailab	** 3 ! 3	Mean	3.496	Std dev	.891	Mini	imum
Cum Value Label		77-1	D	D	Valid	1.000 Maximum	5.000				
Percent	L	value	Frequency	Percent	Percent	Valid cases			ases 44275		
2.2		1	28104	2.2	2.3						
2.3		1 2	28104 74813	2.2 6.0	2.3	AH107AQ aq					Valid
8.5						AH107AQ aq Cum Value Label		ersonnel do		pers	Valid
8.5 54.2		2	74813	6.0	6.2	AH107AQ aq		ersonnel do	n't use the Frequency	pers	Valid Percent
8.5 54.2 89.6		2	74813 552437	6.0 44.0	6.2 45.7	AH107AQ aq Cum Value Label		ersonnel do Value	n't use the Frequency 100839	pers Percent	Valid Percent 8.3
8.5 54.2		2 3 4	74813 552437 428535	6.0 44.0 34.1	6.2 45.7 35.4	AH107AQ aq Cum Value Label Percent		ersonnel do Value 1	n't use the Frequency	pers	Valid Percent
8.5 54.2 89.6		2 3 4	74813 552437 428535 125959	6.0 44.0 34.1 10.0	6.2 45.7 35.4 10.4	AH107AQ aq Cum Value Label Percent		value	requency  100839  372702	Percent 8.0 29.7	Valid Percent 8.3 30.8
8.5 54.2 89.6	3.454	2 3 4 5	74813 552437 428535 125959 46633	6.0 44.0 34.1 10.0 3.7	6.2 45.7 35.4 10.4 Missing	AH107AQ aq Cum Value Label Percent  8.3 39.1		value  1 2 3	Frequency 100839 372702 504118	Percent 8.0 29.7 40.1	Valid Percent  8.3 30.8 41.6
8.5 54.2 89.6 100.0	3.454 5.000	2 3 4 5 Total	74813 552437 428535 125959 46633  1256481	6.0 44.0 34.1 10.0 3.7 	6.2 45.7 35.4 10.4 Missing	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7		value  Value  1  2  3  4	Frequency 100839 372702 504118 190766	Percent  8.0 29.7 40.1 15.2	Valid Percent  8.3 30.8 41.6 15.8
8.5 54.2 89.6 100.0 Mean 1.000 Maximum	5.000 s 1209848	2 3 4 5 . Total Std dev	74813 552437 428535 125959 46633 1256481 .848	6.0 44.0 34.1 10.0 3.7 	6.2 45.7 35.4 10.4 Missing  100.0	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5		value  Value  1 2 3 4 5	n't use the Frequency 100839 372702 504118 190766 42608	Percent 8.0 29.7 40.1 15.2 3.4	Valid Percent  8.3 30.8 41.6 15.8 3.5
8.5 54.2 89.6 100.0 Mean 1.000 Maximum Valid cases	5.000 s 1209848	2 3 4 5 . Total Std dev	74813 552437 428535 125959 46633  1256481 .848	6.0 44.0 34.1 10.0 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing  100.0	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0		value  Value  1 2 3 4 5	n't use the Frequency  100839 372702 504118 190766 42608 45449	Percent  8.0 29.7 40.1 15.2 3.4 3.6	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0
8.5 54.2 89.6 100.0 Mean 1.000 Maximum Valid cases	5.000 s 1209848	2 3 4 5 . Total Std dev Missing c	74813 552437 428535 125959 46633  1256481 .848	6.0 44.0 34.1 10.0 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing  100.0	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0	.A lot of pe	Value  Value  1 2 3 4 5 . Total	100839 372702 504118 190766 42608 45449	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 an.Personnel	2 3 4 5 . Total Std dev  Missing c	74813 552437 428535 125959 46633  1256481 .848	6.0 44.0 34.1 10.0 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing  100.0	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000	Value  Value  1 2 3 4 5 . Total Std dev	Frequency  100839  372702  504118  190766  42608  45449   1256481  .937	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 an.Personnel	2 3 4 5 . Total Std dev  Missing c	74813 552437 428535 125959 46633 	6.0 44.0 34.1 10.0 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing  100.0	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  Value  1 2 3 4 5 . Total Std dev	100839 372702 504118 190766 42608 45449 	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 an.Personnel	2 3 4 5 . Total Std dev  Missing c	74813 552437 428535 125959 46633 1256481 .848 cases 46633 to report s	6.0 44.0 34.1 10.0 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing  100.0 imum	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases AH107AR ar	2.754 5.000 1211033	Value  Value  1 2 3 4 5 . Total Std dev	100839 372702 504118 190766 42608 45449 	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 an.Personnel	2 3 4 5 . Total Std dev  Missing c . are afraid Value	74813 552437 428535 125959 46633 1256481 .848 to report s Frequency 145130	6.0 44.0 34.1 10.0 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing 100.0 imum	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  Value  1 2 3 4 5 . Total Std dev  Missing commissions the	100839 372702 504118 190766 42608 45449 	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 an.Personnel	2 3 4 5 . Total Std dev  Missing c . are afraid  Value  1 2	74813 552437 428535 125959 46633 1256481 .848 to report s Frequency 145130 426798	6.0 44.0 34.1 10.0 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing 100.0 imum Valid Percent	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases AH107AR ar Cum	2.754 5.000 1211033	Value  Value  1 2 3 4 5 . Total Std dev  Missing coinsists the	100839 372702 504118 190766 42608 45449 	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent
8.5 54.2 89.6 100.0 Mean 1.000 Maximum Valid cases 	5.000 s 1209848 an.Personnel	2 3 4 5 Total Std dev  Missing c are afraid  Value  1 2 3	74813 552437 428535 125959 46633 1256481 .848 to report s Frequency 145130 426798 495201	6.0 44.0 34.1 10.0 3.7 100.0 Mini afety Percent 11.6 34.0 39.4	6.2 45.7 35.4 10.4 Missing 100.0 imum Valid Percent 12.0 35.3 40.9	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  1 2 3 4 5 . Total Std dev  Missing communities the Value 1	100839 372702 504118 190766 42608 45449 	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini  ors t  Percent	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 an.Personnel	2 3 4 5 . Total Std dev  Missing c . are afraid  Value  1 2 3 4	74813 552437 428535 125959 46633 1256481 .848 to report s Frequency 145130 426798 495201 108612 34150 46590	6.0 44.0 34.1 10.0 3.7 100.0 Mini afety Percent 11.6 34.0 39.4 8.6 2.7	6.2 45.7 35.4 10.4 Missing 100.0 imum Valid Percent 12.0 35.3 40.9 9.0	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  1 2 3 4 5 . Total Std dev  Missing c insists th	100839 372702 504118 190766 42608 45449 1256481 .937 sases 45449 1256481 .937	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini  Ors t  Percent .9 2.3	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent .9 2.4
8.5 54.2 89.6 100.0 Mean 1.000 Maximum Valid cases 	5.000 s 1209848 an.Personnel	2 3 4 5 . Total Std dev  Missing c . are afraid  Value  1 2 3 4	74813 552437 428535 125959 46633 1256481 .848 to report s Frequency 145130 426798 495201 108612 34150	6.0 44.0 34.1 10.0 3.7 100.0 Mini afety Percent 11.6 34.0 39.4 8.6 2.7	6.2 45.7 35.4 10.4 Missing 100.0 imum Valid Percent 12.0 35.3 40.9 9.0 2.8	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  1 2 3 4 5 . Total Std dev  Missing c insists th  Value 1 2 3	100839 372702 504118 190766 42608 45449 1256481 .937 tasses 45449 Frequency 11128 28910 437186	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini  Ors t  Percent .9 2.3 34.8	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent .9 2.4 36.1
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 an.Personnel	2 3 4 5 Total Std dev  Missing c are afraid  Value  1 2 3 4 5	74813 552437 428535 125959 46633 1256481 .848 to report s Frequency 145130 426798 495201 108612 34150 46590	6.0 44.0 34.1 10.0 3.7 100.0 Mini afety Percent 11.6 34.0 39.4 8.6 2.7 3.7	6.2 45.7 35.4 10.4 Missing 100.0 imum Valid Percent 12.0 35.3 40.9 9.0 2.8 Missing 	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  1 2 3 4 5 . Total Std dev  Missing common co	100839 372702 504118 190766 42608 45449 1256481 .937 states 45449 tat supervise Frequency 11128 28910 437186 548552	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini  ors t  Percent .9 2.3 34.8 43.7	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent  .9 2.4 36.1 45.3
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848 	2 3 4 5 Total Std dev  Missing c are afraid  Value  1 2 3 4 5 . Total	74813 552437 428535 125959 46633 1256481 .848  cases 46633 to report s  Frequency 145130 426798 495201 108612 34150 46590	6.0 44.0 34.1 10.0 3.7 100.0 Mini afety Percent 11.6 34.0 39.4 8.6 2.7 3.7 100.0	6.2 45.7 35.4 10.4 Missing 100.0 imum Valid Percent 12.0 35.3 40.9 9.0 2.8 Missing 	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  1 2 3 4 5 . Total Std dev  Missing c insists th  Value 1 2 3	100839 372702 504118 190766 42608 45449 1256481 .937 state supervise Frequency 11128 28910 437186 548552 183927	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini  Ors t  Percent .9 2.3 34.8 43.7 14.6	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent  .9 2.4 36.1 45.3 15.2
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848	2 3 4 5 . Total Std dev  Missing c . are afraid  Value  1 2 3 4 5 . Total Std dev	74813 552437 428535 125959 46633 1256481 .848  cases 46633 to report s  Frequency 145130 426798 495201 108612 34150 46590	6.0 44.0 34.1 10.0 3.7 100.0 Mini afety Percent 11.6 34.0 39.4 8.6 2.7 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing 100.0 imum Valid Percent 12.0 35.3 40.9 9.0 2.8 Missing 	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  1 2 3 4 5 . Total Std dev  Missing c insists th  Value  1 2 3 4 5 .	100839 372702 504118 190766 42608 45449 1256481 .937 states 45449 1256481 .937 states 45449 12128 28910 437186 548552 183927 46780	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini  Ors t  Percent  .9 2.3 34.8 43.7 14.6 3.7	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent  .9 2.4 36.1 45.3 15.2 Missing
8.5 54.2 89.6 100.0  Mean 1.000 Maximum  Valid cases	5.000 s 1209848	2 3 4 5 . Total Std dev  Missing c . are afraid  Value  1 2 3 4 5 . Total Std dev	74813 552437 428535 125959 46633 1256481 .848 to report s Frequency 145130 426798 495201 108612 34150 46590 1256481 .914	6.0 44.0 34.1 10.0 3.7 100.0 Mini afety Percent 11.6 34.0 39.4 8.6 2.7 3.7 100.0 Mini	6.2 45.7 35.4 10.4 Missing 100.0 imum  Valid Percent 12.0 35.3 40.9 9.0 2.8 Missing 100.0	AH107AQ aq Cum Value Label Percent  8.3 39.1 80.7 96.5 100.0  Mean 1.000 Maximum Valid cases	2.754 5.000 1211033	Value  1 2 3 4 5 . Total Std dev  Missing common co	100839 372702 504118 190766 42608 45449 1256481 .937 states 45449 1256481 frequency 11128 28910 437186 548552 183927 46780	Percent  8.0 29.7 40.1 15.2 3.4 3.6 100.0 Mini  Ors t  Percent .9 2.3 34.8 43.7 14.6 3.7	Valid Percent  8.3 30.8 41.6 15.8 3.5 Missing 100.0 imum  Valid Percent  .9 2.4 36.1 45.3 15.2 Missing 100.0

	5.000							Missing			
Valid cases			ases 46780			AH107AT	at.Person	nel rarely tak	e part in t	he dev	Valid
AH107AS as	.Leadership	annually s	sets safety	goals	Valid	Cum Value Lab	el	Value	Frequency	Percent	
Cum Value Label		Value	Frequency	Percent	Percent	Percent		1	68005	5.4	5.6
Percent			00500	1 0	1 0	5.6		1			
1.9		1	22798	1.8	1.9	32.8		2		26.3	27.2
8.4		2	78389	6.2	6.5	81.6		3		47.0	48.7
56.4		3	578090	46.0	48.0	96.8		4		14.7	15.3
89.4		4	397710	31.7	33.0	100.0		5	38418	3.1	3.2
100.0		5	127706	10.2	10.6				44621	3.6	Missir
			51789	4.1	Missing			Total	1256481	100.0	100.0
		Total	1256481	100.0	100.0	Mean 1.000	2.832	Std dev	.865	Min	imum
Mean 1.000	3.439	Std dev	.838	Mini	Lmum	Maximum	5.000	)			
Maximum	5.000					Valid cas	es 1211860	Missing	cases 4462	1	
	.The increa	sed stress	levels and	opera	Valid			Total		100.0	100.0
Cum Value Label Percent		Value	Frequency	Percent	Percent	Mean 1.000 Maximum	2.549	Std dev	1.064	Minim	ım
		1	68890	5.5	5.7		5.000	201	45505		
5.7		2	281369	22.4	23.2			Missing cas			
28.9		3	569573	45.3	47.1	AH107AX a:	k.My super	visor is conce	ened for my	wel	
76.0		4	221630	17.6	18.3	Cum					Valid
94.3		5	68922	5.5	5.7	Value Label Percent		Value I	Frequency F	ercent l	Percent
100.0			46097	3.7	Missing			1	24885	2.0	2.1
		Total	1256481	100.0	100.0	2.1		2	40801	3.2	3.4
Mean	2.951	Std dev	.932	Mini	Lmum	5.4		3	359867	28.6	29.7
1.000 Maximum	5.000					35.1		4	507858	40.4	41.9
Valid cases		Missing o	ases 46097			77.1		5	277484	22.1	22.9
						100.0 Missing		J		45586	
AH107AV av	.Most off-d	uty vehicul	ar accident	s are	Valid	MIBBING			Total	125648	 1 100
Cum Value Label		Walue	Frequency	Dergent		100.0			IOCAI	123040.	1 100
Percent		varue	Frequency	Percent	Percent	Mean 1.000	3.803	Std dev	.898	Minim	am
0.0		1	26957	2.1	2.2	Maximum	5.000				
2.2		2	58339	4.6	4.8	Valid cases	1210896	Missing cas	ses 45586		
7.0		3	416533	33.2	34.3						
41.3		4	466750	37.1	38.4						
79.7		5	246227	19.6	20.3						
100.0			41676	3.3	Missing						
		Total	1256481	100.0	100.0						
Mean 1.000	3.697	Std dev	.920	Mini	imum						
Maximum	5.000										
Valid cases			ases 41676								
AH107AW aw	.It is not	the Departm	ent of Defe	nse's	Valid						
Cum Value Label Percent		Value	Frequency	Percent							
18.0		1	217787	17.3	18.0						
48.2		2	365542	29.1	30.2						
		3	435848	34.7	36.0						
84.2		4	128541	10.2	10.6						
		4									
94.8		5	63258	5.0	5.2						

# IE-2008-007 Evaluation of the DoD Safety Program: Active Duty Safety Survey Results

AH108	Work Environme	ent			Valid	Navy 60.5		2	330341	26.3	26.3
Cum					valiu	Marine Corps	3	3	152429	12.1	12.1
Value Lab	oel	Value	Frequency	Percent	Percent						
Percent						Air Force		4	343440	27.3	27.3
			545500		40.0	100.0					
Office 42.0		1	517538	41.2	42.0			Total	1256481	100.0	100.0
Shop		2	120564	9.6	9.8			IOLAI	1230401	100.0	100.0
51.8		_				Mean	2.326	Std dev	1.205	Mini	.mum
Maintenar	nce	3	126411	10.1	10.3	1.000					
62.0						Maximum	4.000				
Outdoors/ 71.5	/Field	4	116129	9.2	9.4	** 1 ! 1	1056401				
71.5 Flightlir	20	5	111693	8.9	9.1	Valid cases					
80.5	.10	3	111093	0.9	9.1						
Ship		6	69778	5.6	5.7	XPAYGRP2 In	mputed Pavgr	ade Group 2	- 5 levels		
86.2							1				Valid
Clinic/Ho	ospital	7	67871	5.4	5.5	Cum					
91.7						Value Label		Value	Frequency	Percent	Percent
Other		8	102414	8.2	8.3	Percent					
100.0			24084	1 9	Missing	E1-E4		1	487440	38.8	38.8
		•				38.8		-	107110	30.0	30.0
		Total	1256481	100.0	100.0	E5-E9		2	560341	44.6	44.6
						83.4					
Mean	3.143	Std dev	2.384	Mini	.mum	W1-W5		3	15652	1.2	1.2
1.000 Maximum	8.000					84.6 01-03		4	113017	9.0	9.0
Maxillulli	8.000					93.6		**	113017	9.0	9.0
Valid cas	ses 1232398	Missing c	ases 24084	ł		04-06		5	80031	6.4	6.4
						100.0					
XSVC	Imputed Servi	ce			** 111			Total	1256481	100.0	100.0
Cum					Valid	Mean	1.995	Ctd dow	1.155	Mini	miim
Value Lak	pel	Value	Frequency	Percent	Percent	1.000	1.793	bea dev	1.133	MIIII	······
Percent			1			Maximum	5.000				
Army		1	430270	34.2	34.2	Valid cases	1256481	Missing c	ases 0		
34.2											

# **Appendix E – NSC Methods and Data Analysis**

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

#### SAFETY BAROMETER Background

The content of the Safety Barometer survey form (Appendix 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 items of organizations with high versus low injury rates, analysis of the best National Safety Council member safety programs, and examination of numerous safety program survey and audit questionnaires. The usefulness of the format was verified through testing with more than 100 establishments throughout the United States.

### **Results Interpretation**

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

#### **Administration Process**

Active duty personnel participated in the Safety Barometer survey in spring 2005. The Safety Barometer was administered as part of a periodic on-line survey conducted by DoD's Defense Manpower Data Center. Data collected through this process were forwarded to the National Safety Council for initial analysis.

#### **Safety Barometer Content**

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

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

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

agreement with a negative description has a negative implication.

In the table below, Safety Barometer statements that address related program items are grouped into six standard and one Customized program categories. Together, they present a comprehensive overview of the DoD's safety program.

# **SAFETY BAROMETER Statement Groupings by Program Category**

Program Category	<b>Statement Letters</b>
Leadership Participation	G, N, T, AD, AG, AL, AS
Supervisor Participation	E, L, R, W, AA, AE, AK, AN, AO
Personnel Participation	A, D, K, Q, S, X, AJ, AQ, AT
Safety Support Activities	F, H, M, O, U, Y, AB, AC, AF, AM
Safety Support Climate	C, J, P, V, Z, AH, AI, AP, AR
Organizational Climate	B, I
Customized	AU, AV, AW, AX

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

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

The fourth category concerns activities frequently found in successful programs:

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

The remaining two categories consider personnel perceptions of the organizational climate and values that govern leadership's mode of operation:

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

Finally, four **Customized Items** were developed to assess safety program items of specific interest to DoD regarding the topic of off-duty safety.

### **National Safety Council Database**

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

#### **Data Analyses**

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

+2 = Strongly Agree

+1 = Agree

0 = No Opinion

-1 = Disagree

-2 = Strongly Disagree

Responses to statements with negative descriptions were scored oppositely.

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

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

# Appendix F – Response Distributions by Grade

Coun							AH107C	1	+   86830	118431	2963	25098	1981
Col P	ct  E	E1-E4	E5-E9	W1-W5	01-03	04-06	253135		18.0	21.3	19.2	22.3	24.
		1	2	3	4	5	20.3	2	++	217637	7320	55736	4163
	+- 1	13039	7486	242	+	542	470091	2	30.6	39.1		49.6	52.
	- , 	2.7	1.3				37.7		++	+	+	+	
	+-	+			+	+	313033	3	142000			21416	1268
	2	33855	34188				25.1		29.4	23.9	23.4	19.1	15.
		7.0	6.1	6.5	6.4	5.9	156529	4	+   76774	64999	1278	8731	474
	3	132854	129294	2727	23739	13813	12.5		15.9	11.7	8.3	7.8	5.
		27.4	23.1	17.6	21.0	17.3		5	++   29597	22850	267	1396	92
	4	221756	283091	8544	+   62067	46626	55036		6.1	4.1	1.7	1.2	1.
	1	45.7	50.7	55.2	55.0	58.4	4.4		++	+	+	+	
	+- 5	83261	104784	2066	+	14170	1247823	Column	482964	557241	15432	112377	7980
	5   1	17.2	18.8	2966 19.1		14179	100.0	Total	38.7	44.7	1.2	9.0	6.
	+-				+	+,.,,	Number o	of Missing O	bservation	ıs: 8659			
Colu	mn	484765	558842	15492	112908	79899		d.Personnel 2.Imputed Pa				by by	
Tot	al	38.7	44.6	1.2	9.0	6.4		Count	1				
of Missin	g Obs	servation	ıs: 4574				_	Col Pct	E1-E4 	E5-E9	W1-W5 (	01-03	04-06
				a	 :		Row		1	2	3	4	5
			ontact ar		ic by		Total				+	+	
impurea	Pays	grade Gro	up 2 - 5	ICVCID			AH107D	1	20793	16878	345	2271	149
Coun Col P	t		E5-E9	W1-W5	01-03	04-06	41784	1	20793	16878  3.0		2271	
Coun	t		_		01-03	04-06		1			2.2		1.
Coun Col P	t   ct  E	1	E5-E9 2	w1-w5 3	4	5	41784 3.4 152839		4.3  +	3.0	2.2	2.0	1.  878
Coun Col P	t	1   30575	E5-E9 2   27549	W1-W5 3 318	4   +    1754	5   + 1741	41784	2	4.3 +	3.0  	2.2	2.0  + 13845  12.3	878 11
Coun Col P	t   ct  E	1	E5-E9 2	W1-W5 3 318	4   +    1754	5   + 1741	41784 3.4 152839		4.3 +	3.0  	2.2  	2.0  + 13845  12.3  + 37930	878 11. 2630
Coun Col P	t   ct  E	1   30575	E5-E9 2   27549	W1-W5 3 318 2.1	4   +	5   + 1741  2.2	41784 3.4 152839 12.3	2	4.3 +	3.0  	2.2  	2.0  + 13845  12.3	878 11. 2630
Coun Col P	t   ct  E	1   30575  6.3	E5-E9  2   27549  4.9	W1-W5  3  318  2.1  1375	4   	5   1741   2.2   6308	41784 3.4 152839 12.3 457681	2	4.3 +	3.0  	2.2  1530  9.9  4761  30.8	2.0  + 13845  12.3  + 37930	2630 33.
Coum Col P	t   ct  E	1   30575  6.3	2   2   27549  4.9	W1-W5  3 318 2.1 1375 8.9	4     1754   1.6    9365   8.3	5   1741  2.2  6308  7.9	41784 3.4 152839 12.3 457681 36.8	2	4.3 4.3 61047 12.7 12.7 184588 38.4	3.0  67631  12.2  204098  36.7	2.2  1530  9.9  4761  30.8	2.0  	2630 333.
Coum Col P	t   ct   F	1   30575  6.3  75823	2   2   27549  4.9  66683  11.9	338 2.1 1375 8.9 2415	4     1754   1.6    9365    8.3	5   1741   2.2   6308   7.9	41784 3.4 152839 12.3 457681 36.8 494694 39.7	2	4.3 	3.0  67631  12.2  204098  36.7	2.2  1530  9.9  4761  30.8  7468  48.4	2.0  13845  12.3  37930  33.7	1. 878 11. 2630 33. 3813 48.
Coun	t   ct   F  +-1	1   30575   6.3   75823   15.7   124229   25.7	E5-E9  2   27549  4.9  66683  11.9	338 2.1 1375 8.9 2415 15.6	4     1754   1.6    9365    8.3   18476    16.4	5   1741  2.2  	41784 3.4 152839 12.3 457681 36.8 494694 39.7	3	4.3 4.3 61047 12.7 184588 38.4 176209 36.6 4.3	3.0  67631  12.2  204098  36.7  222687  40.0	2.2  1530  9.9  4761  30.8  7468  48.4	2.0  13845  12.3  37930  33.7  50198  44.7	2630 333. 48.
Coun	t   ct   F	1-E4  1   30575  6.3  75823  15.7	25-E9  2   27549  4.9  66683  11.9  113971  20.4	338 2.1 1375 8.9 2415 15.6	4     1754   1.6    9365   8.3    18476   16.4	5   1741  2.2  6308  7.9  11223  14.1	41784 3.4 152839 12.3 457681 36.8 494694 39.7	2 3 4	4.3    61047    12.7    184588    38.4    176209    36.6	3.0  67631  12.2  204098  36.7  222687  40.0  44986  8.1	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3	1. 878 11 2630 33 381: 48 478 6
Coun	t   ct   F  +-1	1   30575   6.3   75823   15.7   124229   25.7	25-E9  2   27549  4.9  66683  11.9  113971  20.4	338 2.1 1375 8.9 2415 15.6	4     1754   1.6    9365   8.3    18476   16.4	5   1741  2.2  6308  7.9  11223  14.1	41784 3.4 152839 12.3 457681 36.8 494694 39.7	3	4.3    61047    12.7    184588    38.4    176209    36.6	3.0  67631  12.2  204098  36.7  222687  40.0	2.2  1530  9.9  4761  30.8  7468  48.4	2.0  13845  12.3  37930  33.7  50198  44.7	1 878 11 2630 33 3811 48 478 6 7950
Coun	t   ct   F  +-1	1   30575   6.3   75823   15.7   124229   25.7   189005   39.0	E5-E9  2   27549  4.9  66683  11.9  20.4  268288  48.0	W1-W5  3  318  2.1  1375  8.9	4     1754   1.6    9365   8.3    18476    16.4    65139    58.0	5   1741  2.2  6308  7.9  11223  14.1  46903  59.0	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0	2 3 4 5 Column Total	4.3    61047    12.7    184588    38.4    176209    36.6    38349    8.0  +	3.0  67631  12.2  204098  36.7  222687  40.0  44986  8.1  556279	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  15436	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3	2630 33. 3813 48. 478 6.
Coun	tt	1-E4  1   30575  6.3  75823  15.7	E5-E9  2   27549  4.9  66683  11.9  20.4  268288  48.0	W1-W5  3  318  2.1  1375  8.9	4     1754   1.6    9365   8.3    18476    16.4    65139    58.0	5   1741  2.2  6308  7.9  11223  14.1  59.0  13282  16.7	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0 Number of	2 3 4 5	4.3  	3.0  67631  12.2  204098  36.7  40.0  44986  8.1  556279 44.7	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  15436 1.2	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3	1. 878 11. 2630 33. 3813 48. 478 6.
Coun	t tct   F	1   30575   6.3   75823   15.7   124229   25.7   189005   39.0	E5-E9  2   27549  4.9  66683  11.9  20.4  268288  48.0	W1-W5  3  318  2.1  1375  8.9	4     1754   1.6    9365   8.3    18476    16.4    65139    58.0	5   1741  2.2  6308  7.9  11223  14.1  46903  59.0	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0 Number of	2 3 4 5 Column Total of Missing O	4.3  	3.0  67631  12.2  204098  36.7  222687  40.0  8.1  556279 44.7	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  1.22	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3  112418 9.0	1. 878 11. 2630 33. 3813 48. 478 6.
Coun	t	1   30575   6.3   75823   15.7   124229   25.7   189005   39.0   64505   13.3	2   27549  4.9  66683  11.9  20.4  268288  48.0  82137  14.7	338 2.1 1375 8.9 2415 15.6 8953 57.8 2441 15.7	4     1754   1.6    9365   8.3    18476   16.4    65139   58.0    17625   15.7	5   1741  2.2  6308  7.9  11223  14.1  46903  59.0  13282  16.7	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0 Number of	2 3 4 5 Column Total of Missing O	4.3  	3.0  67631  12.2  204098  36.7  222687  40.0  8.1  556279 44.7	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  1.22	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3  112418 9.0	1. 878 11. 2630 33. 3813 48. 478 6.
Coun Col P	t ct   F	1   30575   6.3   75823   15.7   25.7   25.7   39.0   39.0   33.3   484137   38.7	2   27549  4.9  66683  11.9  20.4  268288  48.0  82137  14.7	W1-W5  3  318  2.1  1375  8.9  2415  15.6  8953  57.8  2441  15.7	4     1754   1.6    9365   8.3    18476   16.4    65139   58.0    17625   15.7	5   1741  2.2  6308  7.9  11223  14.1  46903  59.0  13282  16.7	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0 Number of	2 3 4 5 Column Total of Missing O	4.3  	3.0  67631  12.2  204098  36.7  222687  40.0  8.1  556279 44.7	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  1.2 gh job sa: levels	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3  112418 9.0	1. 878 11. 2630 33. 3811 48. 478 6. 7950
Coun Col P	tct   F	1   30575   6.3   75823   15.7   124229   25.7   189005   39.0   64505   13.3   484137   38.7	27549  4.9  66683  11.9  20.4  268288  48.0  14.7  558629 44.7	W1-W5  3  318 2.1  1375 8.9  2415 15.6  8953 57.8  2441 15.7  15502 1.2	4     1754   1.6    9365   8.3    18476    16.4    65139    58.0    17625    15.7	5   1741  2.2  6308  7.9  11223  14.1  46903  59.0  13282  16.7	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0 Number of Allore XPAYGRP 2	2 3 4 5 Column Total of Missing O	4.3  	3.0  12.2  204098  36.7  222687  40.0  8.1  556279 44.7 as: 11860	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  1.2  gh job satlevels W1-W5	2.0  13845  12.3  37930  33.7  50198  44.7  7.3  7.3  9.0	11 878 11 2630 33 381: 48 6 7950 6
Coun Col P	t ct   F	1   30575  6.3  75823  15.7  124229  25.7  189005  39.0  484137 38.7	27549  4.9  66683  11.9  20.4  268288  48.0  14.7  558629 44.7	W1-W5  3  318 2.1  1375 8.9  2415 15.6  8953 57.8  2441 15.7  15502 1.2	4     1754   1.6    9365   8.3    18476    16.4    65139    58.0    17625    15.7	5   1741  2.2  6308  7.9  11223  14.1  46903  59.0  13282  16.7  79457 6.4	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0 Number (	2 3 4 5 Column Total of Missing O	4.3    61047    12.7    184588    38.4    176209    36.6    38349    8.0    480987   38.6	3.0  12.2  204098  36.7  222687  40.0  8.1  556279 44.7  as: 11860  anima a hipp 2 - 5  E5-E9	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  1.2  9	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3  112418 9.0	04-06 5
Coun Col P	t ct   F	1   30575  6.3  75823  15.7  124229  25.7  189005  39.0  484137 38.7	27549  4.9  66683  11.9  20.4  268288  48.0  82137  14.7  558629 44.7	W1-W5  3  318 2.1  1375 8.9  2415 15.6  8953 57.8  2441 15.7  15502 1.2	4     1754   1.6    9365   8.3    18476    16.4    65139    58.0    17625    15.7	5   1741  2.2  6308  7.9  11223  14.1  46903  59.0  13282  16.7  79457 6.4	41784 3.4 152839 12.3 457681 36.8 494694 39.7 97623 7.8 1244621 100.0 Number c AH107E XPAYGRP2	2 3 4 5 Column Total of Missing O	4.3    61047    12.7    184588    38.4    176209    36.6    38349    8.0    480987   38.6	3.0  12.2  204098  36.7  222687  40.0  8.1  556279 44.7 as: 11860	2.2  1530  9.9  4761  30.8  7468  48.4  1332  8.6  1.2  gh job sailevels W1-W5 3	2.0  13845  12.3  37930  33.7  50198  44.7  8173  7.3  112418 9.0	11

