



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's mission and to serve the public interest.

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

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



Active Duty

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

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

Civilian

A civilian construction worker removes a nail from a board during construction of a new cement security wall, Incirlik Air Base, Turkey.

(U.S. Air Force photo by Senior Airman Matthew Hannen)



Guard & Reserve

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

(This photo appeared on www.army.mil)

NATIONAL SAFETY COUNCIL

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

Evaluation of the DoD Safety Program

Active Duty Safety Survey Results

June 2008

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A Crystal Focus Review



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

Purpose

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
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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 www.dodig.mil/Inspections/IE/Reports.htm. No management response is required. However, customer feedback is always welcome. E-mail comments to crystalfocus@dodig.mil.

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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:
 - Ordered an executive assessment of the DoD safety program;
 - 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:
 - 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.

- Assess, review, and advise to improve DoD-wide safety and injury prevention information management systems.
 - Promote the development and implementation of safety initiatives.
 - 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;
 - 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 <http://www.nsc.org/resources/dod-matrix.htm>). 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 (<http://www.nsc.org/>) and the Defense Manpower Data Center (<http://www.dmdc.osd.mil/>) 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:
 - Active Duty Personnel (enlisted and officers O-6 and below, all Services).
 - DoD Civilian Personnel (all grades below SES).
 - 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 (<http://www.dodig.mil/inspections/qmd/index.htm>) 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.

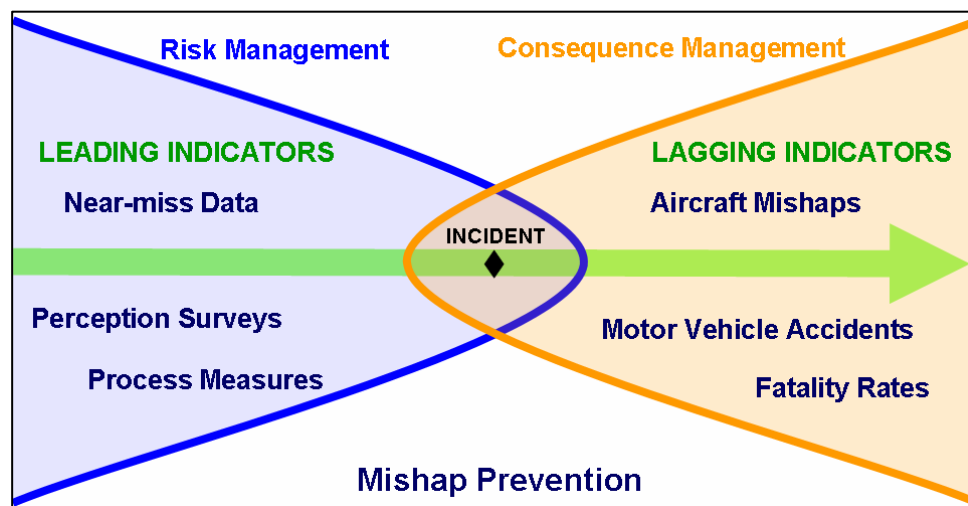
1.5.2.2 Results Communication

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

Category ¹	Item Letter and Statement	Comparative Percentile Score ²	Percent Distribution of Responses					Average Response Score ³
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
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	AO 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	C Priority of safety issues relative to performing duties	69	20.3%	37.7%	25.1%	12.5%	4.4%	0.57
SSC	AI 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	AL Leadership including safety in job promotion reviews	69	9.6%	28.2%	47.5%	10.9%	3.8%	0.29
SSA	AF Quality of preventative maintenance system operation	68	7.6%	30.6%	43.6%	14.0%	4.3%	0.23
SP	AE Supervisors integrating safety into the performance of duties	67	13.6%	44.5%	37.1%	3.8%	1.1%	0.66
PP	AJ Personnel take part when accident or incident investigations occur	65	9.2%	40.8%	44.1%	4.5%	1.4%	0.52
SSA	O Thoroughness of near miss accident/incident investigation	64	13.9%	36.0%	41.1%	6.4%	2.7%	0.52
SP	AK 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	AB Occurrence of emergency response procedures testing	59	9.9%	32.1%	40.5%	13.8%	3.7%	0.31
SSC	AR 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	B Frequency of personnel/leadership interactions	46	14.4%	46.3%	21.6%	12.8%	5.0%	0.52
PP	AQ 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	AH Perception that the safety officer has high status	42	8.6%	26.1%	51.8%	9.9%	3.6%	0.26
SSA	H 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	AM Availability of safety officer to provide assistance	38	10.4%	35.4%	45.7%	6.2%	2.3%	0.45
SSC	P Belief that leadership does more than law requires	38	8.0%	28.1%	40.0%	19.0%	5.0%	0.15
PP	AT 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	AS Leadership setting annual safety goals	36	10.6%	33.0%	48.0%	6.5%	1.9%	0.44
SP	AA Supervisors acting on personnel safety suggestions	36	10.4%	36.1%	41.5%	9.4%	2.6%	0.42
SSA	Y Presence of safety training in new personnel orientation	34	17.9%	42.7%	31.3%	5.9%	2.1%	0.68
PP	D Personnel being involved in safety practices	33	7.8%	39.7%	36.8%	12.3%	3.4%	0.36
LP	AG Leadership participating in safety activities on a regular basis	31	9.8%	36.6%	44.7%	7.0%	1.9%	0.45
LP	G Leadership stressing the importance of safety in communications	30	10.7%	34.2%	30.7%	19.3%	5.1%	0.26
SP	AN Supervisors reducing personnel's fear of reporting safety problems	24	12.0%	35.3%	40.9%	9.0%	2.8%	0.45
SSA	AC Effectiveness of command safety officer in improving safety conditions	20	9.3%	34.8%	48.8%	5.0%	2.0%	0.44
PP	X Personnel following lockout/tagout procedures	19	10.1%	26.5%	57.1%	3.9%	2.3%	0.38
PP	K Personnel believing that their actions can protect other personnel	14	28.9%	54.3%	14.8%	1.3%	0.8%	1.09
PP	A Personnel identifying and eliminating hazards	13	17.9%	49.7%	24.2%	6.5%	1.8%	0.76
CUS	AX Supervisor concern for personnel safety off-duty	N/A	22.9%	41.9%	29.7%	3.4%	2.1%	0.80
CUS	AV Off-duty vehicular accidents due to bad decisions, not safety training	N/A	20.3%	38.4%	34.3%	4.8%	2.2%	0.70
CUS	AW DoD's responsibility concerning off-duty safety	N/A	18.0%	30.2%	36.0%	10.6%	5.2%	0.45
CUS	AU Stress level/operations tempo increasing accidents off-duty	N/A	5.7%	23.2%	47.1%	18.3%	5.7%	0.05

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

² 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.

³ Calculated by assigning a value of +2 for strongly positive response; +1 for a positive response; 0 for neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix 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