61123	2	28232	27941	470	2627	1852	5.1		5.9	5.2	3.4	3.2	2.6
4.9		5.9	5.0	3.0	2.3	2.3	3.1	Column	++ 478097	555508	15442	111894	79806
	3	+   151322	147823	4084	26640	19498	1240747	Total	38.5	44.8	1.2	9.0	6.4
349366 28.0		31.4	26.5	26.4	23.7	24.5	100.0	Missing O	haowrati or	ng: 15725			
28.0	4	++-	263590	6921	60086	41539	Number of	. Missing O		18. 15/3			
570679	-	41.1	47.3	44.8	53.5	52.2		.Safety me Imputed Pa				n by	
45.7		++-	· +-	·	+	+		Count	!				
240817	5	91400	107946	3691	22279	15500		Col Pct	E1-E4 	E5-E9	W1-W5 (	01-03	04-06
19.3		18.9	19.4	23.9	19.8	19.5	Row Total		1	2	3	4	5
1247610	Column	482501	557707	15464	112387	79551	AH107H	1	++   58973	45924	1798	15950	9292
100.0	Total	38.7	44.7	1.2	9.0	6.4	131937		12.3	8.3	11.7	14.3	11.7
Number of	Missing O	bservations	s: 8872				10.6	2	++   120617	171263	6026	45621	32345
	.Detailed		s of the b	pase and f	bv		384873	2	27.1			40.8	40.7
	Imputed Pa						31.0		++		+-	+	+
	Count Col Pct	  E1-E4	E5-E9 W	V1-W5 0	1-03	04-06	482487	3	190061	•		36141	29981
Row		   1	2	3	4	5	38.9		39.7	39.8	32.4	32.3	37.7
Total AH107F		++	+-	+-	+	+	187177	4	74169	91941	2109	12226	6732
37924	1	16370	17997	471	1603	1483	15.1		15.5	16.5	13.7	10.9	8.5
3.1		3.4	3.2	3.0	1.4	1.9		5	++   26071	25096	455	1817	1203
107200	2	+   43576	47163	1410	7765	7286	54642		5.4	4.5	3.0	1.6	1.5
8.6		9.1	8.5	9.1	7.0	9.1	4.4	Column	++ 478891	555546	15370	111754	+ 79554
	3	++-   184479	+- 212769	+- 5737	43870	31801	1241115	Total	38.6	44.8	1.2	9.0	6.4
478656		38.4	38.3	37.1	39.3	39.9	100.0						
		1 30.1	50.5	37.1	55.5	55.5							
38.5		++-	· +-	+-	+	+	Number of	Missing O	bservation	ns: 15366	5		
38.5 484478	4	+   177043	219070	6535	48247	33583	AH107I i		work exist			by XPAYG	RP2.Imputed
		   177043    36.9	219070  39.4	6535  42.2	48247	+	AH107I i	Good team Group 2 -	work exist 5 levels			by XPAYG	RP2.Imputed
484478	4 5	177043   36.9   58633	219070  39.4  58491	6535  42.2	48247  43.3	33583  42.1  + 5526	AH107I i Paygrade	.Good team	work exist 5 levels		our unit.		RP2.Imputed
484478 39.0		   177043    36.9	219070  39.4	6535  42.2	48247	33583	AH107I i Paygrade Row	Good team Group 2 -	work exist 5 levels	s within	our unit.		
484478 39.0 133995		177043   36.9   58633	219070  39.4  58491	6535  42.2	48247  43.3	33583  42.1  + 5526	AH107I i Paygrade	Good team Group 2 - Count Col Pct	work exist 5 levels    E1-E4   1	E5-E9	our unit. W1-W5 (	01-03	04-06 5
484478 39.0 133995 10.8	5	177043   36.9   58633   12.2	219070   39.4   58491   10.5	6535   42.2   1318   8.5	48247  43.3 + 10027  9.0	33583  42.1  5526  6.9	AH107I i Paygrade Row	Good team Group 2 -	work exist 5 levels    E1-E4	E5-E9  2	our unit.  W1-W5 ( 3   365	01-03	04-06
484478 39.0 133995 10.8 1242253 100.0	5 Column	177043    36.9    58633    12.2  +	219070  39.4  58491  10.5  555489	6535   42.2   1318   8.5	48247  43.3  10027  9.0	33583  42.1  	AH107I i Paygrade Row Total AH107I	.Good team Group 2 - Count Col Pct	work exist 5 levels	E5-E9  2   28994  5.2	our unit.  W1-W5 (  3    365   2.4	2314	04-06 5   + 1091  1.4
484478 39.0 133995 10.8 1242253 100.0 Number of	Column Total Missing O	177043    36.9    58633    12.2  +	219070  39.4  58491  10.5  555489 44.7 s: 14228 on the imp	6535  42.2  	48247  43.3  10027  9.0	33583  42.1  	AH107I i Paygrade Row Total AH107I	Good team Group 2 - Count Col Pct	work exists 5 levels	E5-E9  2    28994   5.2	our unit.  W1-W5 (  3    365   2.4	2314 2.1 6948	04-06 5   + 1091  1.4  + 4239
484478 39.0 133995 10.8 1242253 100.0 Number of	Column Total Missing O	177043    36.9    58633    12.2  +	219070  39.4  58491  10.5  555489 44.7 s: 14228 on the imp	6535  42.2  	48247  43.3  10027  9.0	33583  42.1  	AH107I i Paygrade Row Total AH107I 69160	.Good team Group 2 - Count Col Pct	work exist 5 levels	E5-E9  2    28994   5.2	our unit.  W1-W5 (  3    365   2.4	2314	04-06 5   + 1091  1.4
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2.	Column Total Missing O	177043    36.9    58633    12.2  +	219070  39.4  58491  10.5  555489 44.7 a: 14228 on the impup 2 - 5 1	6535  42.2  	48247  43.3  10027  9.0  111512 9.0	33583  42.1  	AH107I i Paygrade  Row  Total AH107I 69160 5.6	.Good team Group 2 - Count Col Pct	work exists 5 levels	28994 5.2 56177 10.1	our unit.  W1-W5 (  3    365   2.4   870   5.6	2314   2.1   6948   6.2	04-06  5  + 1091  1.4 + 4239  5.3 + 11335
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2.	Column Total Missing O	177043    36.9    58633    12.2  +	219070  39.4  58491  10.5  555489 44.7 a: 14228 on the impup 2 - 5 1	6535  42.2  	48247  43.3  10027  9.0  111512 9.0	33583  42.1  	AH107I i Paygrade  Row  Total AH107I 69160 5.6  125847 10.1	Good team Group 2 - Count Col Pct	work exists 5 levels	28994 5.2 56177 10.1	our unit.  W1-W5 (  3    365   2.4   870   5.6	21-03 4   2314  2.1  6948  6.2	04-06  5  + 1091  1.4 + 4239  5.3 + 11335  14.2
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2.	Column Total Missing O Leadershi Imputed Pa Count Col Pct	177043   36.9   12.2   12.2   12.2   13.6   13.6   14.0   15.0	219070  39.4  58491  10.5  555489 44.7 s: 14228 con the impup 2 - 5 1 E5-E9 W	6535  42.2  	48247   43.3   10027   9.0   111512   9.0   by	33583  42.1  5526  6.9  79679 6.4	Row Total AH107I 69160 5.6 125847 10.1 312936 25.2	Good team Group 2 - Count Col Pct	work exists 5 levels	28994 5.2 56177 10.1	our unit.  W1-W5 (  3    365   2.4   870   5.6   2694   17.5	2314   2.1   6948   6.2	04-06  5  + 1091  1.4 + 4239  5.3 + 11335
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2.	Column Total Missing O	177043    36.9    58633    12.2  +	219070  39.4  58491  10.5  555489 44.7 s: 14228 on the impup 2 - 5 1 E5-E9 W	6535   42.2	48247  43.3  10027  9.0  111512 9.0 by	33583  42.1  	AH107I i Paygrade  Row  Total AH107I 69160 5.6  125847 10.1  312936 25.2  560098	Good team Group 2 - Count Col Pct	work exists 5 levels	28994 5.2 56177 10.1 143038 25.8	our unit.  W1-W5 (  3    365   2.4   870   5.6   17.5	2314  2.1  6948  6.2  18865  16.9	04-06  5   1091  1.4 + 4239  5.3 + 11335  14.2
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2.	Column Total Missing O	177043    36.9    58633    12.2    480101   38.6   bservations   by s views of the servations   E1-E4	219070  39.4  58491  10.5  555489 44.7 s: 14228 con the imp 2 - 5 1 E5-E9 W 2   58811  10.6	6535  42.2	48247   43.3   10027   9.0   111512   9.0   10027   111512   9.0	33583  42.1  5526  6.9  79679 6.4	Row Total AH107I 69160 5.6 125847 10.1 312936 25.2 560098 45.2	Good team Group 2 - Count Col Pct	work exists 5 levels	28994 5.2 56177 10.1 143038 25.8 253753 45.7	our unit.  W1-W5 (  3    365   2.4   870   5.6   17.5   9111   59.1	2314 2.1  6948  6.2  18865  16.9	04-06  5
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2. Row Total AH107G 133184	Column Total Missing O Leadershi Imputed Pa Count Col Pct	177043   36.9   12.2	219070  39.4  58491  10.5  555489 44.7  s: 14228 on the impup 2 - 5 1  E5-E9  2   58811  10.6	6535   42.2   1318   8.5   15472   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.3   1	48247  43.3  10027  9.0  111512 9.0 by 11-03 4   16619  14.9	33583   42.1   5526   6.9   79679   6.4   04-06   5   12996   16.3	AH107I i Paygrade  Row  Total AH107I 69160 5.6  125847 10.1  312936 25.2  560098 45.2	Good team Group 2 - Count Col Pct	work exists 5 levels	E5-E9  2    28994   5.2   56177   10.1   143038   25.8   253753   45.7	our unit.  W1-W5 (  3    365   2.4   870   5.6   17.5   9111  59.1	2314  2314  2.1  6948  6.2  18865  16.9  5977  59.0	04-06  5  + 1091  1.4 + 4239  5.3 + 11335  14.2 + 45480  57.1
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2. Row Total AH107G 133184 10.7	Column Total Missing O	177043    36.9    58633    12.2    480101   38.6   bservations   by s views of the servations   E1-E4	219070  39.4  58491  10.5  555489 44.7 s: 14228 con the imp 2 - 5 1 E5-E9 W 2   58811  10.6	6535  42.2	48247   43.3   10027   9.0   111512   9.0   10027   111512   9.0	33583  42.1  5526  6.9  79679 6.4	Row Total AH107I 69160 5.6 125847 10.1 312936 25.2 560098 45.2	Good team Group 2 - Count Col Pct	work exists 5 levels	28994 5.2 56177 10.1 143038 25.8 253753 45.7 73371	our unit.  W1-W5 (  3    365   2.4   870   5.6   17.5   9111   59.1   2379   15.4	2314  2314  2.1  6948  6.2  18865  16.9  59.0	04-06  5  + 1091  1.4 + 4239  5.3 + 11335  14.2 + 45480  57.1 + 17525  22.0
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2. Row Total AH107G 133184 10.7 424794 34.2	Column Total Missing O	177043   36.9   12.2	219070  39.4  58491  10.5  555489 44.7 s: 14228 con the imp 2 - 5 1  E5-E9 W 2   58811  10.6  194732  35.1	6535   42.2   1318   8.5   15472   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.3   1	48247  43.3  10027  9.0  111512 9.0 by 11-03 4   16619  14.9	33583  42.1  	AH107I i Paygrade  Row  Total AH107I 69160 5.6  125847 10.1  312936 25.2  560098 45.2	Good team Group 2 - Count Col Pct	work exists 5 levels	E5-E9  2    28994   5.2   56177   10.1   143038   25.8   253753   45.7   73371   13.2	our unit.  W1-W5 (  3    365   2.4   870   5.6   17.5   9111   59.1   2379   15.4	2314  2.1  6948  6.2  18865  16.9  59.0  17642  15.8	04-06  5
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2. Row Total AH107G 133184 10.7	Column Total Missing Of Leadershi Imputed Par Count Col Pct	177043    36.9    58633    12.2    480101   38.6   bservations   by's views of the state of th	219070  39.4  58491  10.5  555489 44.7 s: 14228 con the imp 2 - 5 1  E5-E9 W 2   58811  10.6  194732  35.1	6535  42.2	48247   43.3   10027   9.0   111512   9.0   10027   111512   9.0   111512   9.0   111512   9.0   111512   11151	33583 42.1 5526 6.9 6.9 79679 6.4 04-06 5   16.3 16.3 38406 48.1	Row Total AH107I i Paygrade  Row Total AH107I 69160 5.6  125847 10.1  312936 25.2  560098 45.2  172372 13.9  1240414 100.0	Good team Group 2 - Count Col Pct  1 2 3 4 5 Column Total	work exists 5 levels	E5-E9  2    28994   5.2   56177   10.1   143038   25.8  253753   45.7   73371   13.2   555332  44.8	our unit.  W1-W5 (  3    365   2.4   870   5.6   17.5   9111   59.1   2379   15.4   15419	2314  2314  2.1  6948  6.2  18865  16.9  59.0	04-06  5  + 1091  1.4 + 4239  5.3 + 11335  14.2 + 45480  57.1 + 17525  22.0
484478 39.0  133995 10.8  1242253 100.0  Number of AH107G g XPAYGRP2.  Row Total AH107G 133184 10.7  424794 34.2 380912 30.7	Column Total Missing Of Leadershi Imputed Par Count Col Pct	177043    36.9    36.9    58633    12.2    480101   38.6   bservations p's views of the standard of the stan	219070  39.4  58491  10.5  555489 44.7 s: 14228 on the imp 2 - 5 1 E5-E9 W 2   58811  10.6	1318   8.5   15472   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.3	48247  43.3  10027  9.0  111512 9.0 by 1-03 4   16619  14.9  54926  49.1	33583  42.1  	AH107I i Paygrade  Row  Total AH107I 69160 5.6  125847 10.1  312936 25.2  560098 45.2  172372 13.9  1240414 100.0  Number of	Good team Group 2 - Count Col Pct	work exists 5 levels	E5-E9  2    28994   5.2   56177   10.1   143038   25.8  253753   45.7   73371   13.2   555332  44.8	our unit.  W1-W5 (  3    365   2.4   870   5.6   17.5   9111   59.1   2379   15.4   15419	2314  2.1  6948  6.2  18865  16.9  59.0  17642  15.8  111745	04-06  5  + 1091  1.4 + 4239  5.3 + 11335  14.2 + 45480  57.1 + 17525  22.0 + 79670 6.4
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2.  Row Total AH107G 133184 10.7 424794 34.2 380912 30.7 238900	Column Total Missing Of Leadershi Imputed Par Count Col Pct	177043    36.9    58633    12.2    480101   38.6   bservations   by's views of the street of the s	219070  39.4  58491  10.5  555489 44.7 s: 14228 con the impup 2 - 5 1 58811  10.6  194732  35.1  164263  29.6	0535   42.2   1318   8.5   15472   1.2   12.1   1872   12.1   17528   48.7   1885   25.2   12.1   12	48247  43.3  10027  9.0  111512 9.0 9.0 9 by 1-03 4   16619  14.9  54926  49.1  23079  20.6	33583 42.1 5526 6.9 	Row Total AH107I i Paygrade  Row Total AH107I 69160 5.6  125847 10.1  312936 25.2  560098 45.2  172372 13.9  1240414 100.0  Number of	Good team Group 2 -  Count Col Pct  1  2  3  4  5  Column Total	work exists 5 levels	28994 5.2 56177 10.1 143038 25.8 253753 45.7 73371 13.2 555332 44.8	our unit.  W1-W5 (  3    365   2.4   870   5.6   2694   17.5   9111   59.1   2379   15.4   15419  1.2	2314  2314  2.1  6948  6.2  18865  16.9  59.0  17642  15.8	04-06  5  + 1091  1.4 + 4239  5.3 + 11335  14.2 + 45480  57.1 + 17525  22.0 + 79670 6.4
484478 39.0 133995 10.8 1242253 100.0 Number of AH107G g XPAYGRP2.  Row Total AH107G 133184 10.7 424794 34.2 380912 30.7	Column Total Missing Of Leadershi Imputed Par Count Col Pct	177043    36.9    36.9    12.2    480101   38.6   bservations   p's views of the servations of the s	219070  39.4	1318   42.2   1318   8.5   15472   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.2   1.3   1	48247  43.3  10027  9.0  111512 9.0 by 1-03 4   16619  14.9  54926  49.1  23079  20.6	33583  42.1  5526  6.9  79679 6.4 04-06 5   12996  16.3  38406  48.1  	Row Total AH107I i Paygrade  Row Total AH107I 69160 5.6  125847 10.1  312936 25.2  560098 45.2  172372 13.9  1240414 100.0  Number of	Good team Group 2 - Count Col Pct  1 2 3 4 5 Column Total	work exists 5 levels	28994 5.2 56177 10.1 143038 25.8 253753 45.7 73371 13.2 555332 44.8	our unit.  W1-W5 (  3    365   2.4   870   5.6   2694   17.5   9111   59.1   2379   15.4   15419  1.2	2314  2314  2.1  6948  6.2  18865  16.9  59.0  17642  15.8	04-06  5  + 1091  1.4 + 4239  5.3 + 11335  14.2 + 45480  57.1 + 17525  22.0 + 79670 6.4

Row		I						4	++   37354	29143	745	3773	1570
Total		1	2	3	4	5	72584		7.8	5.3	4.8	3.4	2.0
AH107J	1	++   32474	19078	358	554	852	5.9	-	++	+-	+-	+-	+
53316 4.3		6.8	3.4	2.3	.5	1.1	25324	5	13303	10376	2.0	881	453
1.5	2	++   41342	33967	 529	2946	1688	2.0		++			+-	+
80473		8.7	6.1	3.4	2.6	2.1	1237660	Column	479271	552000	15434	111561	79394
6.5		++	+	+	+	+	100.0	Total	38.7	44.6	1.2	9.0	6.4
321775	3	143292		3469	20036	14270		f Missing O					
26.0		30.0	25.4	22.5	17.9	17.9		  m.Designate				br vnaven	D2 Tmmu+
561654	4	186274	260511	8177	64467	42225		Group 2 -		i are wei.	r trained	Dy APAIGR	rz.imput
45.4		39.0	47.1	53.1	57.6	53.0		Count Col Pct	  E1-E4	E5-E9 1	W1-W5 (	01-03 0	4-06
	5	++   73747	98791	2854	23909	20674	Row						- 1
17.8		15.5	17.9	18.5	21.4	25.9	Total		1 1	2	3	4	5
17.0	Column	++ 477128	553055	15387	111912	79710	AH107M 33196	1	18881	12145	349	1206	614
1237192	Total	38.6	44.7	1.2	9.0	6.4	2.7		4.0	2.2	2.3	1.1	.8
100.0								2	33810	44779	1155	 7844	5264
AH107K k	Missing 0	tect mysel	f and other		n by		92852		7.1	8.1	7.5	7.0	6.6
(PAYGRP2.	Imputed Pa	ygrade Gro ı	up 2 - 5.	levels			7.5	3	++   171167	185669	+- 5225	37145	24686
	Col Pct	E1-E4	E5-E9 V	W1-W5 (	01-03	04-06	423892	3	35.9	33.6	33.8	33.3	31.1
Row		'   1	2	3	4	5 l	34.3		++			+-	+
Total M107K		++	+	+	+	+	524758	4	185232	239321	7454	52166	40585
9572	1		2054	30	256	168	42.5		38.9	43.3	48.2	46.7	51.1
.8		1.5	.4	.2	.2	.2		5	++   67133	70710	1285	13276	8307
16101	2	10248	4721	29	543	560	160711		14.1	12.8	8.3	11.9	10.5
1.3		2.1	.9	.2	.5	.7	13.0	Column	++ 476223	+- 552624	+- 15469	+- 111636	+ 79457
1.5	3	++   89462	72431	943	12825	7536	1235409	Total	38.5	44.7	1.3	9.0	6.4
83197			13.1	6.1	11.5	9.5	100.0						
14.8		18.7	13.1		11.5								
		++	+-	+	+	+		f Missing O		s: 21072			
72201	4	++   246874	301590	9185	66417	48135	AH107N	  n.Leadershi	p has publ	ished a w		l by	
572201 54.3	4	++	301590	+	+	+	AH107N	n.Leadershi	p has publ	ished a w		l by	
54.3	4	++   246874    51.6	301590	9185	66417	48135	AH107N	  n.Leadershi	p has publ ygrade Gro	ished a wi	levels		4-06
54.3 357869		++   246874    51.6	301590   54.5   172939	9185  59.4  5265	66417  59.4  + 31772	48135	AH107N	 n.Leadershi .Imputed Pa Count	p has publ ygrade Gro	ished a wi up 2 - 5 :	levels W1-W5 (	01-03 C	4-06 5
54.3 357869 28.9		++   246874    51.6  ++   124716	301590   54.5   172939	9185  59.4  5265	66417  59.4  + 31772	48135  60.5  + 23176	AH107N 1	n.Leadershi .Imputed Pa Count Col Pct	p has publ ygrade Gro    E1-E4   1	ished a wiup 2 - 5 :  E5-E9	levels w1-W5 (	01-03 C	5
54.3 857869 28.9	5	246874   246874   51.6   124716   26.1	301590  54.5  172939  31.2	9185  59.4  5265  34.1	66417  59.4  31772  28.4	48135  60.5  + 23176  29.1	AH107N 1 XPAYGRP2	 n.Leadershi .Imputed Pa Count	p has publ ygrade Gro	ished a wing 2 - 5 :  E5-E9	levels w1-w5 ( 3   	208	5   + 591
54.3 857869 28.9 1238940 100.0	5 Column Total	246874   51.6    51.6    124716    26.1  +	301590   54.5   172939   31.2   553735 44.7	9185  59.4  5265  34.1  15453	66417  59.4  31772  28.4	48135  60.5  23176  29.1	AH107N NAME OF THE NAME OF T	n.Leadershi .Imputed Pa Count Col Pct	p has publ ygrade Gro    E1-E4   1	ished a wiup 2 - 5 :  E5-E9	levels w1-W5 (	01-03 C	5
54.3 357869 28.9 1238940 100.0	5 Column	246874   51.6    51.6    124716    26.1  +	301590   54.5   172939   31.2   553735 44.7	9185  59.4  5265  34.1  15453	66417  59.4  31772  28.4	48135  60.5  23176  29.1	AH107N XPAYGRP2  Row Total AH107N 23149 1.9	n.Leadershi .Imputed Pa Count Col Pct	p has publ ygrade Gro	ished a wing 2 - 5 :  E5-E9	levels w1-w5 ( 3   	208	5   + 591
54.3 357869 28.9 1238940 100.0 Wumber of	5 Column Total	246874   51.6    51.6    124716   26.1    478364   38.6 	301590  54.5  172939  31.2  553735 44.7	9185  59.4  5265  34.1  15453 1.2	66417  59.4  31772  28.4	48135  60.5  23176  29.1	AH107N XPAYGRP2  Row  Total AH107N 23149	n.Leadershi .Imputed Pa Count Col Pct	p has publ ygrade Gro    E1-E4    1   ++   15050    3.2	ished a wiup 2 - 5 : E5-E9	%1-W5 (  3	208   .2	5    591  .7
54.3 357869 28.9 1238940 100.0 Wumber of	Column Total Missing O My superv Imputed Pa Count	246874   51.6    51.6    24716    26.1    478364   38.6   bservation	301590  54.5  172939  31.2  553735 44.7  as: 17541	9185  59.4  59.4  5265  34.1  15453 1.2 en goes aslevels	66417  59.4  31772  28.4  111813 9.0	48135  60.5  	AH107N XPAYGRP2  Row Total AH107N 23149 1.9 57786 4.7	n.Leadershi .Imputed Pa Count Col Pct	p has publ ygrade Gro   E1-E4   1   +	ished a wing 2 - 5 :  E5-E9	3   279  1.9  487	208   .2   .4311	5   
54.3 357869 28.9 1238940 100.0 Number of	Column Total Missing O	246874   51.6    51.6    24716    26.1    478364   38.6   bservation	301590  54.5  172939  31.2  553735 44.7  as: 17541	9185  59.4  59.4  5265  34.1  15453 1.2 en goes aslevels	66417  59.4  31772  28.4  111813 9.0	48135  60.5  23176  29.1	AH107N XPAYGRP2  Row Total AH107N 23149 1.9 57786 4.7	n.Leadershi .Imputed Pa Count Col Pct	p has publygrade Gro	ished a wi up 2 - 5 : E5-E9 t 2   	3   	208   .2   .4311   .3.9	5   
54.3 357869 28.9 1238940 100.0 Wumber of 	Column Total Missing O My superv Imputed Pa Count	246874   51.6    51.6    24716    26.1    478364   38.6   bservation	301590  54.5  172939  31.2  553735 44.7  as: 17541	9185  59.4  59.4  5265  34.1  15453 1.2 en goes aslevels	66417  59.4  31772  28.4  111813 9.0	48135  60.5  	AH107N XPAYGRP2  Row Total AH107N 23149 1.9 57786 4.7	n.Leadershi.Imputed Pa  Count Col Pct  1	p has publygrade Gro	ished a wiup 2 - 5 :  E5-E9	3   3   279  1.9  487  3.3  2252  15.2	208   .2   .4311   .3.9   .26206   .23.5	5   591  .7  3180  4.0  16794  21.2
54.3 357869 28.9 1238940 100.0 Number of AH107L 1 RPAYGRP2.	Column Total Missing O My superv Imputed Pa Count Col Pct	246874   246874   51.6   51.6   124716   26.1   478364   38.6   bservation   isor's behygrade Gro	301590  54.5  172939  31.2  553735 44.7  as: 17541  avior ofte tup 2 - 5	9185  59.4  59.4  5265  34.1  15453 1.2 en goes aslevels W1-W5 3	66417   59.4   31772   28.4   111813   9.0   9 by	48135  60.5  23176  29.1  	AH107N XPAYGRP2  Row Total AH107N 23149 1.9 57786 4.7	n.Leadershi .Imputed Pa Count Col Pct	p has publygrade Gro    E1-E4	ished a wing 2 - 5 :  E5-E9	3   279  1.9  487  3.3  	208   .2   .2   .2   .2   .2   .2   .2   .	5   591  .7  3180  4.0  
54.3 357869 28.9 1238940 100.0 Number of 	Column Total Missing O My superv Imputed Pa Count	246874   246874   51.6   51.6   26.1   26.1   478364   38.6   bservation   isor's behygrade Gro	301590  54.5  172939  31.2  553735 44.7 as: 17541	9185  59.4  59.4  5265  34.1  15453 1.2 en goes as levels  W1-W5 3   5020	66417   59.4   31772   28.4   111813   9.0   9.1   0.3   4	48135  60.5  	AH107N XPAYGRP2  Row Total AH107N 23149 1.9 57786 4.7 370785 30.1	n.Leadershi.Imputed Pa  Count Col Pct  1	p has publygrade Gro	ished a wiup 2 - 5 :  E5-E9	3   3   279  1.9  487  3.3  2252  15.2	208   .2   .4311   .3.9   .26206   .23.5	5   591  .7  3180  4.0  16794  21.2
357869 28.9 1238940 100.0 Number of 	Column Total Missing O My superv Imputed Pa Count Col Pct	246874   246874   51.6   51.6   124716   26.1   478364   38.6   bservation   isor's behygrade Gro	301590  54.5  172939  31.2  553735 44.7 as: 17541	9185  59.4  59.4  5265  34.1  15453 1.2 en goes aslevels W1-W5 3	66417   59.4   31772   28.4   111813   9.0   9 by	48135  60.5  23176  29.1  	Row Total AH107N 23149 1.9 57786 4.7 370785 30.1	n.Leadershi.Imputed Pa  Count Col Pct  1	p has publygrade Gro    E1-E4	ished a wing 2 - 5 :  E5-E9	3   279  1.9  487  3.3  	208   .2   .2   .2   .2   .2   .2   .2   .	5   591  .7  3180  4.0  
54.3 357869 28.9 1238940 100.0 Number of AH107L 1 XPAYGRP2.  Row Total AH107L 300007	Column Total Missing O My superv Imputed Pa Count Col Pct	246874   246874   51.6   51.6   26.1   26.1   478364   38.6   bservation   isor's behygrade Gro	301590  54.5  172939  31.2  553735 44.7 as: 17541 avior oftcup 2 - 5	9185  59.4  59.4  5265  34.1  15453 1.2 en goes as levels  W1-W5 3   5020	66417   59.4   31772   28.4   111813   9.0   9.1   0.3   4	48135  60.5  23176  29.1  79575 6.4	Row Total AH107N 23149 1.9 57786 4.7 370785 30.1 569168 46.2	n.Leadershi.Imputed Pa  Count Col Pct  1  2	p has publygrade Gro    E1-E4	ished a wing 2 - 5 :  E5-E9	3   279  1.9  3.3  2252  15.2  58.4	208   .2   .2   .2   .2   .2   .2   .2   .	5   591  .7  3180  4.0  16794  21.2  41866  52.9
54.3 357869 28.9 1238940 100.0 Number of AH107L 1 KPAYGRP2.  Row Total AH107L 300007 24.2	Column Total Missing O My superv Imputed Pa Count Col Pct	246874   246874   51.6   51.6   26.1   26.1   478364   38.6   bservation   isor's behygrade Gro	301590  54.5  172939  31.2  553735 44.7 as: 17541  avior oftcup 2 - 5	9185  59.4  59.4  5265  34.1  15453 1.2 en goes aslevels  W1-W5 3   5020  32.5	66417   59.4   31772   28.4   111813   9.0   9 by   201-03   4   35101   31.5	48135  60.5  23176  29.1  79575 6.4	AH107N XPAYGRP2  Row Total AH107N 23149 1.9  57786 4.7  370785 30.1  569168 46.2 212273 17.2	n.Leadershi.Imputed Pa  Count Col Pct  1  2	p has publygrade Gro    E1-E4	ished a wing 2 - 5 :  E5-E9	3   279   1.9   487   3.3   2252   15.2   58.4	208   .2   .4   .1   .2   .2   .2   .2   .2   .2   .2	5   591  .7  3180  4.0  16794  21.2  41866  52.9
54.3 357869 28.9 1238940 100.0 Number of AH107L 1 XPAYGRP2.  Row Total AH107L 300007 24.2	Column Total Missing O My superv Imputed Pa Count Col Pct	246874   51.6    51.6    26.1    26.1    478364   38.6   bservation   isor's behygrade Gro	301590   54.5   172939   31.2   553735   44.7   38: 17541   555   5   5   5   5   5   5   5   5	9185  59.4  59.4  5265  34.1  15453 1.2 en goes aslevels W1-W5 3   5020  32.5	66417  59.4  31772  28.4  111813 9.0  9 by  21-03 4   35101  31.5	48135  60.5  23176  29.1  79575 6.4	AH107N XPAYGRP2  Row Total AH107N 23149 1.9  57786 4.7 370785 30.1 569168 46.2 212273	n.Leadershi.Imputed Pa  Count Col Pct  1  2  3	p has publygrade Gro    E1-E4	ished a wing 2 - 5 :  E5-E9	1.9	208   .2   .2   .2   .2   .2   .2   .2   .	5   591  .7  3180  4.0  16794  21.2  41866  52.9  16665  21.1

	Imputed Pa	, grade dr	Jup 2 J	10,010			1.5		+			+	
	Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06	201485	3	98818	•			9902
Row							16.4		20.9	13.8	8.8	13.9	12.5
otal		1	2	3	4	5	501005	4	257104	330261	8782	73483	51397
.070 2771	1	19550	11183	314	1359	365	721027 58.6		54.4	59.8	57.1	65.8	64.8
2.7		4.1	2.0	2.1	1.2	.5	30.0	5	+   101117	138343	5151	21527	17096
	2	29341	39098	1346	+   5123	3299	283235		21.4	25.1	33.5	19.3	21.6
207		6.2	7.1	9.1	4.6	4.2	23.0		+			+	
5.4		+	+	+	+	++	1230741	Column	472362	551982	15386	111684	79327
83	3	216022	•				100.0	Total	38.4	44.8	1.3	9.1	6.4
.1		+	+	+	+	++		f Missing O		ns: 25740	) 		
70	4	143590	209697	6918	46826	34738	AH107R	 r.My superv	isor enfor	ces safet	y procedu	ır by	
. 0		30.4	38.1	46.7	42.0			.Imputed Pa					
	5	63647	72077	2368	19405	12546		Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
.9		13.5	13.1	16.0	17.4	15.8	Row		1	2			-
J	Column	+ 472150	+ 550071	14826	+	++ 79190	Total AH107R		+	2	3	4	5
73	Total	38.5	44.8	1.2	9.1		11429	1	6038	4892	35	204	260
0							.9		1.3	.9	.2	.2	. 3
	Missing O			B 				2	14808	12457	218	++   800	981
	 .Leadershi				r by		29264		3.1	2.3	1.4	.7	1.2
GRP2.	Imputed Pa	ygrade Gro	oup 2 - 5	levels			2.4		+			+	
	Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06	315134	3	144935				13938
		1	2	3	4	5	25.6		30.6	24.2	19.4	18.4	17.6
L		+	+	+	+	++	642723	4	227849	291600	8048	68553	46672
7	1	35265	40016	1514	10324	11188	52.3		48.1	53.0	52.9	61.6	59.1
)		7.5	7.3	9.8	9.2			5	+	108075	3958	21191	17184
	2	104073	+   160826	+   5061	+   44395	++   30917	230161		16.8	19.7	26.0	19.1	21.7
3		22.0	29.2	32.7	39.7	39.0	18.7	G 3	+			+	
L	3	+	220192	+   4603	+	++	1228712	Column Total	473383 38.5	549880 44.8	15214	111199	79036 6.4
9	3	44.0					100.0	IOCAI	30.3	11.0	1.2	9.1	0.4
0		+	+	+	+	++		f Missing O s.Standardi				p by	
6	4	96416	•				XPAYGRP2	.Imputed Pa	ygrade Gro	oup 2 - 5	levels		
0		20.4	19.2					Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
-	5	29290	24539	•	+   4276		Row			0			-
7		6.2	4.5	4.3	3.8	3.0	Total AH107S		1 1	2	3	4	5
U	Column	473032	551344	15465	111764	++ 79237	8571	1	5960	2417	71	79	45
42	Total	38.4	44.8	1.3	9.1		.7		1.3	.4	.5	.1	.1
0						· · ·		2	14582	8941	572	884	885
r of	Missing O	bservation					25865		3.1				
	.I underst				re by		2.1	_	+			+	
RP2.	Imputed Pa	ygrade Gro	oup 2 - 5	levels			374270	3		161474			23118
	Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06	30.6		33.0	29.4	21.8	28.1	29.4
W		   1	2	3	4	5	595949	4	214289	274700	8321	59447	39191
		+	+	+	+	++	48.7		45.6	50.1	54.0	53.3	49.8
			1446		128	98	10.7		+				
7Q	1	5061	1446			1 201		5	80408	100954	3080	198331	15485
al 70 33	1	5061					219760	5	80408	100954			15485 19.7

	Column	470197	548485	15402	111607	78725	AH107V		++	+	+	+-	+
1224416	Total	38.4	44.8	1.3	9.1	6.4	55892	1	20671    4.4	24360  4.4		6081 5.5	3934  5.0
	Missing O	bservation	ıs: 32066				4.6		++	+		+-	+
							235488	2	63267	119328	3945	25031	23917
AH107T t XPAYGRP2.	.Leadershi Imputed Pa	p has prov ygrade Gro	rided adeq oup 2 - 5	uate pers levels	so by		19.3		13.5	21.8	25.8	22.6	30.3
	Count Col Pct		E5-E9	W1-W5	01-03	04-06	614617	3	+   255421	262832	6543	55111	34711
Row	COI PCL		F2-F3	WI-M2	01-03	04-06	50.3		54.4	47.9	42.7	49.8	44.0
Total		1	2	3	4	5	30.3	4	++   100014	112076	3257	21414	14317
AH107T	1	++   12077	9936	398	794	833	251077		21.3			19.3	18.2
24037		2.6	1.8	2.6	.7	1.1	20.5		++	+	+	+-	
2.0		++	+			+	65836	5	30437	29682		3050	1948
64332	2	25521		747		3554	5.4		6.5	5.4	4.7	2.8	2.5
5.3		+	اه.د	4.9	3.4	4.5	1222910	Column	469809	548278	15311	110687	78826
406513	3	178390	171246	3631	31687	21560	100.0	Total	38.4	44.8	1.3	9.1	6.4
33.2		37.8	31.4	23.9	28.4	27.3	Number o	of Missing O	oservation	ıs: 33571	=		
	4	++   183608	250452	8018	57673	39945		w.My superv				b ph	
539697		38.9	45.9	52.8	51.7	50.6		Count					
44.1	5	++   72219	83224	2379	17627	13001	Row	Col Pct	E1-E4 	E5-E9	W1-W5 (	01-03 C	4-06
188449	5	15.3		15.7		16.5	Total		1	2	3	4	5
15.4		++	++		++	+	AH107W	1	++   9065	+   5289	176	 542	318
1223028	Column	471816	545532	15172	111615	78893	15390		1.9	1.0		.5	.4
100.0	Total	38.6	44.6	1.2	9.1	6.5	1.3		++	+	+	+-	
	Missing O						44452	2	21998	17020		2462	2029
							3.6		4.7	3.1	6.1	2.2	2.6
	.Awards an Imputed Pa				1 Dy		415507	3	174948	177373	4025	34011	25151
	Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06	34.0		37.4	32.3	26.0	30.8	31.9
Row		İ						4	++   208679	278963	8379	58346	40913
Total		1 1	2	3	4	5	595280		44.6	50.9	54.2	52.9	51.9
AH107U 80302	1	+   32363	32821	1082	8660	5377	48.8	5	++   53335	69692	1946	15032	10436
6.6		6.9	6.0	7.0	7.8	6.8	150442	5	33335	12.7		13.6	13.2
0.0	2	++	132312	4762	32756	24981	12.3		++	+			+
285303		19.4		30.8		31.6	1221071	Column	468025	548337	15469	110393	78847
23.4		++	+		++	+	100.0	Total	38.3	44.9	1.3	9.0	6.5
596065	3		260907			36619		of Missing O					
48.8		51.9	47.5	39.8		46.3							
193650	4	71581	92460			9519		x.Personnel 2.Imputed Pa				d pà	
15.9		15.3	16.8	17.3	15.7	12.0		Count Col Pct	  E1-E4	E5-E9	W1-W5 (	01-03 0	4-06
	5	++   30002			2169	2514	Row						
65845		6.4				3.2	Total		1	2	3	4	5
5.4		++	+		++	+	AH107X	1	++   16477	10467	217	751	582
1221165	Column	466993	548875	15444	110844	79010	28494		3.5	1.9	1.4	.7	.7
100.0	Total	38.2	44.9	1.3	9.1	6.5	2.3	2	++	20114	717	3634	2344
	Missing O						47615	2	20807		·		3.0
	 Job perfo						3.9				+		+
	Imputed Pa				-		695096	3		297652		66639	48807
	Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06	57.1		58.2	54.6	60.7	60.4	62.3
		1							++	+		+-	+
Row		1	2	3	4	5	323108	4	109174	160670	4038	29393	19832

26.5		23.3	29.4	26.3	26.7	25.3		Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06
123620	5	49168	56729	1069	9827	6827	Row		1 1	2	3	4	5 l
10.1		10.5	10.4	7.0	8.9	8.7	Total AH107AA		+	+	++	+	+
	Column	468285	545632	+- 15382	110244	78390	126541	1	36693				12321
1217933	Total	38.4	44.8	1.3	9.1	6.4	10.4		7.8	11.0	13.0	13.6	15.7
100.0	Missing O	bservations	205/0				439895	2	134684	209945	++   7108	50931	37226
Number or							36.1		28.8	38.3	46.3	46.1	47.6
		aining is p			by		30.1	3	222235	+	++   5290	37994	24976
	Count	1					505850		47.5			34.4	31.9
	Col Pct	E1-E4 I	E5-E9 W	1-W5 C	01-03 0	4-06	41.5		+	+	++	+	+
Row		1	2	3	4	5	115172	4	58310			'	2979
Total AH107Y		++-	+-	+-	+-	+	9.4		12.5	8.8	5.5	4.4	3.8
26162	1	13408	10370	354	1279	751	20010	5	15563	14067	++   126	1683	781
2.1		2.9	1.9	2.3	1.2	1.0	32219		3.3	2.6	.8	1.5	1.0
72128	2	26202	33412	1213	5798	5502	2.0	Column	+ 467486	+ 548073	++ 15367	110467	78283
5.9		5.6	6.1	7.9	5.3	7.0	1219677	Total	38.3	44.9	1.3	9.1	6.4
3.5	3	+	164925	+- 4277	29620	21848	100.0	10041	30.3	1117	1.5	2.1	0.1
381131		34.4	30.2	27.8	26.8	27.7	Number of	Missing O	bservation	ns: 3680	4 		
31.3		+	· +-	· +-	· +-	+	AH107AB	ab.Emergen	cy respon	se-related	d procedur	es by	
520523	4	181549	240058	7215	54180	37522		Imputed Pa					
42.7		38.9	43.9	46.9	49.1	47.6		Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06
217740	5	85145	97543	2333	19490	13230	Row		1 1	2	3	4	5 l
17.9		18.2	17.9	15.2	17.7	16.8	Total AH107AB		+	+	++	+	+
	Column	466764	 546308	+- 15391	110368	78853	120450	1	41621	52124	2134	13776	10795
1217685	Total	38.3	44.9	1.3	9.1	6.5	9.9		8.9	9.5	13.8	12.5	13.8
100.0								2	+   119266	+   185973	++   5413	43916	36666
Number of	Missing O	bservations	38797				391234		25.5	34.0	35.1	39.8	47.0
							20 1						17.0
		leadership			by		32.1	2	+	+	++   5472	20567	+
	Imputed Pa	leadership			s by		32.1 493508	3	+   210290   45.0	+   215468			22712
		ygrade Grow	up 2 - 5 1	evels		4-06		3	+	+   215468			+
Row	Imputed Pa Count	ygrade Grow	up 2 - 5 1	evels		4-06 5	493508	3		+   215468   39.4	35.5  ++		22712
Row Total	Imputed Pa Count	ygrade Grow	up 2 - 5 1 E5-E9 W	evels 1-W5 C	01-03 0		493508		45.0	+   215468   39.4 +	35.5	35.8	22712
Row	Imputed Pa Count	ygrade Grot	up 2 - 5 1 E5-E9 W 2   5850	evels 1-W5 C 3   + 74	01-03 O 4   589	5   + 354	493508 40.5 167888 13.8		45.0 +   76168	215468   39.4     71759   13.1	35.5  ++   2063    13.4	35.8   10736   9.7	22712  29.1  + 7162
Row Total AH107Z	Imputed Pa Count Col Pct	ygrade Grow	up 2 - 5 1 E5-E9 W	evels 1-W5 (	01-03 O 4	5   + 354  .5	493508 40.5 167888 13.8 44813	4	45.0 	215468   39.4   71759   13.1	35.5  ++   2063    13.4  ++   349	35.8 35.8 10736 9.7 2377	22712  29.1  
Row Total AH107Z 19004 1.6	Imputed Pa Count Col Pct	ygrade Grot	up 2 - 5 1 E5-E9 W 2   5850	evels 1-W5 C 3   + 74	01-03 O 4   589	5   + 354	493508 40.5 167888 13.8	4	45.0 45.0 76168 16.3 19893 4.3	215468   39.4   71759   13.1   21434   3.9	35.5  	35.8 10736 9.7 2377 2.2	22712  29.1  29.1  7162  9.2  760  1.0
Row Total AH107Z 19004 1.6	Imputed Pa Count Col Pct	ygrade Grou   E1-E4	2   25-E9 W 2   5850  1.1	3   74   .5	01-03 0 4   	5   + 354  .5	493508 40.5 167888 13.8 44813	4 5 Column	45.0 +	215468   39.4   71759   13.1   21434   3.9	35.5  	35.8 10736 9.7 2377 2.2	22712  29.1  29.1  7162  9.2  760  1.0
Row Total AH107Z 19004 1.6	Imputed Pa Count Col Pct	ygrade Grou   E1-E4	2   2   5850   1.1   23591   4.3	3	01-03 0 4   589  .5  2111  1.9	5   354  .5  + 1061  1.3	493508 40.5 167888 13.8 44813 3.7	4	45.0 45.0 76168 16.3 19893 4.3	215468   39.4   71759   13.1   21434   3.9	35.5  	35.8 10736 9.7 2377 2.2	22712  29.1  29.1  7162  9.2  760  1.0
Row Total AH107Z 19004 1.6	Imputed Pa Count Col Pct	ygrade Groude	2   5850  1.1  23591  4.3	3   74  .5  3.2  2736	01-03 0 4   589  .5  2111  1.9	5   354   .5   .5   .1061   .1.3   .12982	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of	4 5 Column	45.0 +	215468   39.4   71759   13.1   21434   3.9   546757   44.9	35.5  	35.8 10736 9.7 2377 2.2 110372 9.1	22712  29.1  29.1  7162  9.2  760  1.0  78095
Row Total AH107Z 19004 1.6 52732 4.3	Imputed Pa Count Col Pct	ygrade Grou   E1-E4	2	3	01-03 0 4   589  .5  2111  1.9  19941  18.0	5   354  .5  1061  1.3  12982  16.5	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of	4 5 Column Total	45.0 76168 16.3 19893 4.3 467239 38.4 bservation	215468   39.4   71759   13.1   21434   3.9   546757   44.9	35.5  	35.8  10736  9.7  2377  2.2  110372 9.1	22712  29.1  29.1  7162  9.2  760  1.0  78095
Row Total AH107Z 19004 1.6 52732 4.3 340018	Imputed Pa  Count Col Pct  1  2	ygrade Grou   E1-E4	2   2   5850  1.1  23591  4.3  25.4	2736 17.7	01-03 0 4   589  .5  2111  1.9  19941  18.0	5   	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of	4 5 Column Total	45.0 76168 16.3 19893 4.3 4.3 467239 38.4 bservation	215468   39.4   71759   13.1   21434   3.9   546757   44.9	35.5  	35.8  10736  9.7  2377  2.2  110372 9.1	22712  29.1  29.1  7162  9.2  760  1.0  78095
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8	Imputed Pa  Count Col Pct  1  2	ygrade Grou   E1-E4	2   2   5850  1.1  23591  4.3  25.4	2736 17.7	01-03 0 4   589  .5  2111  1.9  19941  18.0	5   	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of	Column Total Missing O Total Ac. The wor Imputed Pa	45.0 76168 16.3 19893 4.3 4.3 467239 38.4 bservation	215468   39.4   71759   13.1   21434   3.9   546757   44.9	35.5    35.5    2063    13.4    349    2.3    15430 1.3	35.8  10736  9.7  2377  2.2  110372 9.1	22712  29.1  7162  9.2  1.0  78095
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8 569182 46.5	Imputed Pa  Count Col Pct  1  2	ygrade Grou   E1-E4	2   5850  1.1  23591  4.3  25.4  270814	2736 17.7 18683	01-03 0 4   589  .5  2111  1.9  19941  18.0	5   354  .5  1061  1.3  12982  16.5  43691	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of	Column Total Missing O Total Ac. The wor Imputed Pa	45.0 	215468   39.4   71759   13.1   21434   3.9   546757   44.9   45.00mmand s.5   55.00mmand s.5	35.5	35.8  10736  9.7  2377  2.2  110372 9.1 ce by	22712  29.1  29.1  7162  9.2  1.0  78095 6.4
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8 569182 46.5	Imputed Pa Count Col Pct	ygrade Grou   E1-E4	2   5850  1.1  23591  4.3  25.4  270814  49.4	2736   17.7   8683   56.3	01-03 0 4   589  .5  2111  1.9  19941  18.0  55.7	5   354  .5  1061  1.3  12982  16.5  43691  55.6	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of 	Column Total Missing O Total Ac. The wor Imputed Pa	45.0 	215468   39.4   71759   13.1   21434   3.9   546757   44.9   45.00mmand s.5   55.00mmand s.5	35.5  	35.8  10736  9.7  2377  2.2  110372 9.1 ce by	22712  29.1  29.1  7162  9.2  1.0  78095 6.4
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8 569182 46.5	Imputed Pa  Count Col Pct  1 2 3	ygrade Groude	2   5850  1.1  23591  4.3  25.4  270814  49.4  108902  19.9	2736 17.7 17.1 2.3 14.3 14.3 14.3 14.3 14.3 14.3 14.3 14	2111   1.9   18.0   55.7   26444   23.9	5   354  .5  1061  1.3  12982  16.5  43691  55.6  20511  26.1	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of 	Column Total Missing O ac.The wor Imputed Pa Count Col Pct	45.0 	215468   39.4   71759   13.1   21434   3.9   546757   44.9   44.9   555-E9	35.5	35.8  10736  9.7  2377  2.2  110372 9.1  .ce by	22712  29.1  29.1  7162  9.2  1.0  78095 6.4
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8 569182 46.5	Imputed Pa Count Col Pct  1 2 3 4 5 Column	ygrade Grou   E1-E4	2   5850  1.1  23591  4.3  270814  49.4  108902  19.9	2736   17.7   8683   56.3   22.3	01-03 0 4   589  .5  2111  1.9  18.0  61679  55.7  26444  23.9	5   354  .5  1061  1.3  12982  16.5  	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number ofAH107AC XPAYGRP2.	Column Total  Missing O  Column Total  Missing O  Column Column Column Col Pct	45.0	215468   39.4   71759   13.1   21434   3.9   546757   44.9   as: 3858    command sacoup 2 - 5   E5-E9   2	35.5	35.8  10736  9.7  2377  2.2  110372 9.1  ce by  O1-O3 4	22712  29.1  29.1  7162  9.2  1.0  78095 6.4
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8 569182 46.5 242011 19.8	Imputed Pa  Count Col Pct  1 2 3	ygrade Groude	2   5850  1.1  23591  4.3  25.4  270814  49.4  108902  19.9	2736 17.7 17.1 17.1 17.1 17.1 17.1 17.1 17.	2111   1.9   18.0   55.7   26444   23.9	5   354  .5  1061  1.3  12982  16.5  43691  55.6  20511  26.1	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of 	Column Total  Missing O  Column Total  Missing O  Column Col Pet  Col Pet	45.0	215468   39.4   71759   13.1   21434   3.9   546757   44.9   44.9   555-E9   2   8691   1.6	35.5	35.8  10736  9.7  2377  2.2  110372 9.1  .ce by  01-03 4   1129  1.0	22712  29.1  7162  9.2  760  1.0  78095 6.4
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8 569182 46.5 242011 19.8 1222947 100.0 Number of	Imputed Pa Count Col Pct  1 2 3 4 5 Column Total	ygrade Grou   E1-E4	2   25-E9 W 2   5850  1.1  23591  4.3  25.4  270814  49.4  108902  19.9  548375 44.8	evels  1-W5 C  3	01-03 0 4   589  .5  2111  1.9  18.0  55.7  26444  23.9  110764 9.1	5   354  .5  1061  1.3  12982  16.5  	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number ofAH107AC XPAYGRP2.	Column Total Missing O ac.The wor Imputed Pa Count Col Pct	45.0 45.0 76168 16.3 19893 4.3 467239 38.4 bservation k of the ygrade Gro	215468   39.4   71759   13.1   21434   3.9   546757   44.9   44.9   556757   2 5 6 7 5 7 6 7 6 7 6 7 6 7 6 7 6 7 6 7 6	13.4   2.63   13.4   349   2.3   15430   1.3   15430   1.3   1645   1645   165	35.8  10736  9.7  2377  2.2  110372 9.1  ce by  01-03 4   1129  1.0	22712  29.1  7162  9.2  760  1.0  78095 6.4  04-06 5   770  771
Row Total AH107Z 19004 1.6 52732 4.3 340018 27.8 569182 46.5 242011 19.8 1222947 100.0 Number of AH107AA	Imputed Pa  Count Col Pct  1  2  3  4  5  Column Total  Missing O aa.My supe	ygrade Groude	2   25-E9 W 2   5850  1.1  23591  4.3  25.4  270814  49.4	2736   1.77   2.34   2.34   2.34   1.	01-03 0 4   589  .5  2111  1.9  18.0  55.7  26444  23.9  110764 9.1	5   354  .5  1061  1.3  12982  16.5  	493508 40.5 167888 13.8 44813 3.7 1217893 100.0 Number of	Column Total Missing O ac.The wor Imputed Pa Count Col Pct	45.0	215468   39.4   71759   13.1   21434   3.9   546757   44.9   44.9   5858888888888888888888888888888888888	35.5	35.8  10736  9.7  2377  2.2  110372 9.1	22712  29.1  7162  9.2  760  1.0  78095 6.4  04-06 5   770  77  4.1

593125	3	238721	267822	5530	47593	33460							
40.0	·	51.2	49.2	35.8	43.2	42.8		Missing O			5 		
48.8	4	146244	190325	7108	45878	32878		af.The sys .Imputed Pa				e by	
422432 34.8	I	31.4	34.9	46.1	41.7	42.1		Count Col Pct	I	E5-E9	W1-W5	01-03	04-06
31.0	5	44118	48152	2002	10690	+ 7962	Row	001 100		כם כם	W1 W3	01 03	01 00
112924	·	9.5	8.8	13.0	9.7	10.2	Total		1	2	3	4	5
9.3	+ Column	466115	+- 544823	15430	110144	+ 78095	AH107AF 92103	1	34013	39920	1158	9285	7727
1214608	Total	38.4	44.9	1.3	9.1	6.4	7.6		7.3	7.3	7.5	8.5	9.9
100.0	Mii Oh		- 41072				370981	2	124055	+   168638	++   6000	42846	29442
	Missing Ob						370981		26.6	31.0	39.1	39.0	37.9
	ad.Leadersh Imputed Pay				a by			3	220111	227704	++   5407	44150	31655
	Count	D1 D4 1	- F - F - F	a1 taE (	1 02	04.06	529027		47.2	41.8	35.2	40.2	40.7
Row	Col Pct	EI-E4 I	E5-E9 1	W1-W5 (	01-03	04-06	43.6	4	+	+   82577	++   2270	11178	8040
Total	I	1	2	3	4	5	169919	_	14.1	'			
AH107AD	1	16584	8258	173	904	411	14.0	-	+	+	· ++		· +
26330	I	3.6	1.5	1.1	.8	.5	51851	5	22581				
	2	25350	28643	482	2341	1434	4.3		+	+	· ++		
58249	I	5.4	5.3	3.1	2.1	1.8	1213881	Column	466613		15340	109740	77777
4.8	3	208765	188092	4320	30278	20396	100.0	Total	38.4	44.8	1.3	9.0	6.4
451851	3   	44.7	34.6	28.1	27.4	26.1	Number of	Missing O			) 		
37.2	+	+-	+-	+-	+	+		ag.Leaders				n by	
510533	4	160069	241164	8080	60755	40464	XPAYGRP2.	.Imputed Pa	ygrade Gr	oup 2 - 5	levels		
42.0	l +	34.3	44.3	52.6	55.0	51.8		Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
168029	5	56044	78134	2320	16135		Row		1	2	3	4	5
13.8	 	12.0	14.4	15.1	14.6	19.7	Total AH107AG		+	+	++		++
1214992	Column	466813	544290	15375	110413	78101	23568	1	12880				
100.0	Total	38.4	44.8	1.3	9.1	6.4	1.9		+	+	· ++		++
	Missing Ob			.11 61			85169	2	34670				
	ae.My super Imputed Pay				sa by		7.0		7.5	7.7	6.3	4.2	4.2
	Count   Col Pct	E1-E4 I	E5-E9 ĭ	W1-W5 (	01-03	04-06	541014	3	229484	237715	5241	41277	27296
Row	į						44.7		49.5	43.7	34.1	37.6	34.9
Total AH107AE		1	2	3	4	5	443329	4	146901	202755		49735	36566
12836	1	8261	3742	126	476		36.6		31.7	37.2	48.0	45.3	46.7
1.1	I	1.8	.7	.8	.4	.3		5	+   39519	+   52938	++   1610	13383	10836
45495	2	19682	19779	652	2764	2618	118287		8.5	9.7	10.5	12.2	13.9
3.8	I	4.2	3.6	4.2	2.5	3.4	9.8	Column	463455	+ 544453	++ 15361	109864	++ 78235
3.0	3	197172	188535	 4607	35366	24242	1211367	Total	38.3		1.3	9.1	6.5
449923	·	42.5	34.7	30.0	32.1	31.1	100.0				_		
			257615	+- 7806	56126	39349	Number of	Missing O	bservation	ns: 4511	<del>1</del> 		
37.1	4 1	7779731	20.010	.000	55120	22312	AH107AH	ah The saf	ety offic		high stat	us by	
37.1 538869	4	177973  38.3	47.4	50.8	51.0	50.4	XPAYGRP2.	.Imputed Pa	ygrade Gr	oup z - 5	Tevers		
	 +	38.3	+-	+-	+	+	XPAYGRP2.	.Imputed Pa Count	1	_			
538869	4   5	38.3	73990	2174	15289	11577		.Imputed Pa Count	ygrade Gr    E1-E4 	E5-E9		01-03	04-06
538869 44.5	 +	38.3	+-	+-	+	11577	Row	.Imputed Pa Count	1	E5-E9	W1-W5		04-06
538869 44.5 164303	 +	38.3	73990	2174	15289	11577		.Imputed Pa Count	  E1-E4   1	E5-E9	W1-W5	4	5

	I	4.7	3.0	2.8	3.5	2.2		5	39907	48176	1777	12547	8826
3.6	2	40315	56672	1521	13365	8142	111233 9.2		8.6	8.9	11.6	11.5	11.3
120016	- 1	8.7	10.4	9.9	12.1	10.4	7.2	Column	463862	543952	15321	+ 109416	77992
9.9	+	+	+	+	+	+	1210544	Total	38.3	44.9	1.3	9.0	6.4
626919	3	247695  53.3	280853	7314	52169  47.4	38888  49.7	100.0	f Missing O	heerwation	ne: 45935	7		
51.8	+	+	+	+	+	+							
316628	4		144232		31861	22320		ak.The tra .Imputed Pa				pe by	
26.1		24.5	26.6	29.2	28.9	28.5		Count Col Pct	  E1 E4	E5-E9	W1-W5	01-03	04-06
103689	5	41056	45037	1567	8864	7165	Row	COI PCL		E3-E3	WI-WS (	J1=U3	04-06
8.6	I	8.8	8.3	10.2	8.1	9.2	Total		1	2	3	4	5
1011006	Column +	464632	543050	15303	110093	78218	AH107AK	1	7727	4762	184	174	367
1211296	Total	38.4	44.8	1.3	9.1	6.5	13214		1.7	.9	1.2	.2	.5
	Missing Ob	servation	s: 45185				1.1	2	18915	23658	1085	4055	2569
	ai.Hazards Imputed Pay				ay by		50282		4.1	4.3	7.1	3.7	3.3
	Count   Col Pct	71 74	E5-E9		21 02	04.06	4.2	2	+		+	+	30801
Row	COI PCT	EI-E4	E5-E9	W1-W5	01-03	04-06	479608	3	190852    41.1			40902  37.3	30801
Total	I	1	2	3	4	5	39.6		+	+		۰+	+
AH107AI	1	40253	51301	1354	10194	9629	538883	4	195878	246774		53146	36089
112732	I	8.7	9.4	8.8	9.3	12.3	44.5		42.2	45.3	45.7	48.5	46.7
9.3	2	118265	185616	6916	45883	33570	128993	5	50883	57813	1462	11347	7487
390250	- I	25.5	34.1		41.7	42.9	10.7		11.0	10.6	9.5	10.4	9.7
32.2	+	+	+	+	+	+		Column	464255	544467	15321	109624	77313
522884	3	220550	224373	5511	43319	29131	1210980	Total	38.3	45.0	1.3	9.1	6.4
43.2	  -	47.6	41.3	35.9	39.4	37.2	100.0	f Missing O	heerwation	ng: 45501			
148756	4	65311	67686	1206	9192	5361							
12.3	I	14.1	12.5	7.9	8.4	6.9		al.It is w .Imputed Pa				no by	
25572	5	18670	14617	373	1351	561		Count Col Pct		E5-E9	141 ME	01-03	04-06
35572 2.9	I	4.0	2.7	2.4	1.2	.7	Row	COI PCL		F2-F3	W1-W5 (	J1-03	04-06
2.7	+ Column	463049	+ 543592	+ 15361	109938	78253	Total		1	2	3	4	5
1210193	Total	38.3	44.9	1.3	9.1	6.5	AH107AL	1	36078	53315	1321	13773	12663
100.0	Migging Ob		a: 46200				117149 9.6		7.7	9.8	8.6	12.5	16.2
Number of	Missing Ob							2	+	157811	6277	39607	34298
	aj.Personne Imputed Pay				r by		342333		22.3				
	Count						28.2		+	·	+	+	+
Row	Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	577147	3	238829			48374  44.1	
Total	I	1	2	3	4	5	47.5		+	+		+	+
AH107AJ	1	10733	5315	+ 171	459 <u>459  </u>	111	131787	4	61827			6404	
16787	I	2.3	1.0	1.1	.4	.1	10.9		13.2	10.9	7.8	5.8	
1.4	2	25266	25213	754	2010	1678	46112	5	26416	17160	446	1622	468
54922	ا م	5.4	4.6		1.8	2.2	3.8		5.7	3.2	2.9	1.5	.6
4.5	+	+	+	+	+	+		Column	467491	543885	15330	109779	78042
533471	3	225049		•	39244	27650	1214528	Total	38.5	44.8	1.3	9.0	6.4
44.1		48.5	43.4	34.9	35.9	35.5	100.0	f Missing O	bservation	ns: 410F/	1		
494131	4	162907	229067	7273	55157	39728	AH107AM	am.The saf .Imputed Pa	ety office	er is read	dily avail	ab by	
40.8	I	35.1	42.1			50.9	3112 2	Count	I				
	+	+	+	+	+	+		Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06

7.		1					45.0		50.9	42.8	34.9	39.4	35.7
Row Total		1	2	3	4	5	45.0	4	+	221715	7184	48020	36673
AH107AM	1	+   15813	10182	294	1269	545	462977		32.3			43.8	47.2
28104		3.4	1.9	1.9	1.2	.7	38.3	5	+	60538	2010	16137	11652
2.3	2	++	33029	683	3875	2668	133955	3	9.4			14.7	15.0
74813		7.5	6.1	4.5	3.5	3.4	11.1		++		+	+	+
6.2	3	++   22E100	243187	5055	40448	28648	1208122	Column Total	462367 38.3	543128 45.0	15306 1.3	109612	77710 6.4
552437	3	50.8	44.7	33.2	37.0	36.8	100.0	iocai	30.3	45.0	1.3	9.1	0.4
45.7		++		+	+	+	Number o	f Missing O	bservatior	ns: 48359	) 		
428535	4		202292	6710	47871	35703		ap.Ventila				th by	
35.4		29.4	37.1	44.1	43.8	45.9	XPAYGRP2	.Imputed Pa Count	ygrade Gro I	oup 2 - 5	levels		
125959	5	41491	55880	2464	15911	10212		Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
10.4		9.0	10.3	16.2	14.5	13.1	Row		1	2	3	4	5
	Column	462921	544570	15207	109375	77776	Total AH107AP		+		++	+	+
1209848	Total	38.3	45.0	1.3	9.0	6.4	34615	1	16737    3.6	•			1734  2.2
	Missing O	bservation	s: 46633				2.9		+		+	+	+
							106320	2	44675				5854
	an.Personn Imputed Pa				ty by		8.8		9.6	8.5	10.7	7.2	7.5
	Count Col Pct	  E1-E4	E5-E9 V	W1-W5	01-03	04-06	413165	3	179979	178645	4576	31549	18416
Row		İ					34.1		38.7	32.8	29.8	28.8	23.7
Total		1	2	3	4	5		4	+   179075	253296	7019	57022	42665
AH107AN 145130	1	42186	68975	2482	16979	14509	539078 44.5		38.5	46.5	45.7	52.1	54.9
12.0		9.1	12.7	16.3	15.5	18.6	11.5	5	+	53836	1684	10246	9099
	2	++   128656	202159	7105	49248	39630	119029		9.5	9.9	11.0	9.4	11.7
426798 35.3		27.7	37.3	46.6	44.8	50.7	9.8	Column	+ 464630	544957	15352	109500	77768
35.3	3	++	209813	4787	36129	21252	1212206	Total	38.3	45.0	1.3	9.0	6.4
495201		48.1	38.7	31.4	32.9	27.2	100.0						
40.9	4	++		+	+	+	AH107AQ	f Missing O aq.A lot o	f personne	el don't u	ise the pe	rs by	
108612	4	49772 10.7		650  4.3	5744	2330	XPA1GRP2	.Imputed Pa Count	ygrade Gro I	oup 2 - 5	ieveis		
9.0		++	+-	+	+	+		Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
34150	5	20371		228	1712	418	Row		1	2	3	4	5
2.8		4.4	2.1	1.5	1.6	.5	Total AH107AQ	1	+	45884	1516	12365	9225
1209891	Column	464206	542484	15251	109811	78139	100839	<u> </u>	6.9				11.9
100.0	Total	38.4	44.8	1.3	9.1	6.5	8.3		+		+	+	+
Number of	Missing O	bservation	s: 46590				372702	2	114204	•		45463 41.7	34243  44.1
AH107AO	 ao.My supe	rvisor alw	avs invest	tigates s	af bv		30.8		24.6	31./		41./	+
	Imputed Pa						504118	3	208118	221500	5645	40502	28353
	Count Col Pct	  E1-E4	E5-E9 V	W1-W5	01-03	04-06	41.6		44.9	40.6	37.0	37.2	36.5
Row		   1	2	3	4	5	190766	4	87098	86648	2149	9540	5330
Total AH107AO		++	+-	ا د	+	+	15.8		18.8	15.9	14.1	8.8	6.9
14164	1	9433	4177	40	400	115		5	+   22209	18379	373	1124	523
1.2		2.0	.8	.3	.4	.1	42608		4.8	3.4	2.4	1.0	.7
53175	2	24672	24320	731	1888	1564	3.5	Column	+ 463479	545635	15251	108994	+ 77675
4.4		5.3	4.5	4.8	1.7	2.0	1211033	Total	38.3	45.1	1.3	9.0	6.4
	3	++   235260	232378	5341	43167	27706	100.0						
543851			·				Number o	f Missing O	bservation	ns: 45449	)		

							329922	2	99781		5950	38729	30428
	ar.Leaders Imputed Pa				s t by		27.2		+	28.4	38.8	35.5	39.0
	Count Col Pct	  E1-E4	E5-E9	W1-W5	01-03	04-06	590555	3	241602		5713	46919	32393
Row		1 1 1	2	3	l 4	5	48.7		52.1	48.4	37.3	43.0	41.5
otal L07AR		· +	·		+		184960	4	80555	80031	2005	14056	8313
1128	1	6362		118		67	15.3		17.4	14.7	13.1	12.9	10.
.9		+	.01		+		38418	5	18410	16986	343	2118	563
8910	2	13022		538			3.2		4.0	3.1	2.2	1.9	. '
2.4		2.8	2.2	3.5	1.2	2.3	1211860	Column	463750	545554	15326	109204	7802
186	3	195837	183394	3745	32280	21929	100.0	Total	38.3	45.0	1.3	9.0	6.
36.1		42.3	33.7	24.7	29.5	28.4	Number o	of Missing O					
0550	4	183593	261295	7850	55543	40270		au.The inc I.Imputed Pa				a by	
8552 45.3		39.7	48.0	51.7	50.7	52.1		Count Col Pct	E1-E4	E5-E9	W1-W5 C	01-03 0	4-06
3927	5	63954	83648	2927	20063	13336	Row		1 1 1	2	3	4	5
15.2		13.8	15.4	19.3	18.3	17.2	Total AH107AU		+	+	+-	+-	5
	Column	462769	544863	15179	109542	77349	68890	1	24050	32303	886	6923	472
09702	Total	38.3	45.0	1.3	9.1	6.4	5.7		5.2	5.9	5.8	6.3	6.0
	Missing O	bservation	ns: 46780				281369	2	91780	129941	4017	32100	2353
	<u>-</u>						23.2		19.8	23.9	26.4	29.3	30.
	as.Leaders Imputed Pa				als by		569573	3	230494	250136	6418	47727	3479
							309373		49.8	45.9	42.1	43.6	44.
	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	47.1		1 49.0	43.9	72.1	'	
Row		İ						4	+	101676	3167	18932	1311
otal		E1-E4   1	E5-E9	W1-W5 3	01-03	04-06	221630	4	+	+	+-	+-	1311
otal 107AS		İ	2		4			4	+	101676	+- 3167	18932	
Row otal 107AS 2798	Col Pct	1	2	3	4 +    956	5   408  .5	221630 18.3 68922		+	101676	3167  20.8	18932	1311 16. 
otal 107AS 2798	Col Pct	   1   +    11020	2      10078    1.9	3	4 	5   ++ 408    .5	221630 18.3	5	84745   18.3   18.3   31784   6.9	101676  18.7  30658  5.6	3167  20.8  + 747  4.9	18932   17.3   	1311 16. 198 2.
otal .07AS .798 1.9	Col Pct	1   	2   10078  1.9	3 336 2.2	4 	5   408  .5	221630 18.3 68922 5.7 1210384		+	101676  18.7  30658	3167  20.8	18932  17.3  	1311 16.  198 2. 7815
0tal 07AS 2798 1.9 3389 6.5	Col Pct	1   	2   10078  1.9  36527  6.7	3 336 2.2	4   956   .9   6954   6.4	5   408  .5	221630 18.3 68922 5.7 1210384 100.0	5 Column Total	84745   18.3   31784   6.9   462854   38.2	101676  18.7  30658  5.6  544715	3167  20.8  20.8  	18932   17.3   17.3   3745   3.4	1311 16.  198 2. 7815
otal 007AS 2798 1.9 3389 6.5	Col Pct	1     1     11020    2.4   27647    6.0	10078   1.9    36527    6.7	3 336 2.2 1222 8.0	4   956   .9   6954   6.4	5   408  .5  6038  7.8	221630 18.3 68922 5.7 1210384 100.0 Number o	5 Column	84745   18.3   31784   6.9   462854   38.2	101676  18.7  30658  5.6  544715	3167  20.8  20.8  	18932   17.3   17.3   3745   3.4	1311 16.  198 2. 7815
1.9 3389 6.5 8090	Col Pct	1   1   11020    2.4    27647    6.0    1230128	10078  1.9  36527  6.7  260617  48.0	336 2.2 1222 8.0 5867 38.2	4   956   .9   6954   6.4 +	5   408  .5  6038  7.8  34953  44.9	221630 18.3 68922 5.7 1210384 100.0 Number o	5 Column Total of Missing O	84745    18.3    31784    6.9  +	101676  18.7  30658  5.6  54715 45.0	3167  20.8  + 747  4.9   15234 1.3	18932   17.3   3745   3.4   109427 9.0	1311 16.  198 2. 7815
0tal 007AS 2798 1.9 3389 6.5 8090 88.0	Col Pct	1   1   1   1   1   1   1   1   1   1	2   10078  1.9  36527  6.7  260617  48.0	336 2.2 1222 8.0 5867 38.2	4   956   .9   6954   6.4   46526   42.8	5   408  .5  6038  7.8  34953  44.9  28235  36.3	221630 18.3 68922 5.7 1210384 100.0 Number o	Column Total of Missing O av.Most of Imputed Pa Count	84745    18.3    31784    6.9  +	101676   18.7   30658   5.6   45.0   18.3   46097   16.5	3167  20.8  	18932   17.3   3745   3.4   109427 9.0	1311 16.  198 2. 7815
2798 1.9 389 6.5 090 8.0	Col Pct	1   1   1   1   1   1   1   1   1   1	10078  1.9  36527  6.7  260617  48.0  179491	3 336 2.2 1222 8.0 5867 38.2 6453 42.0	4   956   .9   6954   6.4   46526   42.8	5   408  .5  6038  7.8  34953  44.9  28235  36.3	221630 18.3 68922 5.7 1210384 100.0 Number o	Column Total  f Missing O av.Most of .Imputed Pa Count Col Pct	84745   18.3   31784   6.9   462854   38.2   bservation   f-duty verygrade Gro	101676  18.7  30658  5.6  544715 45.0 as: 46097 inicular acoup 2 - 5	3167  20.8  	18932   17.3   17.3   3745   3.4   109427   9.0   201-03   0	1311 16. 198 2. 7815 6.
2798 1.9 3389 6.5 8090 88.0 7710	2 3	1   1   1   1   1   1   1   1   1   1	10078  1.9  36527  6.7  260617  48.0  179491  33.0	336 2.2 1222 8.0 5867 38.2 6453 42.0	4   956   .9   6954   6.4   46526   42.8   42162   38.7	5   408  .5  6038  7.8  34953  44.9  28235  36.3	221630 18.3 68922 5.7 1210384 100.0 Number o 	Column Total of Missing O av.Most of .Imputed Pa Count Col Pct	84745   18.3   31784   6.9   462854   38.2   bservation   f-duty verygrade Gro	101676   18.7   30658   5.6   45.0   18: 46097   10: 45.0   10: 45	3167  20.8	18932   17.3   17.3   3.4   109427   9.0   201-03   0	1311 16. 198 2. 7815 6.
1.9 1.9 389 6.5 090 8.0 7710 3.0	2 3 4 5	1   1   1   1   1   1   1   1   1   1	2   10078  1.9  36527  6.7  260617  48.0  179491  33.0  56522	336 2.2 8.0 5867 38.2 6453 42.0	4   956   .9   6954   6.4   42.8   42162   38.7   12208   11.2	408  .5  6038  7.8  34953  44.9  28235  36.3  8126	221630 18.3 68922 5.7 1210384 100.0 Number o	Column Total of Missing O av.Most of Imputed Pa Count Col Pct	84745    18.3    31784    6.9  +	101676   18.7   30658   5.6   45.0   18.3   46097   11.5   15.5	3167  20.8  747  4.9	18932   17.3   17.3   3.4   109427   9.0   201-03   0   4   1726	1311 16. 198 2. 7815 6.
0tal 077AS 2798 1.9 3389 6.5 3090 48.0 7710 33.0 7706 10.6	2 3 4 5	1   1   1   1   1   1   1   1   1   1	10078  1.9  36527  6.7  260617  48.0  179491  33.0  56522  10.4	336 2.2 8.0 5867 38.2 6453 42.0	4   956   .9   6954   6.4   42.8   42162   38.7   12208   11.2   108805	5   408  .5  6038  7.8  34953  44.9  28235  36.3  8126  10.5	221630 18.3 68922 5.7 1210384 100.0 Number o 	Column Total of Missing O av.Most of Imputed Pa Count Col Pct	84745   18.3   18.3   31784   6.9   462854   38.2   bservation 	101676   18.7   30658   5.6   45.0   18.3   46097   11.5   15.5	3167  20.8  747  4.9	18932   17.3   17.3   3.4   109427   9.0   201-03   0   4   1726	1311 16. 198 2. 7815 6.
1.9 1.9 1.9 1.9 1.9 1.389 1.5 1.090 1.8.0 1.710 1.3.0 1.706 1.0.6 1.4692 1.0.0	Col Pct  1 2 3 4 5 Column Total	1   1   1   1   1   1   1   1   1   1	2   10078  1.9  36527  6.7  260617  48.0  179491  33.0  56522  10.4	3366 2.2 8.0 5867 38.2 6453 42.0 1482 9.7	4   956   .9   6954   6.4   42.8   42162   38.7   12208   11.2   108805	408  .5  6038  7.8  34953  44.9  28235  36.3  8126  10.5	221630 18.3 68922 5.7 1210384 100.0 Number o 	Column Total of Missing O av.Most of Imputed Pa Count Col Pct	84745    18.3    31784    6.9  +	101676   18.7   30658   5.6   544715   45.0   18: 46097   15: 45: 46097   15: 45: 45: 45: 45: 45: 45: 45: 45: 45: 4	3167  20.8	18932   17.3   17.3   3.4   109427   9.0   201-03   0   4   1726	1311 16. 198 2. 7815 6.
2798 1.9 3389 6.5 3090 88.0 2710 33.0 2706 0.6	Col Pct  1 2 3 4 5 Column Total	1   1   1   1   1   1   1   1   1   1	10078   1.9   36527   6.7   260617   48.0   33.0   56522   10.4   543235	3366 2.2 8.0 5867 38.2 6453 42.0 1482 9.7	4   956   .9   6.4   46526   42.8   42162   38.7   12208   11.2   108805   9.0	408  .5  6038  7.8  34953  44.9  28235  36.3  8126  10.5	221630 18.3 68922 5.7 1210384 100.0 Number o 	Column Total  f Missing O av.Most of .Imputed Pa Count Col Pct	84745    18.3    31784    6.9  +	101676   18.7   30658   5.6   45.0   45.0   101671   2.5   2.1   27594	3167  20.8	18932   17.3   17.3   3.4   109427   9.0   1-03   0   4   1726   1.6   1.6   3.9	1311 16. 198 2. 7815 6. 44-06 5
0tal 0.07AS 2798 1.9 3389 6.5 3090 18.0 2710 33.0 2706 0.6 04692 00.0 0 ober of	Col Pct  1 2 3 4 5 Column Total	1   1   1   1   1   1   1   1   1   1	2   10078  1.9  36527  6.7  260617  48.0  179491  33.0  56522  10.4  543235 45.1	3 336 2.2 8.0 5867 38.2 	4   956   .9   6.4   46526   42.8   42162   38.7   12208   11.2   108805   9.0	5   408  .5  6038  7.8  34953  44.9  28235  36.3  8126  10.5  77760 6.5	221630 18.3 68922 5.7 1210384 100.0 Number o AH107AV XPAYGRP2  Row Total AH107AV 26957 2.2 58339 4.8	Column Total  If Missing O  av.Most of Imputed Pa Count Col Pct	84745    18.3    31784    6.9  +	101676   18.7   30658   5.6   544715   45.0   16.2   17.5	3167  20.8	18932   17.3   17.3   3.4   109427   9.0   201-03   0   4   1.6   1.6   1.6	1311 16. 198 2. 7815 6. 44-06 5
0tal 077AS 2798 1.9 3389 6.5 3090 18.0 7710 33.0 7706 10.6 04692 00.0 aber of	Col Pct  1 2 3 4 5 Column Total Missing O	1   1   1   1   1   1   1   1   1   1	10078  1.9  36527  6.7  260617  48.0  179491  33.0  56522  10.4  543235 45.1  as: 51789  take part	336 2.2 8.0 1222 8.0 5867 38.2 42.0 1482 9.7 15361 1.3	4   956   .9   .	5   408  .5  6038  7.8  34953  44.9  28235  36.3  8126  10.5  77760 6.5	221630 18.3 68922 5.7 1210384 100.0 Number o AH107AV XPAYGRP2  Row Total AH107AV 26957 2.2 58339 4.8 416533	Column Total  If Missing O  av.Most of Imputed Pa Count Col Pct	84745    18.3    31784    6.9    462854   38.2   bservation   f-duty verygrade Grown of the service of the se	101676   18.7   30658   5.6   45.0   18.7   2.5   1527   2.1   2.7   2.1   5.1   177429	3167  20.8	18932   17.3   17.3   3.4   3.4   109427   9.0   1.6   1.6   1.6   3.9	1311 16. 198 2. 7815 6. 44-06 5 
0tal 077AS 2798 1.9 3389 6.5 3090 18.0 7710 33.0 7706 10.6 04692 00.0 aber of	Col Pct  1 2 3 4 5 Column Total Missing O	1   1   1   1   1   1   1   1   1   1	2   10078  1.9  36527  6.7  260617  48.0  179491  33.0  10.4  543235 45.1  take part tup 2 - 5 E5-E9	336 2.2 8.0 	4   956   .9   6954   6.4   42.8   42162   12208   11.2   108805   9.0   dev by	5   408  .5  6038  7.8  34953  44.9  28235  36.3  10.5  77760 6.5	221630 18.3 68922 5.7 1210384 100.0 Number o AH107AV XPAYGRP2  Row Total AH107AV 26957 2.2 58339 4.8 416533 34.3	Column Total  of Missing O av.Most of .Imputed Pa Count Col Pct	84745    18.3    31784    6.9    462854   38.2   bservation 	101676   18.7   30658   5.6   544715   45.0   18.7   15.2   177429   32.5   177429   32.5   1.5	3167  20.8	18932   17.3   17.3   3745   3.4   109427   9.0   109427   9.0   1.6   1	1311 16. 198 2. 7815 6. 4-06 5 
0tal 077AS 2798 1.9 3389 6.5 3090 18.0 7710 33.0 7706 10.6 04692 00.0 0mber of	Col Pct  1 2 3 4 5 Column Total Missing O	1   1   1   1   1   1   1   1   1   1	2   10078  1.9  36527  6.7  260617  48.0  179491  33.0  10.4  543235 45.1  take part tup 2 - 5 E5-E9	336 2.2 8.0 	4   956   .9   .	5   408  .5  6038  7.8  34953  44.9  28235  36.3  10.5  77760 6.5	221630 18.3 68922 5.7 1210384 100.0 Number o AH107AV XPAYGRP2  Row Total AH107AV 26957 2.2 58339 4.8 416533 34.3 466750	Column Total  of Missing O av.Most of .Imputed Pa Count Col Pct	84745    18.3    31784    6.9    462854   38.2   bservation 	101676  18.7  30658  5.6  5.44715 45.0  as: 46097  coup 2 - 5  E5-E9 2   11527  2.1  5.1  5.1  177429  32.5	3167  20.8  747  4.9	18932   17.3   17.3   3745   3.4   109427   9.0   109427   9.0   1.6   1	1311 16. 198 2. 7815 6. 44-06 5 
1.9 2798 1.9 3389 6.5 3090 48.0 7710 33.0 7706 10.6 04692 00.0 mber of	Col Pct  1 2 3 4 5 Column Total Missing O	1   1   1   1   1   1   1   1   1   1	2     10078    1.9    36527    6.7    260617    48.0    179491    33.0    10.4    543235   45.1   as: 51789   take part pup 2 - 5   E5-E9	336 2.2 8.0 1222 8.0 5867 38.2 6453 42.0 1482 9.7 15361 1.3	4   956   .9   6954   6.4   42.8   42162   38.7   12208   11.2   108805   9.0   9.0   dev by	5   408  .5  6038  7.8  34953  44.9	221630 18.3 68922 5.7 1210384 100.0 Number o AH107AV XPAYGRP2  Row Total AH107AV 26957 2.2 58339 4.8 416533 34.3	Column Total  of Missing O av.Most of .Imputed Pa Count Col Pct	### 18.3     18.3     18.3     31.784     6.9     462854     38.2     bservation     f-duty verygrade Grown     E1-E4     1     12905     2.8     4.9     179851     38.6     35.4     4.4	101676  18.7  30658  5.6  5.44715 45.0  as: 46097  coup 2 - 5  E5-E9 2   11527  2.1  5.1  5.1  177429  32.5	3167  20.8	18932   17.3   17.3   3745   3.4   109427   9.0   109427   9.0   1726   1.6	1311: 16.: 198: 2.: 7815: 6.: 44-06: 5 

		++		+	+	+							
1214806	Column	465345	546292	15328	109595	78245	Number of	Missing O	bservatior	ns: 45505	5		
100.0	Total	38.3	45.0	1.3	9.0	6.4		ax.My supe Imputed Pa				rel by	
Number of	Missing C	bservation	s: 41676					Count					
		ot the Dep			's by		Row	Col Pct	İ	E5-E9			04-06
	Count Col Pct	  E1-E4	E5-E9 V	w1-W5	01-03	04-06	Total AH107AX		+	_	3   ++	4	5
Row							24885	1	13455	9708	112	1081	529
Total AH107AW		1	- 1	3	4	5	2.1		2.9				
217787	1	68388		3017	19439	15659	40001	2	18643			2045	1877
18.0		14.8		19.8		20.0	40801		4.0				
	2	+   118421	165722	5940	40097	35362		3	170505	150110		23029	13288
365542		25.6				45.2	359867 29.7		36.8				
405040	3	193166	188877	3742	32014	18049	505050	4	160800	247724			39989
435848 36.0		41.7		24.5		23.1	507858 41.9		34.7				51.1
128541	4	56470		1870	11840	6307	277484	5	100509		+   3975	31461	22558
10.6		12.2		12.3		8.1	22.9		21.7			28.7	28.8
	5	26698	27166	683	5840	2872		Column	463912	543958	15326	109459	78241
63258 5.2		5.8	5.0	4.5	5.3	3.7	1210896	Total	38.3	44.9	1.3	9.0	6.5
	Column	++ 463143			109230	78248	Number of	Missing O	bservation	ns: 45586	5		

1210977

100.0

Total

38.2

45.0

1.3

9.0

6.5

# Appendix G – Response Distributions by Work Location

AH107A	a.It is co	ommon for p	personnel t	o take pa	r by AH	108 Work	: Environme	ent Number of Missing Observations: 29800	
	Count Col Pct	Office	Shop	Maintena	Outdoors 1	Flightli	Ship		
Clinic	/H Other Row	1		nce	/Field 1	ne	C	AH107C c.Safety takes a back seat to performing by AH108 Work Environment ospital Count	
1	8   Tota	1 al	2	3	4	5	6	7 Col Pct Office Shop Maintena Outdoors Flightli Ship Clinic/H Other	
AH107A -+	+	+	-++	+	+	+	+-	noe /Field ne osp Row	ital
673	3591 22	2298		2230	2290	1856	1359	1   2   3   4   5   6     8   Total	7
1.0	3.6	1.8	5  1.6	1.8	2.0	1.7	2.0	AH107C+++++	
-+		31122	2  7494	11085	7502	7523	3633	14503  21874  246982   20.3  18.7  18.7  19.8  21.5  19.2	
3308 4.9		78585   6.0 6.4	0  6.2	8.8	6.5	6.7	5.2	21.4 21.8 20.2	
-+	+	+	-++	+	+	+	+-	2   208167  44310  47419  35360  40442  25585  26884  35261  463428	
15481		127277 296072	7   29437	26794	31161	24441	13864	40.5  37.0  37.5  30.6  36.3  37.0  39.8  35.2  37.8	
22.8	27.4	24.1	7 24.4	21.3	26.9	21.9	20.0		
-+	+	261078	-+ 3  57714	64137	54822	56553	36280	3   123258  30611  34149  34004  27976  15390  14953  25957  306296	
36809	43513  6	510906   50.6		51.0	47.3	50.7	52.4	22.1 25.9 25.0	
54.3	43.1	49.7	-++	+	+	+	+-		
11579	+ 5 19217  2	88445 220342	5  23999	21584	20195	21215	14109	8263  13157  153590   11.5  13.4  12.3  15.0  12.6  14.8    12.2  13.1  12.5	
17.1	,	17.1 17.9	1  19.9	17.2	17.4	19.0	20.4		
-+	+	+	-++	+	+	+	+-	5   19279   6425   5680   6160   4935   4712   3030   3984   54205	
67851	Column 100855 12	228202		125829	115970 9.4	111588	69245 5.6	3.7  5.4  4.5  5.3  4.4  6.8  4.5  4.0  4.4	
5.5	Total 8.2 10	00.0	J 9.0	10.2	7.4	9.1	5.0	-++ Column 514112 119818 126376 115728 111361 69240	
Number	of Missing	Observation	ons: 28279					67633 100233 1224501 Total 42.0 9.8 10.3 9.5 9.1 5.7	
AH107B	b.There is	 s frequent	contact an	d communi	c by AH	108 Work	: Environme		
	Count Col Pct	Office	Shop	Maintena	Outdoors 1	₹liαhtli	Ship	Number of Missing Observations: 31980  AH107D d.Personnel often get involved in develo by AH108 Work Environment	
Clinic	/H Other		-			ne	_	ospital Count	
	Row	1	2	3	4	5	6	Col Pct  Office Shop Maintena Outdoors Flightli Ship 7 Clinic/H Other	
 AH107B	8 Tota	al +	-++	+	+	+	+-	nce /Field ne osp Row	ital
-+	+		9  6371	8117	7177	4503	4088	1   2   3   4   5   6     8   Total	7
2628 3.9	6695  5	59218   3.8 4.8	3  5.3	6.5	6.2	4.0	5.9	AH107D+++++	
-+	+	+	-++	+	+	+	+-	1591 3791 41029   2.8  3.2  4.8  4.5  3.1  4.3	
10139	2 16816  1	L56628		18106	17779	16844	7654	2.4   3.7   3.4 ++	
15.0	16.4	12.8	3  9.3	14.4	15.4	15.1		-+	
-+		102093	36333	30453	26350	20405		11.7  13.3  12.8  13.1  14.1  12.6	
	26917  2	265596   19.8	30.3			18.3		· ++ -++	
		21.7		+	+	+	+-	3   199138   41048   46949   41418   35905   24602  20796   40345   450202   32 2   32 2   32 3   35 9	
32413	4	258365 567907	5   48857	53501	47169	53672	36089	38.8  34.3  37.2  36.2  32.3  35.8  30.9  39.6  36.8 +	
48.0	,	50.2 46.3		42.6		48.1		4   204567   48970   46328   41186   47198   26419	
-+	+	+	-++	+				31765  40381  486814   39.9  40.9  36.7  36.0  42.4  38.5	
10198	14146 1							+++++	
15.1	13.8		9  14.2	12.3	14.9		14.9	5   35137  9987  10845  11603  8999  6058  5279  7367  95275	
-+	Column	n 515116	119793	125640	115684			7.9  7.2  7.8   8.3  8.6  10.1  8.1  8.8	
67566	102414 12	226681						++++++	
5.5	Total 8.3 10		9.8	10.2	9.4	9.1	5.6	-++	

Column 513320 119754 126333 114363 111216 68681 10.1 9.5 9.1 5.7 Total 41.9 8.4 67247 101958 1222873 100 0 9.8 10.3 9.4 9.1 Total 5.6 5 5 83 100.0 Number of Missing Observations: 34677 AH107G q.Leadership's views on the importance o by AH108 Work Environment Number of Missing Observations: 33608 Count AH107E e.My supervisor maintains a high job saf by AH108 Work Environment Office Shop Maintena Outdoors Flightli Ship Clinic/H Other ospital /Field ne Col Pct Office Maintena Outdoors Flightli Ship Clinic/H Other 3 I 4 6 I 8 /Field AH107G Row 4 8 Total 55365 13927 15002 10447 13742 6909 AH107E -5428 10277 131097 10.8 11.7 12.0 9.0 12.4 10.0 10 7 8 01 10 2 78461 2057 39221 30581 1774 1418 1038 3906 25019 1.5 1.7 3.1 2.7 1.6 2.01 1.5 3.9 2.0 186908 36258 41869 37196 41936 21464 -22592 32643 420865 36.4 30.4 33.5 32.2 37.7 31.0 18767 5017 9235 7498 5057 5070 33.4 32.4 34.4 3154 3589 57387 4.2 7.3 6.5 4.5 7.3 4.7 4.7 3.6 153661 40826 39395 37616 29204 18005 21196 34397 374300 29.91 34.2 31.5 32.5 26.31 26.01 146836 36594 33225 34452 28027 15407 31.4 34.2 30.6 16836 31647 343024 28.5 30.5 26.3 30.01 25.2 22.2 24.9 31.4 92470 23559 22923 23436 20270 17447 -14739 18779 233625 18.3 20.3 25.2 19.1 245102 50572 21.8 53068 560391 496061 35846 18.7 33509 39483 563225 43.1 51.5 49.5 39.2 46 N 24732 4736 5974 6953 6094 5415 3586 4553 62043 7.8 4.8 4.0 4.8 6.01 5.5 20379 95909 23127 5.3 13134 22137 236153 18.6 19.3 18.8 17.7 23.2 17.0 19.3 19.4 22.0 Column 513136 119305 125163 115648 111245 69241 -67541 100649 1221929 10.2 9.5 5.7 Total 8 2 Column 514461 119863 126212 114993 111295 69551 5 5 100.0 100762 67671 1224807 42.0 Number of Missing Observations: 34552 Total 9.8 10.3 9.4 9.1 5.7 8.2 5.5 100.0 Number of Missing Observations: 31674 AH107H h.Safety meetings are held less often th by AH108 Work Environment Count Col Pct Office AH107F f.Detailed inspections of the base and f by AH108 Work Environment Maintena Outdoors Flightli Ship Clinic/H Other Col Pct Office Shop Maintena Outdoors Flightli Ship Row Clinic/H Other 2 3 4 5 | 6 | /Field 8 Total AH107H Row 6 8 Total 48070 16349 11964 12695 14779 7583 AH107F 4879 13692 130011 13.7 9.6 11.0 13.3 11.0 12515 3607 5592 4728 3076 1270 7.2 13.4 10.6 659 5399 36845 2.4 3.0 4.5 4.1 2.8 1.8 1.0 5.3 162050 -24027| 31391 382139 31.5 31.6 28.1 24.7 31.3 44502 5882 14330 14424 65331 4686 35.7 30.8 4893 8895 104145 4.9 11.6 12.4 5.9 6.8 7.3 8.7 8.5 209617 44041 44850 48031 38324 23995 266661 38706 474230 40.9 36.81 41.7 34.7 35.9 34.4 204693 45429 43107 46013 41044 26230 39.6 38.0 21561 41085 469162 40.0 34.8 39.6 37.8 38.4 32.1 40.2 73701 18740 19143 20902 13140 13529 -9216 13571 181942 18.1 13.3 14.9 201943 49798 468891 41863 47462 27292 13.7 31623 32362 479233 39.4 41.7 37.8 36.0 42.7 39.4 39 2 47.0 31.7 19550 6843 9681 5156 2588 3224 4500 l 2568 54110 3.8 5.7 7.7 4.5 2.3 4.7 48702 14840 13976 9101 12970 9876 4.4 3.8 132419 8486 14468 7.8 12.6 14.2 10.8 Column 512988 119588 125049 115243 111245 69102 -67357 101861 12 Total 1222433 42.0 9.8 10.2 9.4 9.1 5.7 8.3 Column 51 67222 102208 1221805 512355 119557 123895 116129 111085 69354 5.5 100.0

										Cou	int							
1071	i.Good	teamwo	ork exist	s within	our unit.	by AH1	08 Work E	Invironment		Col /H Other	Pct (	Office S	Shop M	Maintena (	Outdoors 1	Flightli S	hip	
		unt   Pct	Office	Shop	Maintena	Outdoors 1	Flightli S	Ship		I	Row		I		/Field 1	ne		osp.
inic/	H Other	Row			nce	/Field 1	ne	os	pital   AH107K	8   7	rotal +	1	2	3	4	5	6	
1071	8   8	Total	1	2	3	4	5	6	7 -+	2806	1   9572	2916	598	1219	822	464	212	
05	7917	1	20445	8515	9704	5682	5252	5485	.8	2.8	.8	.6	.5	1.0	.7	.4	.3	
1	7.9	5.4	4.0	7.1	7.8	4.9	4.7	7.9	-+	+	2	5050	1918	2924	1908	1009	586	
	+	2		11381	13349	15080	10196	7276	296  .4	2258	15950   1.3	1.0	1.6	2.3	1.6	.9	.8	
)6  5	10324	12405   10.2	9.7	9.5	10.7	13.0	9.2	10.5	-+	+	3	80089	18906	18257	18118	12470	7441	
	+	3	125072	33635	35101	26588	27007	14774	7604  11.2	17904  17.9	18078       14	15.6	15.8	14.5	15.6	11.3	10.7	
.50	29425	3087	751 24.4	28.1	28.1	22.9	24.4	21.2	-+		+-	+	+-	+-	+	+-	+-	
.5	29.3	25.		·+	+	+	+-	+	38629	43691	4     6630 	294010 012 57.3	62102 51.9	69368 55.2	55610 48.0	61467 55.6	38135 54.8	
52	37949		245617  927 47.8		51954  41.5	50779	51752 46.8	31737  45.6	57.1	43.7	54 +-	.3	+-	+-	+	+-	+-	
5	37.8	45.		++	+	+	+-		20534	33347			36183	33835	39346	35218	23169	
 2	14745	5   16968	72270   38	15571	14935	17787	16437	10272	30.4	33.3	28	25.5  .9 +	30.2	26.9	34.0	31.8	33.3	
4	14.7	13.	14.1  .9	13.0	11.9	15.3	14.9	14.8	-+ 67597		Lumn 1222	513162 050	119706	125603	115804	110629	69543	
		lumn	513444	119588	125042	115916	110644	69543	5.5		otal 100.0	42.0	9.8	10.3	9.5	9.1	5.7	
85	100359 T 8.2	12218 otal 100.0	42.0	9.8	10.2	9.5	9.1	5.7	Nimber	of Missi	ina ∩h	servations	34431					
nber		ing Obs	servation	ns: 34660 		p by AH	108 Work	Environment	 AH107L 	l.My st Cot Col	 pervi: nt	sor's beha				108 Work Flightli S		ent
nber  107J	j.Lead Co Col	ing Obs	servatior	nat it car		_			 AH107L 	l.My su Cou Col 'H Other	 pervi: nt	sor's beh	shop 1	Maintena (	Outdoors 1	Flightli S ne	ship	
ber  07J	j.Lead Co Col H Other	ing Obs  ership unt   Pct	servation	nat it car	es about ;	Outdoors 1		Ship	AH107L Clinic,	1.My su Cou Col /H Other		sor's beha	Shop M	Maintena (	Outdoors 1	Flightli S	hip	
ber  07J nic/	j.Lead Co Col H Other	ing Obs	servation	nat it car	es about ;	Outdoors 1	Flightli S	Ship	AH107L  t Clinic, pital   AH107L 7	l.My st Cot Col /H Other B	apervis	sor's beha	shop 1	Maintena (	Outdoors 1	Flightli S ne	ship	
ber  .07J nic/	j.Lead Co Col H Other	ing Obs	servatior shows th	nat it car Shop  2	res about ; Maintena ;	Outdoors 1	Flightli S ne	Ship osp	AH107L t Clinic, pital   AH107L	1.My st Col Col /H Other	apervis	sor's beha Office {	Shop M	Maintena ( nce /	Outdoors :  /Field :  4	Flightli S ne 5	6	
ber  07J nic/	j. Lead  Co Col H Other	ing Observation of the control of th	shows the Diffice 1   16531   10   3.2	nat it carr Shop  2   5150	mes about ;  Maintena ;  nce  3	Outdoors : /Field : 4	Flightli S ne 5	Ship osp 6	AH107L  t Clinic, pital   AH107L 7	l.My su Cou Col /H Other  8   1	int   Pct   Company   Pct   Company   Pct   Company   Pct   Pct   Company   Pct   Pc	Diffice \$ 1   137127  572 26.8  3	2   2   26749  22.4	Maintena (  ace ,  3    26682   21.2	19639   17.0	Flightli S ne 5   30569  27.6	6   13893  20.0	
ber  07J nic/ 07J 	j.Lead Co Col H Other 8	ing Obe	shows the object of the control of t	Shop  2   5150  4.3	res about ;  Maintena (  noe 3     7189    5.8	Outdoors 1  /Field 1  4    5822   5.0	Flightli S  ne  5    4951   4.5	osp 6   2516  3.6	AH107L  clinic,  pital    AH107L  7 -+  17247   25.6   -+  32095	1.My st Col /H Other B   7 24665 24.4	Apervise	Dffice \$  1    137127  572 26.8  .3  233646  005 45.6	2   2   26749	Maintena ( nce , 3	Outdoors 1 /Field 1 4	Flightli S ne 5   	6   13893	
07J 5	j.Lead Co Col H Other 8   7436  7.3	ing Observation of the control of th	servation shows the office    1   16531   10    3.2   2    23123   91	Shop  2   5150  4.3	res about ;  Maintena (  noe 3     7189     5.8     11823	Outdoors 3 /Field 1 4   5822  5.0	Flightli S ne 5   + 4951	osp 6   2516	AH107L  t Clinic, pital   AH107L 7 -+ 17247  25.6	1.My st Cool Col/H Other B   1 24665 24.4  40102 39.7		1   137127  572 26.8  3 233646  005 45.6  .2	2   26749  22.4  52772  44.1	Maintena ( 3   26682  21.2  53826  42.9	Dutdoors :	Flightli S ne 5   30569  27.6  47688  43.1	13893  20.0  31850  45.9	
07J	j. Lead Co Col H Other 8   + 7436  7.3  + 9517  9.3	ing Obs	servation shows the office    1   16531   10	Shop  2   5150  4.3  10196  8.5	Maintena (1894)  Maintena (1894)  7189   5.8   11823   9.5	Outdoors:    4    +   5822    5.0   +   10601    9.1	Flightli & ne 5   4951  4.5  6506  5.9	osp 6   2516  3.6  4874	AH107L  t Clinic, pital   AH107L 7 + 17247  25.6  + 47.6	1.My st Cool Col/H Other B   1 24665 24.4  40102 39.7	ppervis   Pet   (	1   137127  572 26.8  .3 45.6  .2 108627  739	2   26749  22.4  52772  44.1	Maintena ( 3   26682  21.2  53826  42.9	Dutdoors 1  4    19639   17.0   48026   41.6   35307	Flightli S ne 5   30569  27.6  47688  43.1  25123	13850  45.9	
07J	j. Lead Co Col H Other 8   + 7436  7.3  + 9517  9.3	ing Observation of the control of th	servation shows the office    1   16531   10	Shop  2   5150  4.3  10196  8.5	Maintena nce 3   7189  5.8  11823  9.5	Outdoors : /Field : 4   5822  5.0	Flightli S ne 5   4951  4.5  6506  5.9	2516   3.6   4874   7.0	AH107L  Clinic,  pital    AH107L  7  17247   25.6  32095   47.6  13496   20.0	1.My st Cot Col (H Other F 24665 24.4  40102 39.7  26993 26.7	Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   C    Pet   Pet   C    Pet   Pe	1   137127  572 26.8  3 233646  005 45.6  .2 108627	2   26749  22.4  52772  44.1	Maintena ( 3   26682  21.2  53826  42.9	Dutdoors :	Flightli S ne 5   30569  27.6  47688  43.1	13893  20.0  31850  45.9	
07J 5  1  29	j.Lead Co Col H Other  8   7436  7.3 + 9517  9.3	ing Observation of the control of th	servation shows the office    1   16531   10	Shop  2   5150  4.3  10196  8.5	Maintena nce 3   7189  5.8  11823  9.5	Outdoors : /Field : 4   5822  5.0	Flightli & Flightli &	2516   3.6   4874   7.0	AH107L  Clinic,  pital   AH107L  7 -+  25.6  -+  47.6  -+  13496	1.My st Cot Col (H Other F 24665 24.4  40102 39.7  26993 26.7	pervir	1   137127  572 26.8  3 45.6  .2 108627  7739 21.2  .6	2   26749  22.4  52772  44.1  30244  25.3	Maintena ( 3   26682  21.2  53826  42.9  34046  27.1  8832	Dutdoors 1  4    19639  17.0   48026  41.6   35307  30.6   9465	Flightli S ne 5   30569  27.6  47688  43.1  25123	13850  45.9	
07J 07J 11 11 11 11 11 11 11 11 11 11 11 11 11	j.Lead Co Col H Other  7436  7.3 + 9517  9.3 + 29316 28.8	ing Observation of the control of th	servation shows the office    1   16531   10   3.2   2   2   2   31   4.5   5   5   128037   708   25.1   .0   245464	shop  2   5150  4.3  10196  8.5  32160  26.9	maintena noe  3   7189  5.8  11823  9.5  34547  27.7	Outdoors: //Field	Flightli & ne 5   4951  4.5  5.9  25856  23.6	2516   3.6   4874   7.0	AH107L  Clinic,  pital   AH107L  7  17247  25.6   47.6   13496  20.0	1.My su Cou Col Col Col Col Col Col Col Col Col Col	296;   24	1   137127  572 26.8  .3	2   26749  22.4  44.1  30244  25.3	7.0   Maintena (  3    26682   21.2   53826   42.9   34046   27.1   8832   7.0	Dutdoors 1  4    19639  17.0   48026  41.6   35307  30.6	Flightli S ne 5   30569  27.6  47688  43.1  25123  22.7  5829  5.3	13893  20.0  31850  45.9  13904  20.1	
.07J .07J .07J .55  .51  .529  .8	j.Lead Co Col H Other  7436  7.3 + 9517  9.3 + 29316 28.8	ing Obo	servation shows the office shows the off	Shop  2   5150  4.3  10196  8.5  32160  26.9  52750  44.1	Maintena noe 3   7189  5.8  11823  9.5  27.7  27.7  53464  42.9	Outdoors: //Field	Flightli S  ne  5    4951   4.5   6506   5.9   25856   23.6   50513   46.1	2516   3.6	AH107L  Clinic,  pital   AH107L  7  17247  25.6   32095  47.6   13496  20.0   3.5  3.5	1.My st Cot Col (H Other F 24665 24.4 + 40102 39.7 + 6018  6.0 +	1   Pot   (	1   137127  572 26.8  .3 45.6  .2 21.2  .6 4.7  9 48491	2   26749  22.4  52772  44.1  30244  25.3	7.0   Maintena (  3    26682   21.2   53826   42.9   34046   27.1   8832   7.0	Dutdoors 1  4    19639  17.0   48026  41.6   35307  30.6   9465  8.2	Flightli S ne 5   30569  27.6  47688  43.1  25123  22.7  5829  5.3	13893  20.0  31850  45.9  20.1  7121  10.3	
07J	j.Lead Co Col H Other  7436  7.3 + 9517  9.3 + 29316 28.8 + 37446 36.8	ing Obo	shows the office    1   16531   10   3.2   2   23123   31   4.5   5   6   128037   708   25.1   .0   245464   533   48.0   .5   97777	Shop  2   5150  5150  4.3  10196  8.5  32160  26.9  52750  44.1	Maintena noe  3   7189  5.8  11823  9.5  27.7  27.7  53464  42.9	Outdoors : //Field :	Flightli S  ne  5    4951   4.5   6506   5.9   25856   23.6   50513	2516   3.6   4874   7.0   15971   23.0   33670	AH107L  Clinic,  pital   AH107L  7  17247  25.6   32095  47.6   13496  20.0   3.5  3.5	1.My sn Cou Col (H Other F 24665) 24.4 + 40102 39.7 + 6018  6.0	pervir   per	1   137127  572 26.8  .3 45.6  .2 21.2  .6 4.7  9 4849  01 1.7  1	2   26749   22.4   52772   44.1   25.3   7846   6.6	7.0 Adaintena (Animen	Dutdoors 2  /Field	Flightli S ne 5   30569  27.6  47688  43.1  25123  22.7  5829  5.3	13893  20.0  31850  45.9  13904  20.1  7121  10.3	
nic/ .07J .07J .55  .8  .69  .66	j.Lead Co Col H Other  7436  7.3 + 9517  9.3 + 29316 28.8 + 37446 36.8	ing Observation of the control of th	servation shows the office    1   16531   10   3.2   2   2   3123   91   4.5   6   6   6   6   6   6   6   6   6	Shop  2   5150  4.3  10196  8.5  32160  26.9  52750  44.1	Maintena noe  3   7189  5.8  11823  9.5  27.7  27.7  53464  42.9	Outdoors:  /Field   4   5822  5.0	Flightli S ne 5   4951  4.5  6506  5.9  25856  23.6  50513  46.1	Ship OSF 6   2516  3.6  4874  7.0  15971  23.0  33670  48.5	AH107L  t Clinic,  pital   AH107L  7  17247  25.6   32095  47.6   32095  47.6   33095  47.6   33095  47.6	1.My st Cot Col Col Col Col Col Col Col Col Col Col	2961   24	1   137127  572 26.8  .3 45.6  .2 108627  739 21.2  .6 4.7  9 8491  01 1.7	2   26749   22.4   44.1   25.3   7846   6.6   1988	Maintena ( 3   26682  21.2  53826  42.9  34046  27.1  8832  7.0	Dutdoors 1  4    19639  17.0   48026  41.6   35307  30.6   9465  8.2	Flightli S ne  5   30569  27.6  47688  43.1  25123  22.7  5829  5.3	13893  20.0  31850  45.9  13904  20.1  7121  10.3	
nber  LO7J inic/	j.Lead Co Col H Other  7436  7.3 + 9517  9.3 + 29316 28.8 + 37446 36.8 + 18118 17.8	ing Obo	servation shows the office    1   16531   10   3.2   2   23123   91   4.5   5   6   128037   708   25.1   1.0   1.	Shop  2   5150  4.3  10196  8.5  32160  26.9  52750  44.1  19295  16.1	Maintena noe 3   7189  5.8  11823  9.5  27.7  53464  42.9  17594  14.1	Outdoors : /Field : 4	Flightli S  ne  5    4951   4.5   6506   5.9   25856   23.6   50513   46.1   21694   19.8	Ship  OSF 6    2516  3.6   4874  7.0   15971  23.0   48.5   12458  17.9	AH107L  Clinic,  pital   AH107L 7 17247  25.6  32095  47.6  32095  47.6  32095  47.6  32095  47.6  32095  47.6	1.My st Cot Col Col Col Col Col Col Col Col Col Col	pervir   per	1   137127  572 26.8  .3 45.6  .2 24120  .6 4.7  9 8491  01 1.7  1.7  1.7  1.7  1.7  1.7  1.7  1.7	2   26749  22.4  52772  44.1  25.3  6.6  6.6  1.7	7 Anintena (  3    26682   21.2   53826   42.9   34046   27.1   8832   7.0   2214   1.8	Dutdoors 1  4    19639  17.0   48026  41.6  35307  30.6   9465  8.2   2917  2.5	Flightli S ne 5   30569  27.6  47688  43.1  25123  22.7  5829  5.3	13893  20.0  31850  45.9  20.1  7121  10.3  2549  3.7	
.07J	j.Lead Co Col H Other  7436  7.3 + 9517  9.3 + 29316 28.8 + 37446 36.8 + 18118 17.8  101833	ing Obo	servation shows the office    1   16531   10   3.2   2   23123   31   4.5   5   6   25.1   .0   245464   533   48.0   .5   97777   19.1   .8   510932   790   41.9   41.9	Shop  2   5150  4.3  10196  8.5  32160  26.9  52750  44.1  19295  16.1	maintena noe  3   7189  5.8  11823  9.5  27.7  27.7  53464  42.9	Outdoors:  /Field   5822  5.0	Flightli & ne 5   4951  4.5  5.9  25856  23.6  50513  46.1  21694	2516   3.6	AH107L  AH107L  Clinic,  pital   AH107L  7  7  25.6   47.6   32095  47.6   32095  47.6   32095  47.6    3254  3.5  2169  3.2   67362 5.5	1.My star Con Col Col Col Col Col Col Col Col Col Col	pervis   p	1   137127  572 26.8  .3 45.6  .2 24120  .6 4.7  9 8491  01 1.7  1.7  1.7  1.7  1.7  1.7  1.7  1.7	2   26749  22.4  52772  44.1  25.3  7846  6.6  1.7  119598 9.8	7 Alintena (100 / 100 /	2011doors 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	Flightli S ne 5   30569  27.6  47688  43.1  25123  22.7  5829  5.3  1516  1.4	13893  20.0  31850  45.9  13904  20.1  7121  10.3  2549  3.7	

		unt   Pct  Of	fice (	Shon N	Maintena (	Outdoors F	liahtli (	hin		1	Row			nce	/Field	ne		ospita
Clinic	/H Other		ilice ,	-		/Field n	-	-	spital		Total	1	2	3	4	5	6	7
	:	Row	1	2	3	4	5	6	AH1070 7 -+	+	+-	+	+	+	+	+	+	
 AH107M		Total	+	+-	+-	+-	+-	+_	733	3637	1   32589	10088	3911	5368	5269	2199	1383	
-+	+	1	12122	2462	4904	4416	2541	1529	1.1	3.6	2.7	2.0	3.3	4.3	4.6	2.0	2.0	
1275	3429	32678 	2.4	2.1	3.9	3.8	2.3	2.2	-+	+	+-	+	+	+	+		+	
1.9	3.5	2.7	+	+-	+-	+-	+-		2688	8299	2   7781		8484	9583	8805	6559	5830	
-+	+	2	37681	11281	8969	11047	5783	4886	4.0	8.3	6.4	5.4	7.1	7.7	7.6	6.0	8.5	
4238	7382	91267	7.4	9.4	7.1	9.5	5.2	7.0	-+	+		004004	40070	+ 51410	+ F10101	25606	00602	
6.3	7.4	7.5 +	+	+-	+-	+-			23608	40364			49078 41.3	51419	51912	35686	22623	
16400	34665		186984	44119	49304	34473	35557	17349	35.3	40.4	41.			+		JZ.0		
24.5	34.9	34.3	36.5	36.8	39.2	29.8	32.0	24.9	-+	+	4	185359	40601	43904	34407	42025	27648	
-+		+	+	+-	+-	+-	+-		29763	31751			34.2	35.1	29.7	38.6	40.5	
33924	36256		219792  22	48009	49962	49443	47852	33585	44.5	31.8	35. +-		+	+	+	+	+	
50.6	36.5	42.5	42.9	40.1	39.8	42.7	43.1	48.3	-+	+	5	62469	16815	14652	15400	22381	10811	
-+	+	+	+-	+-	+-	+-	+-	+-	10146	15750	·	12.3	14.1	11.7	13.3	20.6	15.8	
11212	17516	5     15812		13898	12513	16326	19215	12193	15.2	15.8	13.	9	+	+	+	+-	+	
16.7	17.6	13.0	10.8	11.6	10.0	14.1	17.3	17.5	-+		lumn	509483	118889	124926	115794	108851	68295	
-+	+	+	+		+-	+-		+-	66939	T	12129 otal	42.0	9.8	10.3	9.5	9.0	5.6	
67049	99248	121974		119768	125652	115705	110947	69543	5.5	8.2	100.0		42504					
5.5	8.1	otal 100.0	42.0	9.8	10.3	9.5	9.1	5.7	Number	OI MISS	ing Obs	ervation	s: 43504					
Number	of Miss	ing Obse	ervations	s: 36735					AH107P	p.Lead	ership	does no	more than	the law	r by AH	108 Work	Environm	ment
AH107N	n Lead	 ershin h	nas nuhli	ished a w	ritten poi	l by AH1	08 Work	Environme	nt		unt	)ffice	Shop	Maintena (	Outdoors	Flightli S	Shin	
		unt	F							/H Other			_			ne	_	ospita
Clinic		Pct Of	fice S	Shop M	Maintena (	Outdoors F	lightli S	hip		1	Row	1	2	3	4			_
													2	9		5	6	7
		Row				/Field n			AH107P	8	Total +-	+	+	+	+	+·	+	
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 AH107N -+		Total +	+	2	3	4	5	6	AH107P 7 -+	8720	1   9793	42020  44 8.2	+	+	+	+	+	
-+			7386	2	3    2186	4    2348	5   +- 2433	6    1195	AH107P 7 -+ 5463  8.2	+	1	42020  44 8.2	9352	8123	7345	12530	4380	
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684	8  + 3993	Total  1   22608     1.9 +	7386	2   	3   	4   	5   2433  2.2	6   1195  1.7	AH107P 7 -+ 5463  8.2  -+	8720   8.7   8.301	1   9793   8.0 +- 2     3428	42020  44 8.2  150101  121 29.3	9352  7.9	8123  6.5	7345  6.3	12530	4380  6.4	
684	8  + 3993	Total + 1   22608	7386  1.4  24079	2   	3   2186  1.7  8591	4   	5   2433  2.2  	6   1195  1.7  4274	#107P 7 -+ 5463 8.2  -+ 19921  30.0	8720   8.7   + 23301 23.2	1   9793   8.0 +-	42020  44 8.2  150101  121 29.3	9352  7.9  + 31449	8123  6.5  +	7345  6.3 +	12530   11.3   33537	4380  6.4  + 20932	
-+ 684  1.0  -+ 2865	8   + 3993  4.0	Total+ 1   22608   1.9 +	7386  1.4  24079	2   	3   	4   	5   2433  2.2	6   1195  1.7	#1107p 75463  8.2  19921  30.0	8720  8.7  + 23301 23.2	1   9793   8.0 +- 2   3428   28. +-	42020   44 42020   44 8.2   7 150101   121 29.3   1 206152	9352  7.9  + 31449	8123  6.5  +	7345  6.3 +	12530   11.3   33537	4380  6.4  + 20932	
-+ 684  1.0  -+ 2865	8   3993   4.0   4.2	Total  1   22608   1.9 + 2   57272   4.7 +	7386  1.4  24079  2 4.7	2   	3   2186  1.7  8591  6.9	4   2348  2.0  6231  5.4	5   2433  2.2  1806  1.6	6   1195  1.7  4274  6.2	#i107p 7 -+ 5463  8.2  + 19921  30.0  +	8720  8.7  + 23301 23.2  + 44908	1   9793   8.0 +- 2   3428   28. +- 3   4874	42020  42020  4 8.2  5 150101  121 29.3  1+ 206152  40.2	9352  7.9  + 31449  26.5	8123  6.5  + 32796  26.2	7345  6.3  30784  26.6	12530  11.3  33537  30.3	4380   6.4   20932   30.7   22853	
-+ 684  1.0  -+ 2865  4.3  -+	8   3993   4.0   4211   4.2	Total   22608   1.99 + 2   57272   4.7 + 3   36615	7386   1.4   24079   2 4.7   146367   51	2   	3   2186  1.7  8591  6.9	4   2348  2.0  6231  5.4	5   2433  2.2  	6   1195  1.7  4274  6.2	#1107p 75463  8.2  19921  30.0	8720  8.7  + 23301 23.2  + 44908 44.7	1   9793   8.0 +- 2   3428   28. +- 3   4874   40.	42020  42020  4 8.2  5 150101  121 29.3  1+ 206152  40.2	9352  7.9  31449  26.5	8123   6.5   32796   26.2	7345  6.3  30784  26.6	12530  11.3  33537  30.3	4380   6.4   20932   30.7   22853	
-+ 684  1.0  -+ 2865  4.3  -+ 18587	8   3993   4.0   4211   4.2	Total   22608   1.99 + 2   57272   4.7 + 3   36615	7386   1.4   24079   2 4.7   146367   51 28.7	2   2384  2.0  5216  4.4  38175	3   2186  1.7  8591  6.9	2348   2.0   6231   5.4	5   2433  2.2  1806  1.6  27729	6   1195   1.7   4274   6.2   22311   32.3	#1107p 7 + 5463  8.2  + 19921  30.0  + 27080  40.8	8720  8.7  + 23301 23.2  + 44908 44.7	1   9793   8.C + 2   3428   28. + 3   4874   40. +	42020  44 8.2  150101  121 29.3  1	9352  7.9  31449  26.5	8123   6.5   32796   26.2	7345  6.3  30784  26.6  46003  39.8	12530  11.3  33537  30.3  38946  35.2	4380   6.4   20932   30.7   22853	
-+ 684  1.0  -+ 2865  4.3  -+ 18587  27.8  -+	8   3993  4.0  + 4211  4.2  + 35850 35.5	Total   22608   1.9   57272   4.7   4.7   3     36615   30.1   +	7386   1.4   24079   2 4.7   146367   51 28.7	2   2384  2.0  5216  4.4  38175	3   2186  1.7  8591  6.9	2348   2.0   6231   5.4	5   2433  2.2  1806  1.6  27729  25.1	6   1195   1.7   4274   6.2   22311   32.3	#i107p 7 + 5463  8.2  + 19921  30.0  + 27080  40.8	8720  8.7  + 23301 23.2  + 44908 44.7	1   9793   8.0 +- 2   3428   28. +- 3   4874   40. +-	42020  44 8.2  150101  121 29.3  1 206152  172 40.2  0 90946  616 17.7	9352  7.9  31449  26.5  46040  38.7	8123  6.5  32796  26.2  55490  44.4	7345  6.3  30784  26.6  46003  39.8	12530  11.3  33537  30.3  38946  35.2	4380  6.4  20932  30.7  22853  33.5	
-+ 684  1.0  -+ 2865  4.3  -+ 18587  27.8  -+	8   3993  4.0  + 4211  4.2  + 35850 35.5	Total  22608  1	7386  1.4  24079  2 4.7  146367  51 28.7	2   2384  2.0  5216  4.4  38175  32.0	3   2186  1.7  8591  6.9  40634  32.4	4   2348  2.0  6231  5.4  36498  31.6	5   2433  2.2  1806  1.6  27729  25.1	6	#i107p 75463  8.2  19921  30.0  27080  40.8  10915	8720  8.7  + 23301 23.2  + 44908 44.7  + 18301 18.2	1   9793   8.0   8.0   3428   3428   28. +- 3   4874   40. +- 4   2295	42020  42020  44 8.2  5 150101  121 29.3  1 206152  40.2  0 90946  17.7  8	9352  7.9  31449  26.5  46040  38.7	8123  6.5  32796  26.2  55490  44.4	7345  6.3  30784  26.6  46003  39.8  24729  21.4	12530  11.3  33537  30.3  38946  35.2  18531  16.8	4380   6.4   20932   30.7   22853   33.5	
-+	8   3993   4.0   4211   4.2   35850   35.5	Total  22608  1	7386  1.4  24079  3 4.7  146367  51 28.7  246756  28 48.3	2   2384  2.0  5216  4.4  38175  32.0	3   2186  1.7  8591  6.9  40634  32.4	4   2348  2.0  6231  5.4  36498  31.6  50000	5   2433  2.2  1806  1.6  27729  25.1  53733	6   1195   1.7   4274   6.2   22311   32.3   30626	#i107p 75463  8.2  19921  30.0  27080  40.8  10915  16.4	8720  8.7  + 23301 23.2  + 44908 44.7  + 18301 18.2	1   9793   8.0	42020  44 8.2  5 150101  121 29.3  1 206152  172 40.2  0 90946  17.7  8 23763	9352  7.9  31449  26.5  46040  38.7  25095  21.1	8123  6.5  32796  26.2  55490  44.4  23869  19.1	7345  6.3  30784  26.6  46003  39.8  24729  21.4	12530  11.3  33537  30.3  38946  35.2  18531  16.8	4380  6.4  20932  30.7  22853  33.5  17130  25.1	
-+	8   3993  4.0  4211  4.2  35850 35.5  40025 39.6	Total  1   22608   1.99   + 2   57272   4.7   + 3     36615     30.1   + 4     56232     46.2   5	7386  1.4  24079  2 4.7  146367  11 28.7  246756  28 48.3  2	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3	3   2186  1.7  8591  6.9  40634  32.4	4   2348  2.0  6231  5.4  31.6  50000  43.2	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7	6   1195   1.7   4274   6.2   22311   32.3   30626	#i107p 75463  8.2  19921  30.0  27080  40.8  10915  16.4	8720  8.7  + 23301 23.2  + 44908 44.7  + 18301 18.2  + 5131	1   97939   8.C. +++ 2     3428   28. +   40. ++ 4     2295   18. ++ 5   6057   5.C. +5   5.C. +	42020  44 8.2  5 150101  121 29.3  1 206152  72 40.2  0 90946  17.7  8 23763  72 4.6	9352  7.9  31449  26.5  46040  38.7  25095  21.1	8123  6.5  32796  26.2  55490  44.4  23869  19.1	7345  6.3  30784  26.6  46003  39.8  24729  21.4	12530  11.3  33537  30.3  38946  35.2  18531  16.8	4380  6.4  20932  30.7  22853  33.5  17130  25.1	
	8	Total  1   22608   1.99   +  2   57272   4.7   4.7   4.1   36615   4.1   46.2   46.2   46.2   46.2   46.2   46.2   46.2   4.7   4.	7386  1.4  24079  2 4.7  146367  31 28.7  246756  88 48.3  2	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3	4   2348  2.0  6231  5.4  31.6  50000  43.2	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7	6   1195  1.7  4274  6.2  22311  32.3  30626  44.3	#i107p 7 5463  8.2  19921  30.0  27080  40.8  10915  16.4  3067	8720  8.7  + 23301 23.2  + 44908 44.7  + 18301 18.2  + 5131  5.1	1   97939   8.C. +++ 2     34282   28.	42020  42020  48	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8	8123  6.5  32796  26.2  55490  44.4  23869  19.1  4835  3.9	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9	12530  11.3  33537  30.3  38946  35.2  18531  16.8  7088  6.4	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3	
684  1.0	8	Total  1   22608   1.9   +  2   57272   4.7   +  3   36615   30.1   +  4   56232   46.2   +  5   20982	7386  1.4  24079  2 4.7  146367  128.7  246756  28 48.3  2	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3	4   2348  2.0  6231  5.4  36498  31.6  50000  43.2	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7  24737	6   1195   1.7   4274   6.2   22311   32.3   44.3   10697	#H107P 7 + 7 + 5463  8.2  + 19921  30.0  + 27080  40.8  + 10915  16.4  + 3067  4.6	8720  8.7  + 23301 23.2  + 44908 44.7  + 18301 18.2  + 5131  5.1  + 100362	1   97933   8.C. +++ 2     34226     4874   40. ++ 4   2299   18. ++ 5   6057     5.C1 Lumn 12183	42020  44 8.2  150101  29.3  1 206152  40.2  0 90946  17.7  8 23763  24.6  0 512981	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8	8123  6.5  32796  26.2  55490  44.4  23869  19.1  4835  3.9	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9	12530  11.3  33537  30.3  38946  35.2  18531  16.8  7088  6.4	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3	
684  1.0  + 2865  4.3  + 34189  51.1  + 110539  15.8	8   3993  4.0  4.0  4.2  4.2  35850 35.5  40025 39.6 + 16929 16.8 + Co	Total	7386  1.4  24079  3 4.7  146367  51 28.7  246756  88 48.3  2 86149  16.9  2	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3	4   2348  2.0  6231  5.4  36498  31.6  50000  43.2	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7  24737	6   1195   1.7   4274   6.2   22311   32.3   44.3   10697	#H107P 7 + 7 + 5463  8.2  + 19921  30.0  + 27080  40.8  + 10915  16.4  + 3067  4.6	8720  8.7 + 23301 23.2 + 44908 44.7 + 18301 18.2 + 5131  5.1  100362	1   97933   8.C. +++ 2     34226     4874   40. ++ 4   2299   18. ++ 5   6057     5.C1 Lumn 12183	42020  44 8.2  150101  121 29.3  1 206152  72 40.2  0 90946  16 17.7  8 23763  12 4.6  15 512981	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8	8123  6.5  32796  26.2  55490  44.4  23869  19.1  4835  3.9	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9	12530  11.3  33537  30.3  38946  35.2  18531  16.8  7088  6.4	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3	
	8   3993  4.0  4211  4.2  35.5  40025	1   22608   1.9   57272   4.7   4.7   30.1   56232   4.2   5   20982   17.2   4.7   4.7   1.2	7386  1.4  24079  3 4.7  146367  51 28.7  246756  88 48.3  2 86149  16.9  2	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3  20545  17.2	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3  19677  15.7	2348   2.0   6231   5.4   36498   31.6   50000   43.2   20553   17.8	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7  24737  22.4	6   1195  1.7  4274  6.2  22311  32.3  30626  44.3  10697  15.5	#i107p 7 + 7 + 5463  8.2  + 19921  30.0  + 27080  40.8  + 10915  16.4  + 4.6  + 66446 5.5	8720  8.7 + 23301 23.2 + 44908 44.7 + 18301 18.2 + 5131  5.1 + 100362	1   97933   8.CC +++ 2     34226   28. 3   48747   40. 4   2299   18. ++ 5   6057   12183   100.CC	42020  44 8.2  150101  121 29.3  1 206152  40.2  0 90946  17.7  8 23763  22 4.6  1515 42.1	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8	8123  6.5  32796  26.2  55490  44.4  23869  19.1  	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9	12530  11.3  33537  30.3  38946  35.2  18531  16.8  7088  6.4	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3	
-+	8	Total  1   22608   1.9   1.9   4.7   4.7   4.7   4.7   4.7   4.7   56232   1.7   2.9   1.7   2.9   1.7   1.2	7386  1.4  24079  2 4.7  146367  31 28.7  246756  8 48.3  2	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3  20545  17.2  119117 9.8	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3  19677  15.7	4   2348  2.0  6231  5.4  31.6  31.6  20553  17.8  115630	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7  24737  22.4  110439	6   1195  1.7  4274  6.2  22311  32.3  30626  44.3  15.5  69103	xii107p 7 + 7 + 5463  8.2  + 19921  30.0  + 27080  40.8  + 10915  16.4  + 4.6  + 5.5 Number	8720  8.7  23301 23.2  + 44908 44.7  + 18301 18.2  + 5131  5.1   100362 TO 8.2	1   97939   8.CC +++ 2     3428   28. 3   48747   4   49747   5.CC +++ 5   60575   5.CC ++ 121830tal 100.CC   1	42020  44 8.2  150101  121 29.3  1 206152  40.2  0 90946  17.7  8 23763  12 4.6  0 512981 155 42.1	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8  118834 9.8	8123  6.5  32796  26.2  55490  44.4  23869  19.1  4835  3.9	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9  115691 9.5	12530  11.3  33537  30.3  38946  35.2  18531  16.8  6.4  110632 9.1	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3  68255 5.6	
	8  + 3993  4.0 + 4211  4.2 + 35850 35.5 + 40025 39.6 + 16929 16.8 + Co 101010 8.3 of Miss	Total  1   22608	7386  1.4  24079  2 4.7  146367  51 28.7  246756  88 48.3  2 66 16.9  2 510737 55 41.9	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3  17.2  119117 9.8	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3  19677  15.7  125288 10.3	4   2348  2.0  6231  5.4  31.6  43.2  20553  17.8  115630 9.5	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7  24737  22.4  110439 9.1	6   1195  1.7  4274  6.2  22311  32.3  44.3  10697  15.5  69103 5.7	#H107p 7 + 7 + 5463  8.2  + 19921  30.0  + 27080  40.8  + 10915  16.4  + 4.6  + 66446 5.5 Number AH107Q	8720  8.7 + 23301 23.2 + 44908 44.7 + 18301 18.2 + 5131  5.1 + 100362 T 8.2 of Miss.	1   97933   8.CC +++ 2     3428   28.c	42020  44 8.2  150101  121 29.3  1 206152  40.2  0 90946  17.7  8 23763  12 4.6  0 512981 155 42.1	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8  118834 9.8	8123  6.5  32796  26.2  55490  44.4  23869  19.1  4835  3.9	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9  115691 9.5	12530  11.3  33537  30.3  38946  35.2  18531  16.8  7088  6.4	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3  68255 5.6	
+	8	Total	7386  1.4  24079  2 4.7  146367  51 28.7  246756  88 48.3  2 66 16.9  2 510737 55 41.9	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3  17.2  119117 9.8	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3  19677  15.7  125288 10.3	4   2348  2.0  6231  5.4  31.6  43.2  20553  17.8  115630 9.5	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7  24737  22.4  110439 9.1	6   1195  1.7  4274  6.2  22311  32.3  30626  44.3  15.5  69103	#i107p 7 + 7 + 5463  8.2  + 19921  30.0  40.8  + 10915  16.4  + 4.6  + 5.5 Number AH107p	8720  8.7 + 23301 23.2 + 44908 44.7 + 18301 18.2 + 5131  5.1 + 100362 T 8.2 of Miss q.I una	1   97933   8.C ++ 2     3422   2     4874   40. +- 4   2295   18. ++ 5   5   5   12183 otal 100.C derstar up et   100.C	42020  44 8.2  150101  121 29.3  1 206152  40.2  0 90946  17.7  8 23763  12 4.6  0 512981 155 42.1	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8  118834 9.8	8123  6.5  32796  26.2  55490  44.4	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9  9.5	12530  11.3  33537  30.3  38946  35.2  18531  16.8  6.4  110632 9.1	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3  68255 5.6	
-+	8  + 3993  4.0 + 4211  4.2 + 35850 35.5 + 40025 39.6 + 16929 16.8 + 010101 T 8.3 of Miss o.Near	Total	7386  1.4  24079  2 4.7  146367  31 28.7  246756  86149  266 16.9  27 15 41.9	2   2384  2.0  5216  4.4  38175  32.0  52798  44.3  17.2  119117 9.8	3   2186  1.7  8591  6.9  40634  32.4  54200  43.3  19677  15.7  125288 10.3	4   2348  2.0  6231  5.4  36498  31.6  20553  17.8  115630 9.5	5   2433  2.2  1806  1.6  27729  25.1  53733  48.7  22.4  110439 9.1	6	#i107p 7 + 7 + 5463  8.2  + 19921  30.0  40.8  + 10915  16.4  + 4.6  + 5.5 Number AH107p	8720  8.7 + 23301 23.2 + 44908 44.7 + 18301 18.2 + 5131  5.1 + 00362 78.2 of Miss. Con Col (H Other	1   97933   8.C ++ 2     3422   2     4874   40. +- 4   2295   18. ++ 5   5   5   12183 otal 100.C derstar up et   100.C	42020  44 8.2  5150101  29.3  1 206152  772 40.2  0+ 23763  24.6  512981 315 42.1	9352  7.9  31449  26.5  46040  38.7  25095  21.1  6898  5.8  118834 9.8 s: 38166 fety regu	8123  6.5  32796  26.2  55490  44.4  23869  19.1 + 4835  3.9 + 125114 10.3	7345  6.3  30784  26.6  46003  39.8  24729  21.4  6829  5.9  9.5	12530  11.3  33537  30.3  38946  35.2  18531  16.8  6.4  110632 9.1	4380  6.4  20932  30.7  22853  33.5  17130  25.1  4.3  68255 5.6  Environm	

1	2	3	4	5	6	7 AH107S		+	+	+	+	+-	+-	+	
8   Total AH107Q	++	+-	+-	+-	+	-+	+	1	2815	463	1520	1315	344	352	
-+	807	568	1000	1	261	428	1219	8455	.6	.4	1.2	1.1	.3	.5	
428   1015   6733   .5	.7	.5	.9	1	.4	.6	1.3	.7	+	+	+	+-	+-		
.6  1.0  .6	++	+-	+-		+	-+	+	2	5064	3841	3885	3132	2854	2971	
2   6982	1640	2476	1638	128	940	1262	2857	25865	1.0	3.2	3.1	2.7	2.6	4.3	
62 4152 18019	1.4	2.0	1.4	.1	1.4	1.9	2.9	2.1	+	+	+	+-	+-	+	
.1  4.2  1.5	++	+-			+	-+	+		189649	31797	33151	34423	25106	11424	
3   88168	19752	19024	22863	15140	7181	13226	30809	36958!	37.1	26.7	26.5	29.8	22.8	16.6	
9547   16976   198651   17.2	16.6	15.3	19.7	13.7	10.5	19.7	31.7	30.5	+	+	+		+-	+	
14.3   17.1   16.3   +	++		+-		+	-+	405001		233245	60007	64004	57789	56477	41559	
4   316761	68015	73682	62173	60552	42911	37286	40528	59089	45.7	50.3	51.2	50.1	51.3	60.5	
41827   48904   714825   61.6	57.1	59.1	53.7	54.8	62.5	55.7	41.7	48.7	+	+	+		+-	+	
62.5   49.4   58.7	++	+-	+-		+	-+	21025	5	79755	23147	22348	18792	25392	12357	
5   99284 15045  28015  280128	28819	28831	28163	34586	17385	14767	21825		15.6	19.4	17.9	16.3	23.0	18.0	
19.3	24.2	23.1	24.3	31.3	25.3	22.1	22.4	18.0	+	+	+	+-	+-	+	
22.5 28.3 23.0	++	+-	+-	+-	+	 66970		umn !	510527	119255	124908	115451	110172	68662	
Column 513848 66909 99063 1218356	119033	124582	115836	110407	68677	5.5		121316. tal 100.0	42.1	9.8	10.3	9.5	9.1	5.7	
Total 42.2 5.5 8.1 100.0	9.8	10.2	9.5	9.1	5.6				antion	s: 43298					
Number of Missing Observation	ns: 38125														
		, 				AH107T	t.Leade	ership ha	as prov	ided adeq	uate pers	o by AHI	.08 Work	Environmen	t
AH107R r.My supervisor enfo	rces safet	y procedu	by AH1	.08 Work	Environment	:	Cou	nt   Pct  Of:	fice	Shop 1	Maintena (	Outdoors E	rliahtli S	hip	
Count   Col Pct  Office	Shop	Maintena (	Outdoors F	Pliahtli S	ain	Clinic	/H Other			-		/Field r	_	_	pital
Clinic/H Other	_		Field r	_	_	oital	F	Now	1	2	3	4	5	6	7
Row 1	2	3	4	5	6	 7 AH107T	r   8	otal	+	+	+	+-	·+-	· +	
8   Total AH107R	++	+-	+-	+-	·+	-+	+	1	7572	3011	3929	2926	2406	1296	
-++ 1   3516	718	1346	1633	866	786	669	1834	23643	1.5	2.5	3.2	2.6	2.2	1.9	
661   1662   11187		1 1				1 0									
.7	.6	1.1	1.4	.8	1.1	1.0	1.8	2.0	+	+-	+	+-	+-	+	
1.0   1.7   .9 +	++	1.1	1.4	.8	1.1	-+	1.8	2.0	21379	5658	8386	7482	5172	3320	
1.0   1.7   .9	++	5322	1.4   2403	.8   1659	1.1   2445	-+ 4382	6993	+ 2   62772	21379	5658 4.8	8386  6.7	+-	+-		
1.0  1.7  .9 -++ 2   9549 927  4766  29264   1.9	2193	+-	+-	+-	+	-+	+	2				7482	5172	3320	
1.0   1.7   .9	2193	5322	2403	1659	2445	-+ 4382  6.6  -+	6993  7.0	2   62772   5.2 +	4.2 + 176304			7482	5172	3320	
1.0	++   2193    1.8  +	5322	2403	1659	2445	4382  6.6  -+	6993  7.0  + 36498	2   62772   5.2 +	4.2 + 176304	4.8	6.7	7482  6.5	5172  4.7	3320  4.8	
1.0	2193   1.8   ++	5322	2403  2.1	1659  1.5	2445  3.6	-+ 4382  6.6  -+	6993  7.0	2   62772   5.2 +	4.2 + 176304 3	4.8  	6.7	7482  6.5  	5172  4.7  31288	3320   4.8   + 17523	
1.0   1.7   .9   .9   .9   .9   .9   .9   .9	2193   1.8   ++	5322  4.3  33867	2403  2.1  32271	1659  1.5  25830	2445  3.6  13600	4382  6.6  -+ 20493  30.7	6993  7.0  + 36498  36.4	2   62772   5.2 + 3   33.2 + 4   2	4.2  + 176304  3 34.6  +	4.8  	6.7	7482  6.5  	5172  4.7  31288	3320   4.8   + 17523	
1.0   1.7   .9   .9   .9   .9   .9   .9   .9	2193   1.8 	5322  4.3  33867  27.2	2403  2.1  32271	1659  1.5  25830	2445  3.6  13600	4382  6.6  -+ 20493  30.7  -+ 30159	6993   7.0   7.0   36498   36.4   35397	+ 2   62772   5.2   5.2   40300: 33.2   53558+	4.2  + 176304  3 34.6  + 234589  4 46.1	4.8  	6.7  + 42998  34.5	7482  6.5  	5172  4.7  31288  28.4	3320   4.8   	
1.0   1.7   .9	2193   1.8   30303   25.4   65646	5322  4.3  33867  27.2	2403   2.1   32271   27.9	1659  1.5  25830  23.4	2445  3.6  	4382  6.6  	6993  7.0  + 36498  36.4	2   62772   5.2   5.2   40300:   33.2   + 4   : 535584   44.2	4.2  + 176304  3 34.6  + 234589  4 46.1	4.8  37878  31.9  52709	6.7  + 42998  34.5  +	7482  6.5  40020  35.0  47932	5172  4.7  31288  28.4  48613	3320   4.8   17523   25.5   34769	
1.0	2193   1.8   30303   25.4   65646	5322  4.3  33867  27.2	2403   2.1   32271   27.9   55240	1659   1.5   25830   23.4   58111	2445   3.6   13600   19.9   38547	4382  6.6   20493  30.7   30159  45.2	6993  7.0  7.0  36498  36.4  35397  35.3	2   62772   5.2   3   3   3   3   3   3   40300   4   3   535584   44.2   5   5	4.2  + 176304  3 34.6  + 234589  4 46.1  +	4.8  37878  31.9  52709	6.7  + 42998  34.5  +	7482  6.5  40020  35.0  47932	5172  4.7  31288  28.4  48613	3320   4.8   17523   25.5   34769	
1.0   1.7   .9   .9   .9   .9   .9   .9   .9	2193   1.8   30303   25.4   65646   55.0	5322  4.3  33867  27.2  61284  49.2	2403  2.1  32271  27.9  55240  47.8	1659  1.5  25830  23.4  58111  52.6	2445   3.6   13600   19.9   38547	4382  6.6  -+ 20493  30.7  -+ 30159  45.2  -+	6993  7.0  + 36498  36.4  + 35397  35.3  +	2   62772   5.2   62772   5.2   62772   6.	4.2  + 176304  3 34.6  + 234589  4 46.1  + 69092  3 13.6	4.8  	6.7  42998  34.5  51415  41.3	7482  6.5  40020  35.0  47932  41.9	5172  4.7  31288  28.4  48613  44.2	3320  4.8  	
1.0   1.7   .9   .9   .9   .9   .9   .9   .9	2193    1.8  +	5322  4.3  33867  27.2  61284  49.2	2403  2.1  32271  27.9  55240  47.8	1659  1.5  25830  23.4  58111  52.6	2445   3.6	4382  6.6  20493  30.7  30159  45.2  10967  16.5	6993  7.0  + 36498  36.4  + 35397  35.3  + 19473  19.4	2   62772   5.2   5.2   403003   33.2   4	4.2  + 176304  3 34.6  + 234589  4 46.1  + 69092  3 13.6	4.8  37878  31.9  52709  44.4  19471	6.7  42998  34.5  51415  41.3  17870	7482  6.5  40020  35.0  47932  41.9	5172  4.7  31288  28.4  48613  44.2	3320  4.8  	
1.0	2193    1.8  +	5322  4.3  33867  27.2  61284  49.2	2403  2.1  32271  27.9  55240  47.8	1659  1.5  25830  23.4  58111  52.6	2445  3.6  13600  19.9  38547  56.4	4382  6.6  20493  30.7  30159  45.2  10967  16.5	6993  7.0  7.0  36498  36.4  35397  35.3 + 19473  19.4 + Col	2   62772   5.2   5.2   403000   33.2   4   15.55584   54.2   44.2   5   187300   15.55   15.5	4.2  + 176304  3 34.6  + 234589  4 46.1  + 69092  3 13.6  +	4.8  37878  31.9  52709  44.4  19471	6.7  42998  34.5  51415  41.3  17870	7482  6.5  40020  35.0  47932  41.9	5172  4.7  31288  28.4  48613  44.2	3320  4.8  	
1.0   1.7   .9   .9   .9   .9   .9   .9   .9	2193    1.8    30303    25.4    65646    55.0    20505	5322  4.3  33867  27.2  61284  49.2	2403  2.1  32271  27.9  55240  47.8	1659  1.5  25830  23.4  58111  52.6	2445  3.6  13600  19.9  38547  56.4	4382  6.6  20493  30.7  30159  45.2  10967  16.5  66670	6993  7.0 + 36498  36.4 + 35397  35.3 + 19473  19.4  100194	+	4.2  + 176304  3 34.6  + 234589  4 46.1  + 69092  3 13.6  +	4.8  37878  31.9  52709  44.4  19471  16.4	6.7  42998  34.5  51415  41.3  17870  14.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0	5172  4.7  31288  28.4  48613  44.2  22592  20.5	3320  4.8  17523  25.5  34769  50.6  11763  17.1	
1.0   1.7   .9   .9     .9     .9     .9       .9     .9   .	2193   1.8   30303   25.4   65646   55.0   20505   17.2   119364	5322  4.3  33867  27.2  61284  49.2  22772  18.3	2403  2.1  32271  27.9  55240  47.8  24110  20.8	1659  1.5  25830  23.4  58111  52.6  23985  21.7	2445   3.6   13600   19.9   56.4   13009   19.0	4382  6.6  -+ 20493  30.7  -+ 30159  45.2  -+ 10967  16.5  -+ 66670 5.5	6993  7.0 + 36498  36.4 + 35397  35.3 + 19473  19.4  100194 Tc 8.3	2   62772   5.2	4.2  + 176304  3 34.6  + 234589  4 46.1  + 69092  3 13.6  + 508937 5 42.0	4.8  37878  31.9  52709  44.4  19471  16.4  118728 9.8	6.7  42998  34.5  51415  41.3  17870  14.3  124597 10.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0	5172   4.7   31288   28.4   48613   44.2   22592   20.5   110071	3320  4.8  17523  25.5  	
1.0   1.7   .9   .9   .9   .9   .9   .9   .9	2193    1.8    30303    25.4    65646    55.0    20505    17.2  +	5322  4.3  33867  27.2  61284  49.2  22772  18.3  124591 10.2	2403  2.1  32271  27.9  55240  47.8  24110  20.8	1659  1.5  25830  23.4  58111  52.6  23985  21.7	2445   3.6   13600   19.9   56.4   13009   19.0   68387	4382  6.6  -+ 20493  30.7  -+ 30159  45.2  -+ 10967  16.5  -+ 66670 5.5	6993  7.0 + 36498  36.4 + 35397  35.3 + 19473  19.4  100194 Tc 8.3	2   62772   5.2	4.2  + 176304  3 34.6  + 234589  4 46.1  + 69092  3 13.6  + 508937 5 42.0	4.8  37878  31.9  52709  44.4  19471  16.4	6.7  42998  34.5  51415  41.3  17870  14.3  124597 10.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0	5172   4.7   31288   28.4   48613   44.2   22592   20.5   110071	3320  4.8  17523  25.5  	
1.0   1.7   .9   .9     .9     .9     .9     .9     .9     .9	2193    1.8    30303    25.4    65646    55.0    20505    17.2    119364   9.8	5322  4.3  33867  27.2  61284  49.2  22772  18.3  124591 10.2	2403  2.1  32271  27.9  55240  47.8  24110  20.8  115656 9.5	1659  1.5  25830  23.4  58111  52.6  23985  21.7  110452 9.1	2445   3.6   13600   19.9   56.4   13009   19.0   68387   5.6	4382  6.6	6993  7.0 + 36498  36.4 + 35397  35.3 + 19473  19.4  8.3 of Missi	2   62772   5.2   5.2   40300:	4.2  176304  3 34.6  2234589  4 46.1  	4.8  37878  31.9  52709  44.4  19471  16.4  118728 9.8 \$\frac{1}{2}\$	6.7  42998  34.5  51415  41.3  17870  14.3  124597 10.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0  114435 9.4	5172  4.7  31288  28.4  48613  44.2  22592  20.5  110071 9.1	3320  4.8  17523  25.5  	  t
1.0   1.7   .9   .9     .9     .9     .9     .9     .9   .	2193    1.8    30303    25.4    65646    55.0    20505    17.2    119364   9.8	5322  4.3  33867  27.2  61284  49.2  22772  18.3  124591 10.2	2403  2.1  32271  27.9  55240  47.8  24110  20.8  115656 9.5	1659  1.5  25830  23.4  58111  52.6  23985  21.7  110452 9.1	2445   3.6   13600   19.9   56.4   13009   19.0   68387   5.6	4382  6.6	6993  7.0  36498  36.4  35397  35.3  19.4 + 100194 Tc 8.3 of Missi	2   62772   5.2   5.2   40300:	4.2  176304  3	4.8  37878  31.9  52709  44.4  19471  16.4  118728 9.8 s: 44176	6.7  42998  34.5  51415  41.3  17870  14.3  124597 10.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0  114435 9.4	5172  4.7  31288  28.4  48613  44.2  22592  20.5  110071 9.1	3320  4.8	  t
1.0   1.7   .9   .9     .9     .9     .9     .9	2193    1.8    30303    25.4    65646    55.0    17.2  	5322  4.3  33867  27.2  61284  49.2  22772  18.3  124591 10.2	2403  2.1  32271  27.9  55240  47.8  24110  20.8  115656 9.5	1659  1.5  25830  23.4  58111  52.6  23985  21.7  110452 9.1	2445   3.6   13600   19.9   56.4   13009   19.0   68387   5.6	4382  6.6	6993  7.0  36498  36.4  35397  35.3  19.4 + 100194 Tc 8.3 of Missi	2   62772   5.2   5.2   3     40300:	4.2  176304  3	4.8  37878  31.9  52709  44.4  19471  16.4  118728 9.8 s: 44176 ion progra	6.7  42998  34.5  51415  41.3  17870  14.3  124597 10.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0  114435 9.4	5172  4.7  31288  28.4  48613  44.2  22592  20.5  110071 9.1	3320  4.8	
1.0   1.7   .9   .9   .9   .9   .9   .9   .9	2193   1.8   30303   25.4   65646   55.0   20505   17.2   119364   9.8   9.8   shop	5322  4.3  33867  27.2  61284  49.2  22772  18.3  124591 10.2	2403  2.1  32271  27.9  55240  47.8  24110  20.8  115656 9.5	1659  1.5  25830  23.4  58111  52.6  23985  21.7  110452 9.1	2445   3.6	4382  6.6	6993  7.0  7.0  36498  36.4  35397  35.3  19.4  Col 100194 To 8.3 of Missi u.Award Col Col /H Other	2   62772   5.2   5.2   40300:	4.2  176304  3 34.6  	4.8  37878  31.9  52709  44.4  19471  16.4  118728 9.8 s: 44176	6.7  42998  34.5  51415  41.3  17870  14.3  124597 10.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0  114435 9.4  i by AHI Outdoors F	5172  4.7  31288  28.4  48613  44.2  22592  20.5  110071 9.1	3320  4.8	pital
1.0   1.7   .9   .9     .9     .9     .9	2193    1.8    30303    25.4    65646    55.0    17.2    19364   9.8   9.8   shop	5322  4.3  33867  27.2  61284  49.2  22772  18.3  124591 10.2	2403  2.1  27.9  55240  47.8  24110  20.8  115656 9.5  b by AH1  Autdoors F	1659  1.5  25830  23.4  58111  52.6  23985  21.7  110452 9.1	2445   3.6   13600   19.9   56.4   13009   19.0   68387   5.6   Environment	4382  6.6	6993  7.0 + 36498  36.4 + 35397  35.3 + 19473  19.4  8.3 of Missi u.Award Cou Col /H Other	2   62772   5.2   5.2   3   3.2   403000   4   2   53558   54500   15.5   1212300   100.0   10	4.2  176304  3	4.8  37878  31.9  52709  44.4  19471  16.4  118728 9.8 s: 44176 ion progra	6.7  42998  34.5  51415  41.3  17870  14.3  124597 10.3	7482  6.5  40020  35.0  47932  41.9  16074  14.0  114435 9.4  i by AHI Outdoors F	5172  4.7  31288  28.4  48613  44.2  22592  20.5  110071 9.1	3320  4.8	

5425	7810	1   79483		9286	6947	5870	9386	5023	.9	3.6	1.2	.9	1.1	1.0	1.9	.6	1.6	
8.2	7.9	6.6	5.8	7.8	5.6	5.1	8.5	7.3	-+	+	2	15315	4965	5652	6059	3907	2468	
-+	+	2   :	128349	25383	28220	25059	27163	13619	1935	4151	44452		4.2	4.5	5.3	3.5	3.6	
14003	22087	28388		21.4	22.7	21.7	24.6	19.8	2.9	4.2	3.7	+	+	+	+	+-	+	
21.1	22.5	23.4		+	+		+-	+	-+	+	3	191653	37835	37987	37906	29033	18525	
-+	+	3   :	253108	59252	58741	56803	48408	31825	22498	37072			31.8	30.5	33.1	26.3	26.9	
34128	48298	59056	3 49.7	49.9	47.3	49.3	43.9	46.2	33.6	37.6	34.0		+	+	+	+-	+	
51.4	49.1	48.7		+	+	+	+-	+	-+	+	4	247094	60239	63031	55383	54732	37624	
-+	+	4	77457	18411	22553	18672	16618	14276	34326	38207	59063 		50.6	50.7	48.4	49.6	54.6	
10639	13546	19217	3 15.2	15.5	18.2	16.2	15.1	20.7	51.2	38.8	48.7	· +	+	+	+	+-	+	
16.0	13.8	15.9		+	+	+	+-	+	-+	+	5	51086	14742	16512	12919	22070	9149	
-+	+	5	21083	6452	7682	8886	8646	4139	7597	15497	149570 	10.0	12.4	13.3	11.3	20.0	13.3	
2263	6579	65729	4.1	5.4	6.2	7.7	7.8	6.0	11.3	15.7	12.3		+	+	+	· +-	+	
3.4	6.7	5.4	+	+	+	+	+-	+	-+	+ Col	lumn	509576	119087	124428	114461	110423	68864	
-+	+ Col	umn !	509734	118783	124144	115290	110221	68881	66983		121232 otal	42.0	9.8	10.3	9.4	9.1	5.7	
66458		121183: tal	1 42.1	9.8	10.2	9.5	9.1	5.7	5.5	8.1	100.0							
5.5	8.1								Number	of Miss	ing Obse	rvation	s: 44161					
Number (	of Missi	ng Obse	rvation	s: 44650					AH107X	x.Perso	onnel fo	llow a :	regular lo	ockout/tag	g by AH	108 Work	Environme	ent
AH107V	v.Job p	erforma	nce sta	ndards ar	e higher	f by AH	108 Work	Environm			unt							
	Cou	nt							Clinic	Col /H Other	Pct Of	fice	Shop 1	Maintena (	Outdoors 1	Flightli S	hip	
Clinic/		Pct Of	fice :	Shop 1	Maintena	Outdoors 1	Flightli S	Ship			Row		1	nce ,	/Field 1	ne	(	ospital
	F	low		1	nce	/Field 1	ne		ospital 	8   1	 Total	1	2	3	4	5	6	7
1 :	8   7	otal	1	2	3	4	5	6	7 AH107X		+	+	+	+	+		+	
AH107V	+	+	+	+	+	+	+-	+	1389	4092	1   28266	9256	3563	4781	3157	1768	262	
2665	5124	1   55293	24088	4260	7355	5034	4325	2441	2.1	4.1	2.3	1.8	3.0	3.9	2.8	1.6	.4	
4.0	5.1	 4.6	4.7	3.6	6.0	4.4	3.9	3.5	-+	+	+	+	+	+	+	+-	+	
-+	+	+	+	+	+	+-	+-	+	2719	5337	2   47498	18976	4191	7052	5521	2238	1463	
13496	14754		104153  0	20656	21753	20767	25082	13479	4.1	5.3	 3.9	3.7	3.5	5.7	4.8	2.0	2.1	
20.2	14.7	 19.3	20.4	17.3	17.6	18.1	22.7	19.5	-+	+	+	+	+	+	+	+-	+	
-+	+	+	+	+	+	+-	+-	+	41030	64485		319698  5	58176	53123	74051	64795	13427	
31982	55786		261211  6	62887	60997	53804	53692	30798	61.8	64.5	່   57.0		49.0	43.3	64.6	58.7	19.6	
47.9	55.6	 50.4	51.2	52.8	49.4	46.9	48.7	44.6	-+	+	+	+	+	+	+	+-	+	
-+	+	+	+	+	+	+-	+-	+	16988	16884		122074  9	39687	40711	24514	29043	32149	
15864	18444			24969	24498	27917	21824	18377	25.6	16.9	 26.6	24.0	33.4	33.1	21.4	26.3	47.0	
23.7		20.4		21.0	19.8	24.3	19.8	26.6			+	+	+	+	+	+-	+	
-+	+	+	+	+	+	+	+-	+	4310	9132	5   122228	37709	13080	17145	7340	12466	21046	
2816	6227	5   65256	24250	6404	8861	7293	5426	3977		·		7.4	11.0	14.0	6.4	11.3	30.8	
4.2	6.2	 5.4		5.4	7.2	6.4	4.9	5.8			+	+	+-	+	+		+	
-+	+	+	+	+	+	+	+-	+	66435		lumn 120882		118697	122813	114582	110310	68346	
66824	Col 100335			119175	123465	114816	110348	69072	5.5	To	otal 100.0	42.0	9.8	10.2	9.5	9.1	5.7	
5.5	To	tal 100.0	42.0	9.8	10.2	9.5	9.1	5.7				rvation	s: 47655					
			rvation:	s: 42678														
						p by AH	108 Work	Environm		y.Safet	ty train	ing is ;	part of e	very new p	p by AH	108 Work	Environme	ent
	_	nt							-		unt   Pct  Of	fice	Shop 1	Maintena (	Outdoors 1	Flightli S	hip	
Clinic/	Col		fice :	Shop 1	Maintena	Outdoors 1	Flightli S	Ship	Clinic	/H Other		'	_		/Field 1	_	_	ospital
		low.		1	nce	/Field 1	ne		ospital	F	Row	1				5	6	_
1 :			1	2	3	4	5	6	7   AH107Y	8   7	rotal   +	+				+-		
AH107W	-   '	+	+	+	+	+-	+-	+			1	10132	1578	4289	3495	788	485	
6271	3572	1   15152	4429	1306	1246	2194	680	1098	570	4643	25981	2.0	·			.7		
027	5572	13132							.9	4.7	2.1	2.0	1.3	اد.د	5.0	• /	• /	

-+	+	2	3467	-+ 9  6400	+	7524	1557	2883	24847	31407		174   42217 7.2   35.3	'	39556  34.2	41873  37.8	27460  39.7	
1954  2.9	7333	706   5.	27 6.				1.4	4.2	37.4	32.1	36.2	+	++	+	+-	+	
-+		+	17750	-+ 5  35596	32757	43341	25643	11918	28187	44982	3   2122 501113	221   48979   1.7   41.0	'	47359  40.9	43729   39.5	24828  35.9	
15757	35681						23.3	17.4	42.5	46.0	41.3	+	++	40.9	+-	+	
23.5	36.2	31	.3	-+	++	+	+	+-	-+  4961	8599	4   37' 114343	799  14467	15387	15599	8858	8673	
33021	34244		21767: 867	3   48501	51726	45385	52307	35008	7.5	8.8		7.4  12.1	12.4	13.5	8.0	12.5	
49.3	34.8	- 1	.8	3  41.0	42.2	39.4	47.5	51.0	-+	+	5   12	221 1799	++   4423	3926	1840	2723	
-+	+	5	6840	5  26181	.  25502	15351	29732	18385	1942	3164	32038	2.4 1.5	'		1.7	3.9	
15726	16623		13.	5  22.1	20.8	13.3	27.0	26.8	2.9	3.2	2.6	+		+		+	
23.5	16.9	17	.9	-+	++	+	+	+-	-+ 66351		umn 5086 1212027	521 119428	124279	115738	110688	69152	
67028	98525					115097	110028	68679	5.5	8.1	tal 42	2.0 9.9	10.3	9.5	9.1	5.7	
5.5	8.2	tal 100.	0 42.	1 9.8	10.1	9.5	9.1	5.7	Number	of Missi	ng Observat	ions: 44454	1				
Number	of Missi	ng Ob	servati	ons: 4790	3				 AH107AI	Bab.Eme	rgency resp	onse-related	d procedur	es by A	H108 Work	Environ	ment
AH107Z	z.I bel	ieve	leaders	nip is sin	cere in it	s by AH	108 Work	Environme	ent	Cou Col	nt   Pct  Office	e Shop	Maintena	Outdoors	Flightli S	hip	
an '			Office	Shop	Maintena	Outdoors 1	Flightli :	Ship	Clinic	/H Other	İ		nce	/Field	ne		ospital
Clinic/		low			nce	/Field	ne	c	spital		low   : Otal	L   2	3	4	5	6	7
		otal	1	2	3	4	5	6	7 AH107AI		+	+	++	+		+	
AH107Z -+	+	1	600	-+ 3  2292	4168	2182	1286	574	10389	8485	119839	109   10495 9.2   8.8	'	9240	13567	10349	
490	1888	1888					1.2	.8	15.6	8.5	9.9	+	++		+-	+	
.7	1.9	1.6		-+	++	+	+	+-	-+ 26852	30224	2   170° 389994	762   32146	36896	28970	37497	26646	
2272	6395	2   525	1713' 15	7  5174	8042	5176	4495	3826	40.3	30.4		3.7  27.0	29.7	25.2	33.9	38.5	
3.4	6.4	4.	3.4	4.3	6.5	4.5	4.1	5.5	-+	+	3   2120	011  50768	50347	49445	42111	19777	
-+	+	3	13285	5  34714	34621	39303	27839	14175	21257	44799	490515	L.9 42.7	'	42.9	38.1	28.6	
17344  26.0	35614  35.8	336	26.	0  29.1	27.9	34.0	25.2	20.5	31.9	45.1	40.5	+	·+	+	+-	+	
-+	+	+	.7	-+	++	+	+	+-	6488	11423	4   620 165412	000  22385	19447	20616	13770	9284	
34276	36555					47174	51914	36783	9.7	11.5	13.7	2.2 18.8	15.7	17.9	12.5	13.4	
51.4	36.7	46 +	.6	3 46.2	44.8	40.8	46.9	53.3	-+	+	5   15:	376 3150	6553	6885	3527	3134	
-+	+		10498	5  21915	21713	21734	25112	13664	1692	4430	44748   :	3.0 2.6				4.5	
12284	19123	240   19	20.	5  18.4	17.5	18.8	22.7	19.8	2.5	4.5	3.7	+		+		+	
-+	+	+		-+	++	+	+	+-	66678	99362	umn 506! 1210506					69190	
66665	99575	umn 1214 tal				115568 9.5	110646 9.1	69021 5.7	5.5		tal 4:	1.8 9.8	10.3	9.5	9.1	5.7	
5.5	8.2	100.	0								ng Observat	ions: 45975	5 				
				ons: 4158		71	11100 tr	l- Bu-d		C ac.The	work of the	ne command sa	afety offi	ce by A	H108 Work	Environ	ment
AHLU /AA	Cou	nt			on person					Cou Col		e Shop	Maintena	Outdoors	Flightli S	hip	
Clinic/	Col		Office	Shop	Maintena					/H Other	ĺ			/Field			ospital
1		low    otal	1	2	nce	/Field 1			ospital 7   AH107A0	8   1	ow   : 'otal	L   2	3	4	5	6	7
AH107AA -+		+			++					+		549  1971	5591	2753	2864	1525	
6414	9619	1   1263	38		11979		14387		661  1.0	2731	24645   : 2.0	1.3  1.7	4.5	2.4	2.6	2.2	
9.7	9.8	10.		-+	++		+			+	+		·	+	+-	+	
-+	+								3724	4287	2   224 61270	189 5799	9045	6419	3941	5566	

= =1		ا	4.4	4.9	7.4	5.6	3.6	8.0			+	+	+-	+-	+-	+-	+-	
5.6	4.4	5.1	+-	+	+	+-	+	+	-+ 21087	44212		197310	42931	43674	47175	32294	18354	
28358	54858		251065	63316	59730	57681	46908	26679	32.0	44.8	37.1	39.0	36.4	35.4	41.2	29.5	26.6	
42.8	55.8	48.7	49.6	53.2	48.6	50.0	42.5	38.5	-+	+	+	+	+-	+-	+-	+-	+-	
-+	+	+	+-	+	+	+-	+	+	32812	35238	4   53584	228998  2	52194	53857	43985	54430	34328	
25743	28646		181339  1	37576	39189	37646	43679	27084	49.7	35.7	 44.5	45.3	44.2	43.6	38.4	49.8	49.7	
38.8	29.1		35.8	31.6	31.9	32.6	39.5	39.1	-+	+	+	+	+-	+-	+-	+-	+-	
-+	+	+	+-	+	+	+-	+	+	9283	14803	5   163530	59935	16417	15374	17514	18466	11738	
7836	7751	5   112383		10291	9409	10807	13104	8355	14.1	15.0	 13.6	11.9	13.9	12.4	15.3	16.9	17.0	
11.8	7.9	 9.3	8.9	8.7	7.7	9.4	11.9	12.1	-+	+	+	+	+-	+-	+-	+-	+-	
-+	+	+	+-	+	+	+-	+	+	65959	98615	120462		118001	123521	114613	109381	69030	
66322	98274	120779		118953	122964	115305	110496	69208	5.5	8.2	100.0	42.0	9.8	10.3	9.5	9.1	5.7	
5.5	8.1	tal 100.0	41.9	9.8	10.2	9.5	9.1	5.7	Number	of Missi	ng Obse	rvation	s: 51856					
Number o	of Missi	ng Obsei	rvations	s: 48687														
						77	T100 tra				_	of pre	ventive ma	untenance	e by Ahl	.08 Work	Environme	nt
AHLU /AD			sets a	positive	sarety e	xa by Al	HU8 WOR	K ENVITON			nt   Pct  Of	fice	Shop 1	Maintena (	Outdoors E	Plightli S	hip	
G1 /1		nt   Pct  Of:	fice S	Shop 1	Maintena	Outdoors I	lightli 8	Ship	Clinic	/H Other	l Now		1	ice ,	Field r	ne	С	spital
Clinic/I				;	nce	/Field r	ne		ospital	_		1	2	3	4	5	6	7
1 .		low   'otal	1	2	3	4	5	6	7 AH107AH		otal +	+	+-	+-		+-	+-	
AH107AD		+	+-	+	+	+-	+-	+	3861	7884	1   91995	33254	8962	10520	7114	13045	7356	
1280	2653	1   26149	6780	3677	4817	3422	2327	1194	5.9	7.9	7.6	6.6	7.6	8.5	6.2	11.9	10.6	
1.9	2.7	2.2	1.3	3.1	3.9	3.0	2.1	1.8	-+	+	+	+	+-	+-	+-	+-	+-	
-+	+	+	+-	+	+	+-	+	+	23610	25187		154134  2	33773	37111	32296	37457	26355	
2813	3544	2   58001	18762	5551	9453	8238	6192	3450	35.9	25.2	30.6	30.5	28.5	29.9	28.0	34.1	38.1	
4.2	3.5	4.8	3.7	4.7	7.6	7.2	5.6	5.1	-+	+	+	+	+-	+-		+-	+-	
-+	+	+	+-	+	+	+-	+-	+	26453	49749		245562  5	53254	47773	45024	38474	20415	
22838	46428		182498  8	49546	46179	40941	36441	23287	40.2	49.7	 43.6	48.6	45.0	38.5	39.0	35.0	29.5	
34.4	46.5	 37.1	36.0	41.6	37.3	35.6	33.0	34.5	-+	+	+	+	+-	+-		+-	+-	
-+	+	+	+-	+	+		+-	+	8462	14048	4   168718	55975	18696	19248	23777	17018	11493	
30374	34591		225789  7	46427	47937	44489	48774	29816	12.9	14.0	 14.0	11.1	15.8	15.5	20.6	15.5	16.6	
45.8	34.7	42.1	44.6	39.0	38.7	38.7	44.2	44.1	-+	+	+	+				+-	+-	
-+	+	+	+-	+			+-	+	3443	3198	5   50417	15988	3669	9391	7229	3944	3553	
9015	12605	5   167642		13763	15450	17821	16715	9850	5.2	3.2	4.2	3.2	3.1	7.6	6.3	3.6	5.1	
13.6	12.6	 13.9	14.3	11.6	12.5	15.5	15.1	14.6	-+	+	+	+	+-		+-	+-	+-	
-+		+	+-	110050	102025	114022	110440	+	65829	100067	120775		118354	124043	115441	109938	69173	
66321	99821	1208148	В			114911		67596	5.5		100.0	41.8	9.8	10.3	9.6	9.1	5.7	
5.5		tal 100.0	41.9	9.8	10.3	9.5	9.1	5.6		of Missi	ng Obse	rvation	s: 48724					
Number o	of Missi	ng Obsei	rvations	s: 48334						an Ter	 derchi-	remile	rly partio	inates in	har atr	US Mort	Environm	ent
AH107AE	ae.My	supervi	sor has	successf	ully fit	sa by Al-	1108 Worl	k Environ		ag.Lea Cou	_	reAntg.	LIY Partl	.ipaces II	. wy Ahl	.JO WOLK	TITATT OUR	110
	Cou	nt   Pct  Of:	fice '	Shore :	Maintena	Outdoors E	r]iah+li q	Shin	Clinia		Pct Of	fice	Shop 1	Maintena (	Outdoors E	Plightli S	hip	
Clinic/I		I				/Field r			ospital		low.		1	ice ,	Field r	ne	С	spital
	F	low	1	2			5		_		otal	1	2	3	4	5	6	7
8 AH107AE		otal	+-			+-		+	AH107AC	3	+	+	+-	+-	+-	+-	+-	
-+		1	3118	993	3455	1222	863	802	568	2353	1   23452	7020	2322	5069	3178	2334	607	
428		12720	.6	·	·		.8			2.4	1.9	1.4	2.0	4.1	2.8	2.1	.9	
.6	1.9	1.1	+-	+	+		+		+		+	+	·	·	·	·	+-	
-+			16143	5466	7162	4718	3328	3807	3768	7361	2   85019		'		11474		4749	
2349		45495 		4.6		4.1	3.0	5.5		7.5	 7.1	5.7	6.1	11.3	10.0	7.2	6.9	
3.6	2.6	3.8	·		·				-+	+	+	+	+-	+-		+-	+-	

1	25361	51499	3   5368		55439	53736	50146	41308	26917	38.3	47.9	 43.2	45.8	43.7	38.7	42.8	38.8	36.4	
				45.9	47.0	43.4	43.6	37.8	38.9	-+	+	+	+	+	+	+	+-	+	
2004   401   401   401   501   401   501	-+	+	4-	190925	1 425201	405501	202021	/279/I	20011	7135	13140	147025				·		·	
1	28674	29654		L27						10.9	13.4		۰+		+	+	+-	+	
1		30.1	36 . +-	.7 	+	+	+-	+-	+		+ 25101		9499	4152	5941	4604	3427	2346	
1.1   1.2   1.3	·	7509			10430	10366	11885	14033	8070				1.9	3.5	4.8	4.0	3.1	3.4	
Column   C				9.5	8.8	8.4	10.3	12.8	11.7	-+	+	+	+	+	+	+	+-	+	
Second   Continue	-+	+ Col	+-	506045	117907	122670	11/066	100270	60154	65483	98339	1204743	3						
Mathematical Content of the conten	66088	98376	12055	584						5.4			42.0	9.0	10.2	9.0	9.1	5.7	
Mathematical Control   Mathematical Control										Number	of Miss	ing Obser	vation	s: 51738					
Column   C	Number o	of Missi	ng Obs	servatio	ns: 50898	·				AH107A	J aj.Pe	rsonnel t	ake pa	rt when a	ecident o	or by AH	108 Work	Environm	ent
Column   C	AH107AH			y offic	er(s) has	high stat	us by Al	1108 Worl	Environ		Col		ice	Shop 1	Maintena	Outdoors :	Flightli S	hip	
The column   The	Olinia/I	Col		Office	Shop	Maintena	Outdoors I	Plightli S	Ship	Clinic				1	nce	/Field	ne	(	ospital
	CIIIIC/I		ow			nce	/Field r	ne	(	ospital			1	2	3	4	5	6	7
Simple   S		3   т		1	2	3	4	5	6			+	+	+	+	+		+	
225    3810    426 0   3.0   4.0   5.7   4.1   1.9   3.7	AH107AH -+	+	1 I	15372	+   4714	7030	4766	2128	2540	514	1693								
1507   1748   1778   1786   1786   1786   1787   1786   1787   1786   1787   1786   1787   1786   1787   1786   1787   1786   1787   1786   1787   1786   1787   1786   1787   1786   1787   1888	2251	3810	4261	LO						.8	1.7	1.4	+	+	+	+	+-	+	
2	3.4	3.8	3.5		+	+	+-	+-	+		2740		16736	6985	7425	7372	5750	5122	
8.3   11.0   9.9   9.5   9.7   13.3   13.1   8.9   11.3	5453	10990			11385	16388	15071	9749	7807				3.3	5.9	6.0	6.4	5.2	7.4	
13143  59716   673819   59716   673819   59716   573819   59716   573819   59716   573819   59716   573819   59716   573819   59716   573819   59716   573819   59716   573819   59716   573819   59716   573819   59716   573819   57716   57716				8.5	9.7	13.3	13.1	8.9	11.3	-+	+	+	+		+	+		+	
3   3   5   5   5   5   5   5   5   5	-+	+	-+- 2	270050	++   60264	61027	+-	47442	26006	25791	50600	530355	5 .					·	
A	31243	59716		319						39.0	51.5		+	+	42.3	41.0	+-	+	
1   124782   30580    30304   28321   40309   23196    46.6   35.6   40.9   30304   48.5   303	47.5	59.6	51.	.8	+	+	+-	+-	+	-+	+			46075	49321	47512	47178	33428	
18.2   26.2	20348	18252			30088	30304	28323	40309	23196			·		39.1	39.8	41.3	43.0	48.5	
Total   1   2   3   3   3   3   3   3   3   3   3				24.7	25.5	24.6	24.6	36.7	33.7	-+	+	+	+	+	+	+	+-	+	
11.3	-+	+	+- E I	41202	+	7617	10715	10202	94201	7460	7199							· ·	
Column   504351   117868   123266   115238   109831   68868   100227   1205428   12374   1418   9.8   10.2   9.6   9.1   5.7   1.0	6486	7458		98						11.3	7.3	9.2	۱۰۰۰	+	۱۰۰۰	اع.د	+-	+	
Column 504351 117868 123266 115238 109831 68868 5.5 Total 42.0 9.8 10.3 9.5 9.1 5.7   Total 41.8 9.8 10.2 9.6 9.1 5.7   Number of Missing Observations: 51032	9.9	7.4	8.6	5 	+	+	+-	+-	+	-+				117945	123792	114913	109619	68903	
Total 41.8 9.8 10.2 9.6 9.1 5.7  Number of Missing Observations: 51053  AH107AI ai.Hazards that are not fixed right away by AH108 Work Environment  Count   Col Pet   Office   Shop   Maintena Outdoors Flightli Ship   Clinic/H Other   noe   /Field   ne   ospital    Row   1   2   3   4   5   6   7   8   Total    AH107AI   AH107AI   AH107AI   AH107AI   AH107AI   AH107AI   AH107AI    B   Total   AH107AI   AH107AI   AH107AI   AH107AI   AH107AI    B   Total   AH107AI	65780				117868	123266	115238	109831	68868		T	otal		9.8	10.3	9.5	9.1	5.7	
AH107AI ai.Hazards that are not fixed right away by AH108 Work Environment  AH107AI ai.Hazards that are not fixed right away by AH108 Work Environment  Count   Count   Col Pct   Office   Shop   Maintena Outdoors Flightli Ship   Clinic/H Other   noe   /Field   ne   Ospital   Row   1   2   3   4   5   6   7    Row   1   2   3   4   5   6   7    H107AI   Row   1   2   3   4   5   6   7    H107AI   Row   1   2   3   4   5   6   7    H107AI   AH107AI	To	tal	41.8	9.8	10.2	9.6	9.1	5.7				vation	s: 51014						
AH107AI ai.Hazards that are not fixed right away by AH108 Work Environment    Count   Col Pet   Office   Shop   Maintena Outdoors Flightli Ship   Clinic/H Other   noe /Field ne ospital   Row   1   2   3   4   5   6   7   8   Total	Number o	of Missi	ng Obs	servatio	ns: 51053	3				 	V als The					mo br 7	III 00 Mords	Por ri more	
Col Pet   Office   Shop   Maintena Outdoors Flightli Ship   Clinic/H Other	AH107AI	ai.Haz	ards t	hat are	not fixed	l right aw	ay by Al	1108 Worl	Environ				ig brov	idea tiiro	agii iliy su	ipe by A	UIOO MOLY	. EIVITOII	iletic
1   2   3   4   5   6   7   8   Total		Col		Office	Shop	Maintena	Outdoors I	7lightli S	Ship	Clinic	Col	Pct Off	ice	-				-	
8   Total   2   3   4   5   6   7   8   Total	Clinic/F		OW.			nce	/Field r	ne	•	ospital	I	Row	1 I						
+		3   Т		1	2	3	4	5	6	AH107A	к '	Potal	+	+	+	+	+-	+	
9.3  8.1  9.3  9.9  8.1  7.4  11.2  13.6  .8  1.7  1.1  +			1	46455	11741	9994	8468	12354	9393	·			3807	858	3122	1776	820	686	
-+				9.2	9.9	8.1	7.4	11.2	13.6	.8	1.7		.8	.7	2.5	1.5	.7	1.0	
2   172085  33363  40779  32815  38317  20368  2617  4702  49980 25049  26633  389409   34.0  28.2  33.2  28.5  34.8  29.5  4.0  4.8  4.1 38.3  27.1  32.3 +					+	+	+-	+-	+		+	2	17803	4689	6254	5195	6060	26601	
38.3   27.1   32.3   +			3894	109								49980 							
-++ 3   231839   51585   47599   49233   42720   25094   22147   43131   476479   44.2   40.9   39.1   37.8   27.1   25.6	38.3	27.1			28.2	33.2	28.5	34.8	29.5			4.1	+	+	+	+		+	
25105  47137  520312   44.2  40.9  39.1  37.8  27.1  25.6	-+	+	3	231839	51585	47599	49233	42720	25094			476479	•	48211	48511	43673	29779	17614	
	25105	47137			,	,	,	,				·	44.2	40.9	39.1	37.8	27.1	25.6	

_+	+	+	+	+	+	+	+		+ 25540	) 29084		191677	41054	36988	30649	45171	27369	
32297	37543		215234  722	51943	52727	51110	58546	38322				37.9 .5	34.7	30.1	26.6	41.0	40.1	
49.3	38.1	 44	42.6 .6	44.1	42.6	44.2	53.2	55.7	-+	+	+	+	+	+	+		+	
-+	+	5	45528	12168	13296	13854	14803	9473	 9161	8645	5   1254		10391	8107 6.6	11068	14929	10020	
7908	11539				10.7	12.0	13.5	13.8	13.8	8.9	10		۰.۰۱	+	+	+-	+	
12.1	11.7	10	.7 +	+	+	+	+		-+	Co.	umn	506008	118233	122783	115099	110268	68277	
-+	+ Col 98542	umn	505784	117869	123911	115608	110008	68755	66575 5.5		1204 tal 100.	42.0	9.8	10.2	9.6	9.2	5.7	
65486 5.4		otal	41.9	9.8	10.3	9.6	9.1	5.7		o.ı er of Missi			s: 51649	ı				
				ıs: 50517	,													
			11 1	1 3		71	T100 M					l are afr	aid to re	port safe	ty by A	H108 Work	: Environ	ment
AHIU/AL	al.it Col		11 known	tnat lead	ersnip ig	no by Al	HIU8 WOR	C ENVIYOR		Cou Col .c/H Other		Office	Shop	Maintena	Outdoors	Flightli S	hip	
Clinic/	Col		Office	Shop	Maintena	Outdoors 1	Flightli S	Ship	CIIII		low l			nce	/Field	ne		ospital
	F	Now				/Field :			ospital 		otal	1	2	3	4	5	6	7
AH107AL		otal	1	2	3	4	5	6	7 AH107	'AN	1	+	12422	12062	11000	13310	0000	
-+	+	1	51741	10354	9607	9515	13601	8076	8351	10072	1449	37	13432	12062	11998	12.1	9869	
7050	7015	1169		8.7	7.8	8.3	12.3	11.7	12.6	10.1	12		+	+	+	+-	+	
10.6	7.0	9	.7 +	+	+	+	+		-+			185738	35891	39104	35367	42786	27891	
21059	+ 26122		150242	28380	31252	28930	34662	21117	27413     41.3			36.8 36.8	30.5	31.6	30.9	38.9	40.5	
31.7	26.1	28	29.6	23.9	25.3	25.2	31.4	30.7			+	+	+	+	+	+-	+	
-+	+	+	+	+	+	+	+		23499	46182			49475	53147	49993	40341	21258	
28967	54552	574		58148	59995	53971	45788	24800	35.4	46.4	40	41.4	42.1	43.0	43.7	36.7	30.9	
43.5	54.5	47	48.9 .5	49.0	48.6	47.0	41.5	36.0	-+ 	+	4	34750	14394	13481	14138	10073	6744	
-+	+	4	43437	17703	15110	15744	12216	11225	5511	8105	1071	.96	12.2	10.9	12.4	9.2	9.8	
6690	8478	1306	8.6	14.9	12.2	13.7	11.1	16.3	8.3	8.1	8.		+	+	+	+-	+	
10.1	8.5	10	.8 +	+	+	+	+		-+ 	+	5		4456	5803	2978	3539	3022	
2752	3964	5   459:	13520	4046	7505	6554	3988	3602	1676      2.5	3417	339   2.	1.8	3.8	4.7	2.6	3.2	4.4	
4.1	4.0	3.	2.7	3.4	6.1	5.7	3.6	5.2		J. 1	+	+	+	+	+	+-	+	
-+	+	+	+	+	+	+	+		+ 66451	99584			117649	123597	114473	110048	68784	
66519	100132			118632	123469	114714	110256	68820	5.5	8.3	tal 100.	41.9	9.8	10.3	9.5	9.1	5.7	
5.5	8.3	tal 100.	41.9	9.8	10.2	9.5	9.1	5.7	Numbe	r of Missi	ng Ob	servation	s: 51358					
Number (	of Missi	ing Ob	servation	ıs: 46969	1				 AH107	'AO ao.My	super	visor alw	ays inves	tigates s	af by A	H108 Work	: Environ	ment
AH107AM			ty office	r is read	ily avail	ab by Al	H108 Worl	C Enviro	nment	Cou		-551						
Clinic/	Col	nt   Pct	Office	Shop	Maintena	Outdoors 1	Flightli S	Ship	Clini	.c/H Other	PCT	OIIICE	_		/Field :	Flightli S	_	ospital
CIMICA		l l			nce	/Field 1	ne		ospital		ow	1						7
		otal	1	2	3	4	5	6		8   7 OA'					·	+-		
AH107AM		1	0704	24541	+ F040!	2400	1437	1044		1550	1   1398		2020	2122	1938	1307	554	
747	2316	2803	9 '			3488	1437	1044		1550  1.6		.8	1.7	1.7	1.7	1.2	.8	
1.1	2.4	2.	3	ا <i>د</i>	+					+	+	+	+	+	+	+-	+	
-+	+		21730	7918	11915	11580	5219	7600	1910	4220	531				'		3913	
3928	4923		4.3	6.7	9.7	10.1	4.7	11.1	2.9	4.3	4.					6.7	5.8	
5.9		6.:	2 +	+	+	+	+		·	+		241380			53674	43711	22425	
27199	52622		229798   029	55416	59923	58315	43513	22244	26199	48689	541						33.1	
40.9	53.9	- 1	45.4 .6	46.9	48.8	50.7	39.5	32.6				.9		+	+	+-	+	
-+	+	+	+	+	+	+	+					191489	47914	46442	40101	43785	32225	
									29227	31132	462	315						

43.9	31.7	3 38.4	7.9	40.4	37.8	34.9	39.8	47.5			+	+	+-	+-	+-	+-	+-	
-+	3±./  +	+	+	+-	+	+-	+-		1473	2950	5   4254:	12246	4312	8313	4592	4502	4154	
8531	12543		098	11359	13893	11465	13781	8694	2.2	3.0	3.5	2.4	3.6	6.7	4.0	4.1	6.1	
12.8	12.8		0.5	9.6	11.3	10.0	12.5	12.8	-+	+	+	+	+			+-	+-	
-+	+	+	+	+	+	+	+-	+	66530		Lumn 120690	506015 03	118357	123908	115091	109897	68491	
66565		umn 504 1203851	879	118667	122834	114980	109981	67811	5.5	8.2	otal 100.0	41.9	9.8	10.3	9.5	9.1	5.7	
5.5	8.2	tal 4	1.9	9.9	10.2	9.6	9.1	5.6	Number	of Missi	ing Obse	ervation	s: 49578					
Number	of Miss	ng Observa	tions	: 52631														
			2									p insist	s that sup	pervisors	t by AF	1108 Work	Environm	ent
AH107AP	_	tilation,	light:	ing, nois	se, and c	oth by Al	H108 Work	: Environme			int   Pct  O	ffice :	Shop 1	Maintena (	outdoors E	'lightli S	hip	
Clinic/		Pct Offic	e Sl	hop 1	Maintena	Outdoors 1	Flightli S	Ship	CITIE/	H Other	Row		1	nce /	Field r	ie	0	spital
0111107		low		1	nce	/Field 1	ne	OS	spital		Total	1	2	3	4	5	6	7
1			1	2	3	4	5	6	7 AH107AR		+	+	+			+-	+-	
AH107AP		+	+	+	+	+	+-	+	428	1551	1   11011	3601	807	2888	1170	254	311	
1934	3039	1   9 34615	258	4067	5129	3239	4584	3365	.7	1.6	 .9	.7	.7	2.3	1.0	.2	.5	
2.9	3.0	2.9	1.8	3.4	4.1	2.8	4.2	4.9	-+	+	+	+	+-		+-	+-	+-	
-+	+	+	+	+	+	+			1009	2033	2891		2834	5054	3222	3132	2265	
4173	9613	104916	623	11724	13736	11963	11842	7243	1.5	2.0	2.4	1.9	2.4	4.1	2.8	2.8	3.3	
6.3	9.6	8.7	6.8	9.9	11.1	10.4	10.8	10.6	-+	+	+	191785	42112	20050	440441	22004	16065	
-+	+	3   176	075	39359	41687	42358	34967	18250	21550	43423		34	43113	39970	44844	32984	16965	
17010	40798	411404	4.9	33.3	33.7	36.9	31.8	26.7	33.0	43.6	36.	37.9	36.6	32.3	39.0	30.0	24.8	
25.8	40.7	34.1	+-	+	33./		31.0	20.7	-+	+	4	225895	52827	57474	49234	53544	37942	
-+	+	4   236	885	50673	51846	46610	46715	32148	32993	37840			44.9	46.5	42.8	48.7	55.4	
35060	38219	538156	6.7	42.9	41.9	40.6	42.5	47.1	50.5	38.0	45.4		+	+-	+-	+-	+-	
53.2	38.1	44.6 +	+	+-	+	+	+-	·+	-+	+	5	75337	18077	18175	16497	20104	11008	
-+	+	5   49	242	12387	11288	10550	11802	7231	9385	14662	18324	6 14.9	15.4	14.7	14.3	18.3	16.1	
7759	8555	118813	9.7	10.5	9.1	9.2	10.7	10.6	14.4	14.7	15.2	2 +	+			+-	+-	
11.8	8.5	9.8	+	+	+	+	+-	+	-+		Lumn	505979	117657	123561	114968	110019	68491	
-+			983	118210	123685	114720	109910	68237	65365	To	12055! otal	42.0	9.8	10.2	9.5	9.1	5.7	
65936 5.5		1207904 otal 4 100.0	2.0	9.8	10.2	9.5	9.1	5.6	5.4	8.3	100.0		50031					
		ng Observa	tions	: 48578					Number	OI MISS.	ing obs		50931					
		ot of pers			se the pe	ers by Al	H108 Work	: Environme	AH107AS	as.Lea	adership	p annual	ly sets sa	afety goal	s by Al-	1108 Work	Environm	ent
12110/112	Cou	_	011101	G011 C G	oc che pe			1111111011110		Coi Col	int   Pct   Oi	ffice :	Shop 1	Maintena (	outdoors E	'liqhtli S	hip	
Clinic/		Pct Offic	e Si	hop 1	Maintena	Outdoors 1	Flightli S	Ship	Clinic/		1		_		Field r	_	_	spital
	F	l Now				/Field 1			pital			1	2	3	4	5	6	7
	8   1	otal	1	2	3	4	5	6	7   AH107AS		Total +	+	+-	+-	+-	+-	+-	
AH107AQ	+	+	+	10057	+ Faas !	+	10110	+	+	+		6655	2947	4218	3457	1479	980	
7220	8009	1   40					12449	•	749		22682	1.3	2.5	3.4	3.0	1.4	1.4	
10.9	8.1	8.3		8.7	6.4	7.7	11.3	8.0	1.1	2.2	1.9		+	+-		+-	+-	
-+		2   153	E23	35317	38874	27481	41333	23412	2672	7666	2   7830-	26742	6289	12504	7624	8483	6325	
25595		372115		29.8	31.4		37.6	34.2	4.0	7.8		5.3	5.3	10.2	6.7	7.7	9.3	
38.5	27.0	30.8		+	+	+	+-	+		+	+	+	+	+-	+-	+-	+-	
-+	+	3   243	204	48063	43429	45782	32212	19966	26841	48928		254878  80	54749	56542	59864	44475	28702	
21598		502689   4	8.1	40.6	35.0	·	29.3	29.2	40.5	49.6		50.6  9	46.3	46.1	52.7	40.6	42.4	
32.5	49.1	41.7		+-	+	+-	+-		+	+	+		+			+-		
10644	10505	4   56		20404	25405	28406	19403	15493	26732	28823	3969	168768  31		36833	32213	38778	24808	
10644		189088		17.2	20.5	24.7	17.7	22.6	40.4	29.2		33.5	33.8	30.0	28.4	35.4	36.6	
16.0	12.8	15.7							-+	+	+	+	+	+-	+-	+-	+-	

9242	10934	5   127550	46845	14206	12659	10380	16325	6959	5.2	5.3	 5.7	3.8	5.9	9.6	7.2	6.9	8.7	
14.0	11.1	10.6	9.3	12.0	10.3	9.1	14.9	10.3	-+	+	+	+	+	+	+-	+-	+-	
-+		+	+-	+	+	+-	+-	+	 66633		umn 120748	506742 9	118689	123496	115060	109755	68914	
66236		Lumn 5 1200446	03888	118166	122756	113538	109541	67773	5.5	8.1	tal 100.0	42.0	9.8	10.2	9.5	9.1	5.7	
5.5	8.2	otal 100.0	42.0	9.8	10.2	9.5	9.1	5.6	Number (	of Missi	ng Obse:	rvation	s: 48992					
Number	of Missi	ing Obser	vations	: 56035														
										av.Mos	t off-d	uty veh	icular aco	cidents a	re by Al	1108 Work	: Environm	ent
AH107A1			arely t	ake part	in the d	ev by Al	1108 Work	: Environme			nt   Pct  Of:	fice	Shop 1	Maintena (	Outdoors I	Plightli S	hip	
		int   Pct  Off	ice S	hop 1	Maintena	Outdoors I	dightli S	hip	Clinic/		1		1	nce ,	/Field r	ne	0	spital
Clinic	/H Other			:	nce	/Field r	ne	os	pital		ow	1	2	3	4	5	6	7
1		Row   Fotal	1	2	3	4	5	6	7 AH107AV		otal +	+	+	+	+-	+-	+-	
AH107A		+	+-	+	+	+-	+-		1199	3747	1   26892	7131	3070	4041	3174	2971	1559	
5547	5092	1   68005	27873	4740	5685	6392	7423	5253	1.8	3.7	2.2	1.4	2.6	3.3	2.8	2.7	2.3	
8.5	5.1	 5.6	5.5	4.0	4.6	5.6	6.8	7.6	-+	+	+	+	+	+	+-	+-	+-	
-+	+	+	+-	+	+	+-	+-		3370	5444	2   58254	24395	6463	3966	6197	5729	2689	
20262	24287	2   1   329099		33014	30444	26477	34032	18529	5.1	5.4	 4.8	4.8	5.4	3.2	5.4	5.2	3.9	
31.0	24.2	 27.2	28.0	27.9	24.6	23.0	30.9	26.8	-+	+	+	+	+	+	+-	+-	+-	
-+	+	+	+-	+	+	+-	+-		22995	36525	3   3 41518	182802  1	41121	41680	39750	33884	16425	
29295	56146	3   2   588858		60022	55424	51396	45047	28422	34.7	36.4	34.3	36.0	34.6	33.6	34.6	30.7	23.7	
44.8	56.0	48.7	51.9	50.7	44.8	44.6	41.0	41.1	-+	+	+	+						
-+	+	+	+-	45045	+	+-	+-		23725	35487	46635		45165	48180	41467	44318	33921	
8504	11584	184534	62026	17047	25700	26676	18764	14232	35.8	35.4	38.5	38.2	38.0	38.8	36.1	40.2	49.0	
13.0	11.5	15.3	12.2	14.4	20.8	23.2	17.1	20.6		+	5	99600	22896	26166	24368	23370	14616	
-+	+	5	11886	3449	6333	4222	4695	2715	15063	19040	24511		19.3	21.1	21.2	21.2	21.1	
1851	3201	38353	2.3	2.9	5.1	3.7	4.3	3.9	22.7	19.0	20.2					+-		
2.8	3.2	3.2	· +-	+	+	+-	·+-	+	-+	+ Col	umn !	508015	118714	124034	114957	110271	69210	
-+			06945	118273	123586	115162	109961	69152	66352	To	121179 tal	5 41.9	9.8	10.2	9.5	9.1	5.7	
65461	To	1208849 otal	41.9	9.8	10.2	9.5	9.1	5.7	5.5	8.3	100.0							
5.4	8.3	100.0		. 45500							_		s: 44687	5 B. S		7100 77 1		
		ing Obser				ra har M	IIOQ Wood	: Environme		aw.ic		une bep	arument o	r berense	's Dy Ai	1108 WOLK	: Environm	ient
ALLO /AL	Cou		en stre	BB TEVEL	s and ope	La Dy Al	HOO WOLK	. Environne	Clinic/	Col	Pct Of:	fice	Shop 1	Maintena (	Outdoors I	Plightli S	hip	
Clinic		Pct Off	ice S	hop 1	Maintena	Outdoors I	Plightli S	hip	,		ow		1	nce ,	/Field r	ne	0	spital
		Row		:	nce	/Field r	ne	os	pital 		otal	1	2	3	4	5	6	7
I	8   7		1	2	3	4	5	6	7 AH107AW	·	+	+	+	+	+-	+-	+-	
AH107AU	+	+	+-	+	+		+-		15794	16043	21759		·	20083	18524	21745	10537	
3534		1   68890		6818		7302	6693	2515	23.8	16.3	18.0		17.7	16.2	16.1	19.8	15.3	
5.3	6.6	5.7	5.9	5.7	4.4	6.3	6.1	3.6	-+	+	+	+ 166592	22404	34004	20521	20711	22515	
-+	+	2   1	260751	24645	26226	22357	23891	16102	20934	25944	36461		32484  27.4	34904  28.2	28531	32711	22515  32.6	
19118	21754	281067		20.8	21.2	19.4	21.8	23.4	31.5	26.4	30.2		27.4	20.2	24.0	29.1	32.0	
28.7	22.2	23.3		+	+	±2.4	+-	+		+		+ 176524	44515	48820	45873	34240	20624	
-+	+	3   2	49628	58230	57217	50298	44032	25267	21029	42839	43446		37.6	39.4	39.9	31.1	29.9	
30635		567979		49.1	46.3	43.7	40.1	36.7	31.7	43.5			+	+			+-	
46.0	53.6	47.0				· +-	·+-	+	-+	+		48891	14701	13994	15857	11612	10439	
	53.6	+	+-	+	+	,												
-+	+	4	80822	22013	22711	26874	27607	19032	5003	7422		9.6	12.4	11.3	13.8	10.5	15.1	
9883	12150	4   221093	80822	22013  18.5	22711  18.4	26874	27607   25.2	19032  27.6	7.5	7422		9.6	12.4	11.3	13.8	10.5	15.1	
9883	12150	4   221093	80822			·			7.5	7.5	10.6	9.6	12.4   5735	11.3  5978	13.8  6252	10.5   9758	15.1  +- 4912	
9883	12150  12.4	4   221093	80822  15.9  +-			·			7.5		10.6 + 5   63258	9.6  + 20842  4.1	5735	5978	6252	+-	+-	

	++	+	+	+-	+-				2.	4.0	5.1	3.8	2.6	4.3	
-+	+ Column 506770	118383	123779	115036	110066	69027	3.6	4.2	3.3	++	+-	+-			
66360	98429 1207849						-+	+	·		·	·			
5.5	Total 42.0 8.1 100.0	9.8	10.2	9.5	9.1	5.7	17751	37120	3   14210	37057	39080	37622	29388	18523	
5.5	8.1 100.0						1//21	3/120	358645	.  31.5	31.5	32.9	26.7	26.9	
Number o	of Missing Observation	s: 48632					26.7	37.1	29.7						
							-+	+	+	++	+-	+-	+-		
AH107AX	ax.My supervisor is	concerned f	for my wel	. by AH	108 Work	Environment			4   22232	46082	49800	45840	46371	32093	
	Count						29146	35525	507184	9 39.1	40.2	40.1	42.1	46.5	
	Col Pct Office	Shop Ma	aintena Ou	itdoors F	lightli S	hip	43.8	35.5	42.0	, 35.1	10.2	10.1	12.1	10.5	
Clinic/H	H Other		/=	ield n	_		L_1 .		+	++	+-	+-	+		
	Row	no	æ /r	ieia n	e	OSPI	tal-+		5   12277	26804	26522	23058	28598	12877	
	_   1	2	3	4	5	6	7 16106	20094	276829						
AH107AX	3   Total +	+	+	+	+-	+	24.2	20.1	22.9	3  22.7	21.4	20.2	26.0	18.7	
-+									+	++	+-	+-	+-		
1135	1   6347  2998  24682	3215	2198	3453	2864	2472	-+	+ Colu	mn 50613	117825	123905	114289	110093	68964	
1133	1.3	2.7	1.8	3.0	2.6	3.6	66529		1207682	111025	123703	111207	110000		
1.7	3.0 2.0							Tot		9.8	10.3	9.5	9.1	5.7	
	++	+			+-		5.5	8.3	100.0						
-+	+														
2391	+ 2   12584  4207  40341	4667	6305	4316	2872	2998	Number (	of Missin	g Observati	ns: 48800					

# Appendix H – Response Distributions by Service

				_									
AH107A a Service	.It is com	mon for po	ersonnel	to take pa	ar by XS	VC Imputed	d	1	15410   3.6	11274	4937 3.3	10163	41784 3.4
	Count Col Pct	Army	Navy	Marine C		_		2	60999		13090	41098 12.0	152839 12.3
AH107A		1	2	orps   3	e   4   	Row Total		3	158232	115989	56540 37.5	126921	457681 36.8
11110711	1	9502			5983   1.7	22298 1.8		4	157351   37.0	135187	63821	138334	494694 39.7
	2	30015			20653 6.0	81000 6.5		5	33231	26992	12429	24971	97623 7.8
	3	115620   27.0 +			73373    21.4  ++	302427 24.2		Column Total	425223 34.2	327095 26.3	150818 12.1	341486 27.4	1244621 100.0
	4	205587				622084 49.7	Number	of Missing O	bservation	ns: 1186	) 		
	5	66843   15.6		26174   17.2		224099 17.9	AH107E Service	e.My superv	isor maint	tains a h	igh job sa	af by XS	VC Imputed
	Column Total	427567 34.2	329388 26.3	152094 12.1	342858 27.4	1251907 100.0		Count Col Pct	  Army	Navy	Marine C	Air Forc	
Number of	Missing O	bservatio	ns: 4574				-		1	2	orps	e 4	Row Total
AH107B b	There is	frequent (	contact a	nd communi	ic by XS	VC Imputed	AH107E d	1	12700	4981	2870	5074	25625 2.1
	Count Col Pct	  Army	Navy	Marine C	Air Forc	Row		2	27518	5.0	5969 3.9	11315	61123 4.9
AH107B	1	1 25352	2 +   13200	3	4   ++	Total 61938		3	129435	87523 26.7	43664 28.9	88743 25.9	349366 28.0
		5.9	4.0	3.5	5.2	5.0		4	189239 44.4		66349	162234  47.4	570679 45.7
	2	64626   15.1 +	12.4	7.4	++	159554 12.8		5	67152   15.8	!	32481 21.5	74853    21.9	240817 19.3
	3	98485	19.4 +	23.7	21.1	270313 21.6		Column Total	426044 34.1	328014 26.3	151333 12.1	342219 27.4	1247610 100.0
	4	186110 43.5			158249 46.2	578288 46.3	Number	of Missing O	bservation	ns: 8872			
	5	53040	15.5	16.3	51379    15.0	179990 14.4	AH107F Service	f.Detailed	inspection	ns of the	base and	f by XS	VC Imputed
	Column Total	427614 34.2	327559 26.2	152018 12.2		1250084 100.0	Service	Count Col Pct	  Army	Navy	Marine C	Air Forc	
Number of	Missing O	bservation					-		1	_	orps 3	e	Row Total
AH107C c	.Safety ta	kes a bacl	k seat to	performin	ng by XS	VC Imputed	AH107F d	1	18325	!	6778	1.7	37924 3.1
	Count Col Pct	Army	Navy	Marine C		_		2	51168 12.0	7.4	13305	18592    5.5	107200 8.6
AH107C		1	2	orps   3   +	e   4   ++	Row Total		3	178963 42.1	124800 38.2	59561	115332	478656 38.5
	1	72279	21.8	17.0	24.5	253135 20.3		4	142016	131954	36.5	45.8	484478 39.0
	2	150648	37.0	37.0	142101    41.6  ++	470091 37.7		5	34737	38756 11.9	16054 10.7	44448   13.1	133995 10.8
	3	118595 27.8	24.4	27.4	73069    21.4  +	313033 25.1		Column Total	425210 34.2	326585 26.3	150724 12.1	339734 27.3	1242253 100.0
	4	60518   14.2 +				156529 12.5	Number	of Missing O	bservation	ns: 1422	В		
	5	24460	4.0	4.1	11389 3.3 	55036 4.4	AH107G Service	g.Leadershi	p's views	on the in	mportance	o by XS	VC Imputed
	Column Total	426500 34.2	327802 26.3	151654 12.2	341867 27.4	1247823 100.0		Count Col Pct	Army	Navy	Marine C	Air Forc	Row
Number of	Missing O	bservation	ns: 8659				AH107G		1	2	3		Total
AH107D d Service	l.Personnel	often ge	t involved	d in devel	lo by XS	VC Imputed		1	38597   9.1	31539 9.7	16087   10.6	46960    13.8	133184 10.7
	Count Col Pct	Army	Navy	Marine C	Air Forc	Row		2	128984   30.4	107961 33.1	53637 35.5	134212    39.5	424794 34.2
AH107D		1	2 +	3		Total		3	147346   34.8		47498 31.4	88231 26.0	380912 30.7

	4	+   86274   20.4		27112 17.9		238900 19.3	AH107K Service		tect myse	lf and ot	her persor	nn by XS	SVC Imputed
	5	22636	+	+   6730	++			Count Col Pct	Army	Navy	Marine C	Air Forc	
		5.3				5.1			1 1	2	orps	e	Row Total
	Column Total	423838 34.2	326219 26.3	151065 12.2	339625 27.4	1240747 100.0	AH107K	1	5824			.3	9572 .8
	Missing O						-	2	5372				16101 1.3
AH107H h Service	-	etings ar	e held le:	ss often 1	th by XS	SVC Impute	:d	3	62901   14.9	48570 14.9		14.1	14.8
	Count Col Pct	Army	Navy		Air Forc	D		4	226761	173746			672201
AH107H		1	2	orps   3	e   4	Row Total		5	53.7 +	53.2  98459	+		54.3 - 357869
ANIU/H	1	39550 9.3	29582 9.1	19745 13.1		131937 10.6		Column	28.8 +	30.1		27.4	28.9
	2	116748 27.5	106464 32.7			384873 31.0	Numbox	Total of Missing O	34.1	26.4	12.1	27.4	100.0
	3	168752 39.8	38.6		37.0	482487 38.9							
	4	77337 18.2	50577		41718	187177 15.1	AH107L Service		isor's be	havior of	ten goes a	ag by XS	SVC Imputed
	5	22136	4.0		4.2	54642 4.4		Count Col Pct	į -	Navy	Marine C	e	Row
	Column Total	424523 34.2	325436 26.2	150989 12.2	340167 27.4		AH107L	1	78819	2 +			
Number of	Missing O	bservation	ns: 1536				-	2	18.6		64280		24.2 546912
AH107I i Service	.Good team	work exis	ts within	our unit	. by XSV	C Imputed	l	3	42.8 +		36905	62845	44.2 292833
	Count Col Pct	7.2007	Navy	Marina C	Air Forc			4	28.4	+	+	18.6  +   11833	23.7 72584
NII 1 0 7 T	COI PCL	I I	_	orps 3	e 4	Row Total			7.5	7.0	4.2	3.5 +	5.9
AH107I	1	28449	15095 4.6	6523		69160 5.6		5	11112	2.1	2.2	1.2  +	25324 2.0
	2	53527 12.6	29000	10688 7.1		125847 10.1		Column Total	422948 34.2		12.2	338047 27.3	1237660 100.0
	3	113605				312936	Number (	of Missing O	bservation	ns: 1882	1 		
	4	26.8 +   177820   42.0	24.0 +   154178   47.2	26.5  70528 46.8		25.2 560098 45.2	AH107M Service	m.Designate	d personn	el are we	ll trained	d by XSV	/C Imputed
	5	50413	+	23113	48859	172372		Count Col Pct	Army	Navy	Marine C	Air Forc	Row
	Column	423814	326488	150791	+	13.9 1240414	AH107M		1	2	orps	4	
	Total	34.2	26.3	12.2	27.4	100.0	AIII O / FI	1	15694	2.0	2.5	2.1	
Number of	Missing O	bservation	ns: 1606'	7 			-	2	+	22389	9471	17438	92852 7.5
AH107J j Service	Leadershi	p shows tl	hat it can	res about	p by XS	SVC Impute	ed.	3	159049	+	57223	113122	423892 34.3
	Count Col Pct	  Army 	Navy	Marine C	Air Forc	Row		4	155010	152258 46.7	62145	155344	
AH107J		1 +	2 +	3	4   ++	Total		5	47565	+	+		+
	1	26794 6.3	2.7	5842	3.5	53316 4.3		Column	11.3	15.4 + 326007	11.8 + 150412	13.4  + 338116	13.0 1235409
	2	34914		8238 5.5		80473 6.5	Number (	Total	34.1	26.4	12.2	27.4	100.0
	3	121148	77571	39013 26.0		321775 26.0						ol hv y	SVC Imputed
	4	181005   42.7		68328 45.5		561654 45.4	Service		- 1143 PUD.	Libricu a	"TICCEN PO	ar by Ac	c Impaced
	5	60384	18.9		69424	219974 17.8		Count Col Pct	Army	Navy	Marine C orps	e	Row Total
	Column Total	424245 34.3	324998 26.3	150296 12.1	337652	1237192 100.0	AH107N	1	10226	+   4368   1.3	3172	+	23149 1.9
Number of	Missing O	bservatio	ns: 1929	0				2	22315	17767	5362	12342	57786 4.7
									, 5.5	, 5.5	, 5.0	, 5.01	1.,

Column   12508   32472   1210   38187   123260   1   5726   2267   1770   1072   114			+	+			-									
A		3							r.My superv	isor enfo	rces safe	ty procedu	ır by XS	SVC Imputed		
Count		4						Service		ļ.						
Column   1768   34723   348793   338189   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   10804   12714   12804   12		5				64060	212273		Col Pct	į -	_	orps	e	Row Total		
Marrier   Marr						338189	1233160	AH107R	1					11429		
Act   Color   Army   Name   Service   Color   Army   Name   Service   Color   Army   Name   Service   Color   Army   Name   Service   Color   Army   Name   Service   Color   Army   Name   Service   Color   Army   Service   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army   Service   Color   Army	Number of	Missing O	bservation	ns: 2332	L				2					29264 2.4		
Collect   Coll		.Near miss	accidents	s/inciden	s are tho	or by XS	SVC Impute	d	3							
Authoro   1   2   3   4   Total   5   63598   62455   29790   73146   2016   4-3   3-19   2-00   1-10   5-0			Army	Navy			Pow		4	   213243	172749	76503	180228	642723		
A	AH1070		÷	+	3   ++	4	Total		5	63598	62425	29790	74348	230161		
		1				1.6			Column	÷	+	+		+		
1   19262   10897   16836   137712   50883   AFIOTS   S.Standardized precautions are used by p by XSVC Imputed   1   10051   13484   50548   126801   41770   130.0   Count   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Army   Navy   Navy   Narine C Air Force   Col Pet   Army   Navy   Navy   Narine C Air Force   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Col Pet   Army   Navy   Narine C Air Force   Col Pet   Col Pe		2				5.3		Number	Total	34.2	26.2	12.1		100.0		
A   13005   13448   50348   12688   4170   13005   1310   414   537   37.5   37.6   37.6   37.6   37.6   37.6   37.6   37.6   37.0   37.6		3						AH107S					p by XS	SVC Imputed		
Second   S		4						Service	Count	I						
Column   19521   32335   149384   335374   1227673   ABIO78   1   4307   2136   1154   974   8577   Number of Kinsing Observations: 2808   2   11407   7154   2262   5042   2568   2.7   2.2   1.5   1.5   2.2   2.3   2.4   1.5   2.5   2.5   2.7   2.2   1.5   1.5   2.2   2.5   2.7   2.2   2.5   2.5   2.7   2.2   2.5   2.5   2.7   2.2   2.5   2.5   2.7   2.2   2.5		5							Col Pct	į -	_	orps	e			
Number of Missing Observations: 28808			419521	323395	149384	335374	1227673	AH107S	1	4307	2136	1154	974	8571		
Name	Number of					27.3	100.0		2	11407	7154	2262	5042	25865		
Count   Col Pet   Army   Navy   Narine C   Fore   Row   1   2   0   0   0   0   0   0   0   0   0						r by XS	SVC Impute	- d	3	÷	+	+		2.1 374270		
Col Pct	Service	Count	1			_	-		4	<del>-</del>	+	+		30.6		
AH107P			į -	_	orps	e				46.8 +	53.3	46.0	47.8	48.7		
2   101381   96382   43415   104095   345273   3418   241.   29.8   29.3   30.8   28.1   Number of Missing Observations: 32066	AH107P	1	÷	+			,		5				18.9	17.9		
24.1   29.8   29.3   30.8   28.1		2	÷	+			-							1224416 100.0		
42.7   37.7   40.0   38.9   40.0   AHIOTT t.Leadership has provided adequate perso by XSVC Imputed   4   90208   68593   25343   49382   233526   21.4   21.2   17.1   14.6   19.0   Count   COl Pct   Army   Navy   Marine C Air Forc   Row   Total   34.2   26.3   12.1   27.4   100.0   Count   Col Pct   Army   Navy   Marine C Air Forc   Row   AHIOTT   10720   4561   3213   5543   2403   2403   27.4   100.0   Col Pct   Army   Navy   Marine C Air Forc   Row   AHIOTT   2.6   3.1   4.1   4.7   4.1   5.3   4.1   4.7   4.1   4.7   4.1   5.3   4.1   4.7   4.1   5.3   4.1   4.7   4.1   5.3   4.1   4.7   4.1   5.3   4.1   4.7   4.1   5.3   4.1   4.7   4.1   5.3   4.1   4.7   4.1   5.3   4.1   4.7   4.1   5.3   4.1   4.7   4.1   4.7   4.1   5.3   4.1   4.7   4.1   4.7   4.1   4.7   4.1   5.3   4.1   4.7   4.1			24.1	29.8	29.3 	30.8	28.1									
21.4   21.2   17.1   14.6   19.0   Count   Col Pct   Army   Navy   Marine C Air Forc   Orps   e   Row   Total   34.2   26.3   12.1   27.4   100.0   1   2   3   4   Total   38.2   28.5   32.6   31.9   33.7   38.2   33.7   34.1   47.1   47.1   47.1   57.2   38.			42.7	37.7	40.0 	38.9	40.0									
Column   421251   323378   148403   337809   1230842   1   10720   4561   3213   5543   2403   2403   7   2403   2   2   3   4     70 tall   34.2   26.3   12.1   27.4   100.0   2   3   1   10720   4561   3213   5543   2403   2   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   2   3   4     7   3   4   4   7   4   1   5   3   3   4     7   3   4   1   4   7   4   1   5   3   3   4     7   3   4   1   4   7   4   1   5   3   3   4     7   3   4   1   4   7   4   1   5   3   3   4     7   3   4   1   4   7   4   1   5   3   3   4     7   3   4   1   4   7   4   1   5   3   3   4     7   3   4   1   4   7   4   1   5   3   3   4     7   3   4   1   4   7   4   1   5   3   3   3   3   3   3   3   3   3		4								Army	Navy	Marine C	Air Forc			
Column   All 251   32378   148403   337809   1230842   1   10720   4551   3213   5543   240		5						AH107T		   1 +	2			Row Total		
AH107Q q.I understand the safety regulations re by XSVC Imputed 3   159656   91558   48085   107215   406513   38.2   28.5   32.6   31.9   33.2   38.2   28.5   32.6   31.9   33.2   38.2   28.5   32.6   31.9   33.2   38.								11111071	1					24037 2.0		
AH107Q q.I understand the safety regulations re by XSVC Imputed 3   159656   91558   48085   107215   40651   33.2   28.5   32.6   31.9   33.2      Count   Col Pct   Army   Navy   Marine C Air Forc   Orps   e   Row   H107U   Column   420188   32936   148290   33827   1230741   Total   34.1   24.8   82325   Column   420188   323936   148290   338327   1230741   Total   1   23904   24130   9890   22378   80302   1701   1   1   1   1   1   1   1   1   1								-	2	7.3	4.1	4.7	4.1	64332 5.3		
Count Col Pct Army Navy Marine C Air Forcet Row Animal Roy Roy Roy Roy Roy Roy Roy Roy Roy Roy		.I underst	and the sa	afety reg	ılations r	re by XS	SVC Impute	d	3	159656	91558	48085	107215			
AH107Q			  Army	Navy	Marine C	Air Forc			4	164128	157753	65988				
1   3192   1171   1389   981   6733	ΔH1070		į -	_	orps	e			5	;   53317	54400	23310	57422	188449		
2   8916   3435   1068   4842   18262   2.1   1.1   .7   1.4   1.5   Number of Missing Observations: 33453	viii 1 \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	1				.3				418333	321425	147594	335676	1223028		
3   79958   46783   24529   50214   201485		2				4842		Number (					27.4	100.0		
Service   Serv		3	79958	46783	++   24529	50214	201485	AH107U								
Col Pct   Army Navy Marine C Air Forc orps e Row   20.4   24.8   24.5   23.8   23.0   1   2   3   4   Total   Column 420188 323936 148290 338327 1230741		4				201672		Service	Count	I						
		5	85874	80458	36285	80618	283235			į -	_	orps	e	Row		
			420188	323936	148290	338327	1230741	AH107U	1	23904	24130	9890	22378	80302		
	Number of					27.5	100.0		2	+	+	+		+		

		18.8	26.8	24.1	25.4	23.4	Number o	of Missing O	bservatio	ns: 3854	9		
	3	203689	151739 47.2	74499 50.5	166139    49.4	596065 48.8	AH107Y Service	y.Safety tr	aining is	part of (	every new	p by XS	VC Imputed
	4	81751 19.7	47401 14.7	19456 13.2	45042 13.4	193650 15.9		Count			W		
	5	28002	12048 3.7	8130 5.5	17664    5.2	65845 5.4		Col Pct	Army     1	Navy	Marine C orps   3	e 4	Row Total
	Column Total	415535 34.0	321416 26.3	147614 12.1	336600 27.6	1221165 100.0	AH107Y	1	16031		3419	3680 1.1	26162 2.1
		bservatior		5			-	2	40373 40373		+   9963    6.8	7778	72128 5.9
AH107V v Service	 .Job perfo	rmance sta	ındards aı	re higher	f by XS	VC Impute	d	3	+   161989   39.0		++   48599    33.1	84311   25.1	381131 31.3
	Count Col Pct	Army	Navy	Marine C	Air Forc			4	+   151233   36.4		++   60929    41.5	165872   49.4	520523 42.7
AH107V		1 1	2	orps   3	e 4	Row Total		5	+   45475   11.0	73812	23982 23982 16.3	74471 22.2	217740 17.9
1111074	1	15971	15934 5.0	6246 4.2	17741	55892 4.6		Column	415100 34.1	319581 26.2	146893 12.1	336111 27.6	1217685 100.0
	2	64962 15.6	69442 21.6	26412 17.9	74672 22.2	235488 19.3		Total of Missing O	bservatio	ns: 3879'		27.0	100.0
	3	212159	157888 49.1	78860 53.3	165711    49.3	614617 50.3	 AH107Z	z.I believe			cere in it	s by XS	SVC Imputed
	4	97561	63905 19.9	27751	61860	251077 20.5	Service	Count	I				
	5	26448	14344 4.5	8645 5.8	16399    16399	65836 5.4		Col Pct	Army     1	Navy	Marine C orps	Air Forc e 4	Row
	Column	417100	321514	147913	336383	1222910	AH107Z	1	+   9638	+	3       2211	4302	Total 19004
	Total	34.1	26.3	12.1	27.5	100.0		_	2.3	+	1.5	1.3	1.6
	_	bservation isor under			n by XS	VC Impute	ď	2	23545		5384 3.6	12472   3.7	52732 4.3
Service		1	. Dearrab er	ic barcey	p 27 110	Timpucc	_	3	137719		42027 28.3	82544 24.6	340018 27.8
	Count Col Pct	Army	Navy	Marine C	e	Row		4	181534 43.6		65022 43.8	161128   47.9	569182 46.5
AH107W	1	1     8059	2 2983	3   	4   + 2275	Total 15390		5	63908   15.3		+   33682    22.7	75596   22.5	242011 19.8
	2	1.9 +	.9  9983	1.4  +   2971	7. +  10802	1.3 44452		Column Total	416344	322235 26.3	148325 12.1	336043 27.5	1222947 100.0
	3	5.0 + 165068	3.1	2.0     47562	3.2  +  99831	3.6 415507	Number o	of Missing O	bservatio	ns: 3353!	5		
		39.6	32.2	32.1	29.7	34.0	AH107AA Imputed	aa.My supe Service	rvisor se	ldom acts	on person	ine by X	SVC
	4	181657 43.6	161218 50.4	74332 50.2	178073    52.9	595280 48.8		Count Col Pct	  Army	Navy	Marine C	Air Forc	
	5	40881	42833 13.4	21093   14.2	45635 13.6	150442 12.3			1	_ 2	orps   3	e 4	Row Total
	Column Total	416362 34.1	320062 26.2	148032 12.1	336616 27.6	1221071 100.0	AH107AA	1	33176			46021 13.7	126541 10.4
		bservatior					_	2	+   130725   31.6	+	54973	131895    39.3	439895 36.1
AH107X x Service	 .Personnel	follow a	regular 1	lockout/ta	ag by XS	VC Impute	đ	3	÷	122062	61587	127208	505850
Bervice	Count			W				4	42859	35266	12553	24493	115172
	Col Pct	Army	_		e	Row Total		5	10.4 +   11923	+	·		-
AH107X	1	13973	4026 1.3		7248	28494		Column	2.9 + 413675	+	·	+	
	2	24292	8216 2.6	6108	   8999		Number	Total	33.9	26.4	12.1	27.5	100.0
	3	5.9	125054	91381	195021	695096							
	4	68.3     75753	39.0 119111	33396	94847	323108	AH107AB Imputed		cy respon	se-related	a procedur	es by X	.svc
	-	18.3	37.2		<del>-</del>			Count Col Pct	Army	Navy	Marine C		Da
	5	17331 4.2 +		8.8 	8.8	10.1	AH107AB			+	<sup>-</sup> 3   ++	÷	
	Column Total	414988 34.1	320249 26.3	147041 12.1		1217933 100.0		1	28963 7.0	11.8		11.9	9.9

	2	106193	123143	41407 28.1	120491	391234 32.1	Number (	of Missing O	bservatio	ns: 4505	5							
	3	183712	113113	68555	128128	493508												
	4	44.4  +	35.1 37183	46.6  18020	38.3    37898	167888	AH107AF Service	af.The sys	tem of pr	SVC Imputed								
	4	18.1	11.5	12.2	11.3	13.8		Count Col Pct	Army	Navy	Marine C	Air Forc						
	5	20081	11283 3.5	5420 3.7	8029    2.4	44813 3.7	3111 0 7 3 E		1	_	orps 3	e 4						
	Column Total	413737 34.0	322698 26.5	147220 12.1		1217893 100.0	AH107AF	1	20233		12827	28565 8.6	92103 7.6					
Number of	Missing C	bservation	ıs: 38588	3				2	112085		42308	103331	370981					
AH107AC Imputed S		k of the o	command sa	afety offi	.ce by X		3	189763 45.8		66886		43.6						
	Count Col Pct	Army	Navy	Marine C	Air Forc e	Row		4	70694	13.4	16741 11.5	39568	169919 14.0					
AH107AC		1	2	3		Total		5	21380	13413	7173 4.9	9886	51851					
	1	11391  2.8	5779 1.8	2007	5649    1.7	24826 2.0		Column Total	414154 34.1	320342	145935 12.0	333451 27.5	1213881 100.0					
	2	24147	15112 4.7	8855 6.0	13188	61301 5.0	Number o	of Missing O				27.5	100.0					
	3	218556	136198   42.4	70698    48.1	50.1	593125 48.8		ag.Leaders	hip regula	arly part	icipates i	n by XS	SVC Imputed					
	4	125681	127072	50624	119054   35.6	422432 34.8	Service	Count	I									
	5	31762	37034 11.5	14847  10.1	29282				Army 1	-		е	Row					
	Column	411537	321194	147031	·+	1214608	AH107AG	1	+   11097	+		5362	-					
Number of	Total	33.9 Observation	26.4	12.1	27.6	100.0		2	2.7 + 36293	+	2.3  7593	1.6 ++   21305	-					
Number or								2	8.8			6.4						
AH107AD Imputed S		hip sets a	positive	safety e	xa by X	SVC		3	200182	39.8		43.6	44.7					
	Count Col Pct	Army	Navy	Marine C		_		4	132548		52073 35.5	124579 37.5	443329 36.6					
AH107AD	Col Pct	1	2	orps 3	e 4	Row Total		5		41.9 +   35164	52073 35.5	124579 37.5	443329 36.6					
AH107AD		1 -	_	orps	e			5 Column	32.2 +   31950   7.8 + 412070	41.9 +   35164   11.0 +	52073 35.5 14957 10.2	124579 37.5 36217 10.9 332503	443329 36.6 118287 9.8					
AH107AD	Col Pct	1 1	2	orps 3    2621	e 4   6469  1.9	Total 26330		5 Column Total of Missing O	32.2 31950 7.8 412070 34.0	41.9   35164   11.0   320300   26.4	52073 35.5 14957 10.2 146494 12.1	124579  37.5  37.5  36217  10.9	443329 36.6 118287 9.8					
aH107AD	Col Pct	1 1   +	5080 1.6	orps 3   2621  1.8  7924	e 4   	Total 26330 2.2 58249	AH107AH	Column Total of Missing O	32.2 31950 7.8 412070 34.0 bservation	35164 11.0 320300 26.4	52073 35.5 14957 10.2 146494 12.1	124579 37.5 36217 10.9 332503 27.4	443329 36.6 118287 9.8 1211367 100.0					
AH107AD	Col Pct	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2 5080 1.6 14069 4.4 112107	orps 3   2621  1.8  7924  5.4	e 4   6469   1.9   12501   3.7   115615   34.5	Total  26330 2.2  58249 4.8  451851 37.2  510533	AH107AH	Column Total of Missing O  ah.The saf Service Count	32.2 	35164 11.0 320300 26.4	52073 35.5 14957 10.2 146494 12.1	124579 37.5 36217 10.9 332503 27.4	443329 36.6 118287 9.8 1211367 100.0					
AH107AD	Col Pct1 2 3	1 12160 2.9 23755 5.7 169991 41.1 159907 38.7 47646	5080 1.6 14069 4.4 112107 35.0 142816 44.6	orps 3   2621  1.8  7924  5.4  54138  36.9  61703  42.0  20482	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7   53953	Total 26330 2.2 58249 4.8 451851 37.2 510533 42.0 168029	AH107AH	Column Total of Missing O  ah.The saf Service	32.2 	41.9   35164   11.0   320300   26.4   as: 45114   as: 45114	52073 35.5 14957 10.2 146494 12.1	124579 37.5 36217 10.9 332503 27.4 20.8 by X	443329 36.6 118287 9.8 1211367 100.0					
AH107AD	Col Pct  1 2 3	1 12160 2.9 23755 5.7 169991 41.1 159907 38.7	2   5080   1.6   14069   4.4   112107   35.0   142816   44.6   45947   14.4   4.6	orps 3   2621   1.8   7924   5.4   5.4   5.4   5.4   61703   42.0   20482   13.9	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7   53953   16.1	Total  26330 2.2  58249 4.8  451851 37.2  510533 42.0  168029 13.8	AH107AH	Column Total of Missing O  ah.The saf Service Count	32.2 	35164 11.0 320300 26.4 ns: 4511- er(s) has	52073 35.5 14957 10.2 146494 12.1 4 high stat	124579 37.5 36217 10.9 332503 27.4 Air Force	443329 36.6 118287 9.8 1211367 100.0					
	Col Pct  1 2 3 4 5 Column Total	1   1   12160   2.9   5.7   5.7   169991   41.1   159907   38.7   47646   11.5   413459   34.0	2 5080 1.6 14069 4.4 112107 35.0 142816 44.6 45947 14.4 320019 26.3	orps	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7   53953   16.1	Total  26330 2.2  58249 4.8  451851 37.2  510533 42.0  168029 13.8	AH107AH Imputed	Column Total of Missing O	32.2   31950   7.8   412070   34.0   bservation   army   1   19924   4.8	35164 11.0 320300 26.4 ns: 4511- er(s) has Navy 2 9044 2.8	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3	124579 37.5 36217 10.9 332503 27.4 2	443329 36.6 118287 9.8 1211367 100.0 					
Number of	Col Pct  1 2 3 4 5 Column Total Missing Cae.My supe	1   12160   2.9   23755   5.7   169991   41.1   159907   38.7   47646   11.5   413459	2   5080   1.6   14069   4.4   112107   35.0   142816   44.6   45947   14.4   320019   26.3   as: 41489	2621   1.8   7924   5.4   5.4   1.8   36.9   1.8   36.9   1.8   1.8   36.9   1.8   1	e 4   6469   1.9   12501   15615   34.5   34.5   43.7   53953   16.1   334646   27.5	Total  26330 2.2  58249 4.8  451851 37.2  510533 42.0  168029 13.8  1214992 100.0	AH107AH Imputed	Column Total of Missing O ah.The saf Service Count Col Pct	32.2   31950   7.8   412070   34.0   bservation   ety office   Army   1   1   19924   4.8   48968   11.8	320300 26.4 ns: 4511 er(s) has Navy 2 2 4 2 8 2 26062 8 2	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0	124579 37.5 36217 10.9 332503 27.4 	A43329 36.6 118287 9.8 1211367 100.0 ASSVC  Row Total 44044 3.6 120016 9.9					
Number of	Col Pct  1 2 3 4 5 Column Total Missing Cae.My supe	1   12160   2.9   123755   5.7   169991   41.1   159907   38.7   47646   11.5   413459   34.0   0bservation	2   5080   1.6   14069   4.4   112107   35.0   142816   44.6   45947   14.4   320019   26.3   as: 41489	2621   1.8   7924   5.4   5.4   1.8   36.9   1.8   36.9   1.8   1.8   36.9   1.8   1	e 4   6469   1.9   12501   15615   34.5   34.5   43.7   53953   16.1   334646   27.5	Total  26330 2.2  58249 4.8  451851 37.2  510533 42.0  168029 13.8  1214992 100.0	AH107AH Imputed	Column Total of Missing O	32.2   31950   7.8   412070   34.0   bservation   ety office   Army   1   1   19924   4.8   48968	41.9   35164   11.0   320300   26.4   ns: 45114   er(s) has   2   9044   2.8   8.2   8.2   149819   46.9	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0	124579   37.5   36217   10.9   332503   27.4   32503   27.4   327.4	443329 36.6 118287 9.8 1211367 100.0 					
Number of	Col Pct  1 2 3 4 5 Column Total Missing C ae.My supe	1   1   1   1   1   1   1   1   1   1	2 5080 1.6 14069 4.4 112107 35.0 142816 44.6 45947 14.4 320019 26.3 as: 41489	orps  3   2621  1.8  7924  5.4  5.4  61703  42.0  20482  13.9  146868 12.1  Marine Corps	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7   153953   16.1   334646   27.5   sa by 2	Total  26330 2.2  58249 4.8  451851 37.2  510533 42.0  168029 13.8  1214992 100.0	AH107AH Imputed	Column Total of Missing O ah.The saf Service Count Col Pct	32.2   31950   7.8   412070   34.0   bservation   ety office   Army   19924   4.8   11.8   11.8   227349   55.0	41.9   35164   11.0   320300   26.4   ans: 45114   arr(s) has   20062   20062   2.8   26062   8.2   46.9   98473	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0 76250 52.6	124579 37.5 36217 10.9 332503 27.4 27.4 Air Force 4   10293 3.1 30508 9.2 173500 52.0 90801 27.2	443329 36.6 118287 9.8 1211367 100.0 					
Number of	Col Pct  1 2 3 4 5 Column Total Missing Cae.My supeervice Count	1   12160   2.9   12755   5.7   169991   41.1   159907   38.7   11.5   47446   11.5   47459   34.0   20servation arvisor has	2 5080 1.6 14069 4.4 112107 35.0 142816 44.6 45947 14.4 320019 26.3 as: 41489	orps 3   2621  1.8  7924  5.4  5.4  5.4  61703  42.0  20482  13.9  146868 12.1  Fully fit  Marine C orps 3   1944	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7	Total  26330 2.2  58249 4.8  451851 37.2  510533 42.0  168029 13.8  1214992 100.0	AH107AH Imputed	Column Total of Missing O ah.The saf Service Count Col Pct	32.2   31.950   7.8   412070   34.0   bservation   army   1   1   19924   4.8   48968   11.8   27349   55.0   21.8 	Navy  2  9044  2.8  26062  8.2  149819  146.9  98473 30.8  36313 11.4	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0 76250 52.6 37438 25.8	124579 37.5 36217 10.9 332503 27.4 27.4 28.2 27.4 28.2 29.2 2	A43329 36.6 118287 9.8 1211367 100.0  ASSVC  ROW Total 44044 3.6 120016 9.9 626919 51.8 316628 26.1 103689 8.6					
Number of AH107AE Imputed S	Col Pct  1 2 3 4 5 Column Total Missing C ae.My supeervice Count Col Pct	1   1   12160   2.9   12755   5.7   169991   41.1   159907   38.7   141.5   11.	2   5080   1.6   14069   4.4   112107   35.0   142816   44.6   45947   14.4   320019   26.3   as: 41485   successf	orps 3   2621  1.8  7924  5.4  54138  36.9  61703  42.0  20482  13.9  146868 12.1  Fully fit  Marine C orps 3   1944  1.3  5992	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7   53953   16.1   334646   27.5   sa by \$\frac{\partial 2}{2}\$	Total  26330 2.2 58249 4.8 451851 37.2 510533 42.0 168029 13.8 1214992 100.0  SSVC	AH107AH Imputed	Column Total of Missing O ah.The saf Service  Count Col Pct	32.2   31950   7.8   412070   34.0   bservation   ety office   Army   1   4.8   4.8   11.8   227349   55.0   89916   21.8 	Navy  2	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0 76250 52.6 37438 25.8	124579 37.5 36217 10.9 332503 27.4 27.4 28.2 27.4 28.2 2	A43329 36.6 118287 9.8 1211367 100.0  ASSVC  ROW Total 44044 3.6 120016 9.9 626919 51.8 316628 26.1 103689 8.6					
Number of AH107AE Imputed S	Col Pct  1 2 3 4 5 Column Total Missing Cae.My supeervice Count Col Pct	1   1   1   1   1   1   1   1   1   1	2   5080   14069   4.4   112107   35.0   142816   44.6	orps  3   2621  1.8  7924  5.4  5.4  61703  42.0  20482  13.9  146868  12.1  9 fully fit  Marine C orps 3   1944  1.3  5892  4.0	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7   334646   27.5   sa by 2   Air Force e 4   2236   .7   8556   2.6	Total  26330 2.2  58249 4.8  451851 37.2  510533 42.0  168029 13.8  1214992 100.0  SSVC	AH107AH AH107AH Number	Column Total of Missing O	32.2   31950   7.8   412070   34.0   bservation   ety office   Army   1   1   1924   4.8   11.8   27349   55.0   89916   21.8   43246   34.1   bservation	Navy    2	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0 52.6 37438 25.8 12052 8.3 145002 12.0	124579 37.5 36217 10.9 332503 27.4  28.25 30.508 9.2 173500 52.0 90801 27.2 28225 8.5 333337 27.5	A43329 36.6 118287 9.8 1211367 100.0  CSVC  Row Total 44044 3.6 120016 9.9 51.8 316628 26.1 103689 8.6 1211296 100.0					
Number of AH107AE Imputed S	Col Pct  1 2 3 4 5 Column Total Missing Cae.My supeervice Count Col Pct	1   12160   2.9   12755   5.7   169991   41.1   159907   38.7   141.5   47646   11.5   47646	2   5080   1.6   14069   4.4   112107   35.0   142816   44.6   45947   14.4   320019   26.3   as: 41485   successf	orps 3   2621  1.8  7924  5.4  54138  36.9  61703  42.0  20482  13.9  146868 12.1  Sully fit  Marine C orps 3   1944  1.3  5892  4.0  57922  39.5  60886	e 4   6469   1.9   12501   3.7   115615   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   32.7   334646   27.5	Total  26330 2.2 58249 4.8 451851 37.2 510533 42.0 168029 13.8 1214992 100.0  SSVC  Row Total 12836 1.1 45495 3.8 449923 37.1 538869	AH107AH  AH107AH  Number (AH107AI	Column Total of Missing O	32.2   31950   7.8   412070   34.0   bservation   ety office   Army   1   1   1924   4.8   11.8   27349   55.0   89916   21.8   43246   34.1   bservation	Navy    2	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0 52.6 37438 25.8 12052 8.3 145002 12.0	124579 37.5 36217 10.9 332503 27.4  28.25 30.508 9.2 173500 52.0 90801 27.2 28225 8.5 333337 27.5	A43329 36.6 118287 9.8 1211367 100.0  CSVC  Row Total 44044 3.6 120016 9.9 51.8 316628 26.1 103689 8.6 1211296 100.0					
Number of AH107AE Imputed S	Col Pct  1 2 3 4 5 Column Total Missing Cae.My supeervice Count Col Pct  1 2 3	1   12160   2.9   12755   5.7   169991   41.1   159907   38.7   11.5   11.5   11.5   12.5	2 5080 1.6 14069 4.4 112107 35.0 142816 44.6 45947 14.4 320019 26.3 as: 41489 8 successi	orps 3   2621  1.8  7924  5.4  54138  36.9  61703  42.0  20482  13.9  146868  12.1   Fully fit  Marine C orps 3   1944  1.3  5892  4.0  57922  39.5	e 4   6469   1.9   12501   3.7   115615   34.5   146108   43.7   53953   16.1   334646   27.5   2236   .7   8556   2.6   109008   32.7	Total  26330 2.2 58249 4.8 451851 37.2 510533 42.0 168029 13.8 1214992 100.0  SSVC  Row Total 12836 1.1 45495 3.8 449923 37.1 538869 44.5	AH107AH  AH107AH  Number (AH107AI	Column Total of Missing O ah. The saf Service Count Col Pct  1 2 3 4 5 Column Total of Missing O ai. Hazards Service Count	32.2 +	Navy    2	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 4783 3.3 14478 10.0 76250 52.6 37438 25.8 12052 12.0 36 a right aw	124579   37.5   36217   10.9   332503   27.4   332503   27.4   30508   9.2   30508   9.2   30508   9.2   30508   9.2   30508   9.2   30508   9.2   30508   9.2   30508   9.2   30508   30508   9.2   30508   30508   9.2   30508   305	A43329 36.6 118287 9.8 1211367 100.0  CSVC  Row Total 44044 3.6 120016 9.9 51.8 316628 26.1 103689 8.6 1211296 100.0					
Number of AH107AE Imputed S	Col Pct  1 2 3 4 5 Column Total Missing Cone.My superice Count Col Pct  1 2 3 4 4 4 4	1   12160   2.9   163658   39.8   163658   39.8   151656   163658   39.8   151666   163658   39.8   151666   163658   39.8   151666   163658   39.8   151666   163658   39.8   151666   163658   39.8   151666   163658   39.8   151666   163658   39.8   151666   163658   39.8   163658   39	2   5080   1.6   14069   4.4   112107   35.0   142816   44.6   45947   14.4   320019   26.3   as: 41482   47.5   106608   33.2   152482   47.5   152482   47.5   108608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   152482   47.5   106608   33.2   106608   106608   106608   106608   106608   106608   106608   106608   106608   106608   106	orps  3   2621  1.8  7924  5.4  54138  36.9  61703  42.0  20482  13.9  146868  12.1  9 fully fit  Marine C orps 3	e 4   6469   1.9   12501   3.7   115615   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   34.5   35.5   34.5   35.5   34.5   35.5   34.5   35.5   34.5   35.5   34.5   35	Total  26330 2.2 58249 4.8 451851 37.2 510533 42.0 168029 13.8 1214992 100.0  SSVC  Row Total 12836 1.1 45495 3.8 449923 37.1 538869 44.5	AH107AH  AH107AH  Number (AH107AI	Column Total of Missing O ah. The saf Service Count Col Pct  1 2 3 4 5 Column Total of Missing O ai. Hazards Service Count	32.2 +	41.9   35164   11.0   35164   11.0   320300   26.4   ns: 4511	52073 35.5 14957 10.2 146494 12.1 4 high stat Marine C orps 3 3 4783 3.3 14478 10.0 76250 52.6 37438 25.8 12052 8.3 145002 12.0 6 dright aw	124579 37.5 36217 10.9 332503 27.4  Air Force 4 10.293 3.1 30508 9.2 173500 52.0 90801 27.2 28225 8.5 333337 27.5	A43329 36.6 118287 9.8 1211367 100.0  CSVC  Row Total 44044 3.6 120016 9.9 626919 51.8 316628 26.1 103689 8.6 1211296 100.0					

	2	112671   27.4	115128 36.0		116248	390250		Column Total	414129 34.1	26.4	147037 12.1	333022 27.4	1214528 100.0
	3	+	122682	66851				of Missing O am.The saf				lab by 1	KSVC
	4	62359	36031 11.3	14935	35431   10.6	148756		Service Count			-	•	
	5	13633	10497	4699	6743	35572		Col Pct	į -	_	Marine C orps	e	Row
	Column	411537	3.3 319690	3.2 ++ 146265	2.0  332702	2.9 1210193	AH107AM	1	1 +   14223	÷			+
Nomboo of	Total Missing O	34.0	26.4	12.1	27.5	100.0		2	3.5	+		+	+
									34871 8.5	6.6	4.2	3.8	6.2
AH107AJ Service	aj.Personn	el take pa	art when	accident o	or by XS	SVC Impute	d	3	209513	41.5		42.5	45.7
	Count Col Pct	Army	Navy	Marine C		<b>5</b> .		4	120080		34.4	41.6	35.4
AH107AJ		1	2	3   ++		+		5	33059			35112	125959
	1	7005	2014			1.4		Column Total	411745 34.0	318932	146751 12.1	332420 27.5	+ 1209848 100.0
	2	24752	14614 4.6	3.6	3.1	4.5		of Missing O	bservatio	ns: 4663	3		
	3	193545	125861					an.Personn					
	4	155826	144193 45.1	59069		494131	Imputed	Service Count	I				
	5	31046	33055	15911	31221	111233			Army	Navy	Marine C orps	e	Row
	Column	7.5 +	10.3 319737	++	9.4		AH107AN	1	1 +   35886	÷	3 +   18633		+
Number of	Total	34.0	26.4	12.1	27.4	100.0		2	8.7 +	14.0 +	12.7	13.9	+
	Missing O						-	2	30.8	39.0		37.9	35.3
AH107AK Imputed S	ak.The tra ervice	ining prov	vided thr	ough my su	ipe by 2	SVC		3	195923			38.4	40.9
	Count Col Pct	Army	Navy	Marine C		<b>5</b> .		4	42305 10.2				9.0
AH107AK		1		3   ++		-		5	12261			7008	34150 2.8
	1	7457	1857					Column Total	413816 34.2	317698	146194 12.1		1209891
	2	21228	11941 3.7	3.6	11871  3.6	4.2		of Missing O	bservatio	ns: 4659	)		
	3	185733 45.0	111422 34.9	59079 40.4	123374 37.0	479608 39.6	AH107AO	ao.My supe					
	4	164679	155239 48.7		156723	538883	Imputed	Service Count	I				
	5	33667	38422	18167	38737	128993		Col Pct	į -	Navy	Marine C orps	e	Row
	Column	8.2 + 412764		++	333079	1210980	AH107AO	1	1 +   7504	2321	1433	4 +   2906	+
Number of	Total Missing O	34.1			27.5	100.0		2	1.8	+	+		+
							-		6.1	4.0 +	3.0	3.3	4.4
AH107AL Imputed S	al.It is w ervice	rell known	that lead	dership ig	no by 1	SVC		3	208854	38.2	45.1	44.5	45.0
	Count Col Pct	Army	Navy			P		4	133924	44.5	37.9	39.8	38.3
AH107AL		1	+	orps   3   +	4	+		5	36618	40068 12.6	19234 13.1	38035 11.5	133955 11.1
	1	31960 7.7	32660 10.2	9.2	11.7	9.6		Column Total		317803 26.3	146676	331771	1208122
	2	100788	103102 32.2	40152 27.3	98291 29.5	342333 28.2		of Missing O	bservatio	ns: 4835	e	23	
	3	211865	137096 42.8	72296	155889 46.8	577147 47.5	AH107AP	ap.Ventila Service				oth by 1	SVC
	4	52389	34673	13380	31345	131787 10.9	TIMPULEG	Count	[				
	5	17128	12808	7703		46112		Col Pct	Army     1	Navy	Marine C orps 3	e	Row Total
		+					AH107AP			+			+

	1	11719	8296 2.6	4458	10142	34615 2.9		Column	++ 409908	317222	146525	331037	1204692
	2	37071	25452 8.0	14780	29017	106320 8.8	Number o	Total of Missing O	34.0	26.3	12.2	27.5	100.0
	3	162136   39.1	94759 29.7	53620 36.6	++   102651    30.9	413165 34.1		at.Personn	el rarely	take part	t in the c	lev by X	
	4	170979 41.2	151564 47.5	57871		539078 44.5	Imputed	Count	ļ				
	5	32879 7.9	38742 12.2		++   31541    9.5	119029 9.8		Col Pct	Army     1	Navy 2	Marine C orps	e	Row Total
	Column Total	414783 34.2	318813 26.3	146595 12.1	ii	1212206 100.0	AH107AT	1	19298 4.7	20443	+		68005 5.6
Number of	Missing O	bservation	ıs: 4427	5				2	++   90766    21.9	102931 32.3		94114	329922 27.2
AH107AQ a		f personne	el don't ı	use the pe	ers by X	SVC		3	21.3  	138364 43.4	+		
	Count Col Pct	Army	Navy	Marine C	Air Forc			4		48216	16690	42142	184960
AH107AO		1 1	2	orps	e   4	Row Total		5	18.8  +   13736	15.1  8608	11.4 +   5296	12.7     10777	15.3 - 38418
AIIIO/AQ	1	23860	29977 9.4		35036 10.6	100839 8.3			3.3  ++	2.7	3.6	3.2	3.2
	2	98817	114161 35.8			372702 30.8		Column Total	414060 34.2	318562 26.3	146743 12.1	332496 27.4	1211860 100.0
	3	192326 46.5	113758 35.7			504118 41.6		of Missing Of au. The inc				ara hy Y	rsvc
	4	+	48207		++	190766	Imputed		reased str	ess ieve.	is and ope	ia by z	15 V C
	_	20.0	15.1	14.9	11.4	15.8		Count Col Pct	  Army	Navy	Marine C		
	5	16073	12473 3.9			42608 3.5	AH107AU		1	2	orps   3	e   4	Row Total
	Column Total	413868 34.2	318576 26.3	147010 12.1	331578 27.4	1211033 100.0	AHIU/AU	1	19977    4.8	20142 6.3	7815 5.3	20955  6.3	68890 5.7
Number of								2	79384	88889 27.8			281369 23.2
AH107AR a		hip insist	s that su	upervisors	st by X	SVC		3	++   207040    50.2	134976 42.2	+	162214 48.8	569573 47.1
	Count Col Pct	Army	Navy	Marine C	Air Forc	Row		4	79546	58941 18.4	25731	57412   17.3	221630 18.3
AH107AR		1	2	3		Total		5	26088	16580 5.2	:	16053	
	1	5009    1.2	2057 .6	1.3	.6	11128 .9		Column Total	412035 34.0	319529 26.4	146441 12.1	332379 27.5	1210384 100.0
	2	11636	7838 2.5		6655	28910 2.4	Number c	of Missing O	bservation	s: 4609	7		
	3	173318    41.9	100332 31.6			437186 36.1	AH107AV Imputed	av.Most of	f-duty veh	icular a	ccidents a	are by X	(SVC
	4	168852	157840 49.7		157206	548552 45.3	Impacca	Count Col Pct	Army	Navy	Marine C	Air Forc	
	5	54484	49506 15.6			183927 15.2		001 100	1 1	2	orps 3	e	Row Total
	Column Total	413299 34.2	317574 26.3	146629 12.1	332200 27.5	1209702 100.0	AH107AV	1	9918 2.4	6520 2.0	3620 2.5	6899	
Number of								2	19006 4.6	16553 5.2	4606	18173    5.5	58339 4.8
AH107AS a		hip annual	ly sets a	safety goa	als by X	SVC		3	153527 37.1	95317 29.7	51889	115801  34.8	416533 34.3
	Count Col Pct	Army	Navy	Marine C	Air Forc	Row		4	148166    35.8	132440 41.3	56467	129677  38.9	466750 38.4
AH107AS		1	2	3		Total		5	83431 20.2	69748 21.8	30424	62625 18.8	246227 20.3
	1	10707   2.6	4034 1.3	2354 1.6	5704    1.7  ++	22798 1.9		Column Total	++ 414047 34.1	320579 26.4	147005 12.1	333175 27.4	1214806 100.0
	2	30043	19800 6.2			78389 6.5	Number c	of Missing O					<del>-</del>
	3	216469	140655 44.3	68992 47.1		578090 48.0	AH107AW Imputed	aw.It is no Service	ot the Dep	artment o	of Defense	e's by X	SVC
	4	117692	116375 36.7			397710 33.0		Count Col Pct	  Army	Navy	Marine C	Air Forc	Row
	5	34998 8.5	36359 11.5		39614	127706 10.6	AH107AW		   1   +	2			Total

1	72744 17.6	60736 19.0	25544  17.4	58764  17.7	217787 18.0	AH107AX		1	2	orps 3	e 4	Row Total
2	108672	104930	38729 26.4	113210	365542 30.2	AHIU/AX	1	10548	6827	3015	4495	24885 2.1
3	160239    38.8	103143	58364  39.8	114103 34.4	435848 36.0		2	15191 3.7	11897  3.7	5124  3.5	8589 2.6	40801 3.4
4	50958 12.3	34532 10.8	13677	29374 8.8	128541 10.6		3	142455 34.5	90073	43053 29.5	84286 25.4	359867 29.7
5	20050	16364	10377	16468 5.0	63258 5.2		4	162659 39.3	142241 44.5	55905  38.3	147054	507858 41.9
Column Total	412663 34.1	319705 26.4	146691 12.1	331918 27.4	1210977 100.0		5	82642 20.0	68515    21.4	38821 26.6	87507 26.4	277484 22.9
Number of Missing O	bservation	s: 45505				Column Total	413494 34.1	319554 26.4	145917 12.1	331931 27.4	1210896 100.0	

AH107AX ax.My supervisor is concerned for my wel by XSVC Imputed Service

Number of Missing Observations: 45586

Count | Col Pct | Army

Marine C Air Forc Navy

# Appendix I – Acronyms

ADUSD (ESOH) Assistant Deputy Under Secretary of Defense

(Environmental Safety, and Occupational Health)

**DMDC** Defense Manpower Data Center

**DoD** Department of Defense

**DSOC** Defense Safety Oversight Council

**DUSD(R)** Deputy Under Secretary of Defense for Readiness

**MACOM** Major Command (Army)

**MAJCOM** Major Command (Air Force)

**NCO** Non-commissioned Officer

**NSC** National Safety Council

OIG Office of Inspector General (DoD)

**ORM** Operational Risk Management

**OSD** Office of the Secretary of Defense

**SecDef** Secretary of Defense

**USD** (**P&R**) Under Secretary of Defense for Personnel and Readiness

# **Appendix J – Report Distribution**

### Office of the Secretary of Defense

Under Secretary of Defense (Acquisition, Technology, and Logistics)

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Under Secretary of Defense (Comptroller)

Under Secretary of Defense (Personnel and Readiness)

Under Secretary of Defense (Intelligence)

## **Department of the Army**

Assistant Secretary of the Army (Installations and Environment) Inspector General, Department of the Army

### **Department of the Navy**

Assistant Secretary of the Navy (Installations and Environment) Naval Inspector General

### **Department of the Air Force**

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### **Joint Chiefs of Staff**

**Deputy Inspector General** 

# **Other Defense Organizations**

Defense Security Cooperation Agency

Defense Commissary Agency

Defense Contract Audit Agency

Defense Finance and Accounting Agency

Defense Intelligence Agency

Defense Security Service

National Geospatial-Intelligence Agency

National Security Agency

Defense Advances Research Projects Agency

Defense Contract Management Agency

Defense Logistics Agency

Defense Threat Reduction Agency

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Defense Information Systems Agency

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## Non-Defense Federal Organizations and Individuals

National Safety Council

# **Congressional Committees and Subcommittees, Chairman and Ranking Minority Member**

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Senate Subcommittee on Defense

Senate Committee on Armed Services

Senate Committee on Governmental Affairs

Senate Judiciary Subcommittee on Technology, Terrorism, and Government Information

House Committee on Appropriations

House Subcommittee on Defense

House Committee on Armed Services

House Committee on Government Reform

House Committee on the Judiciary

House Subcommittee on National Security, Emerging Threats, and International Relations, Committee on Government Reform

House Subcommittee on Technology, Information Policy, Intergovernmental Relations, and the Census, Committee on Government Reform

### THE MISSION OF THE DoD OIG

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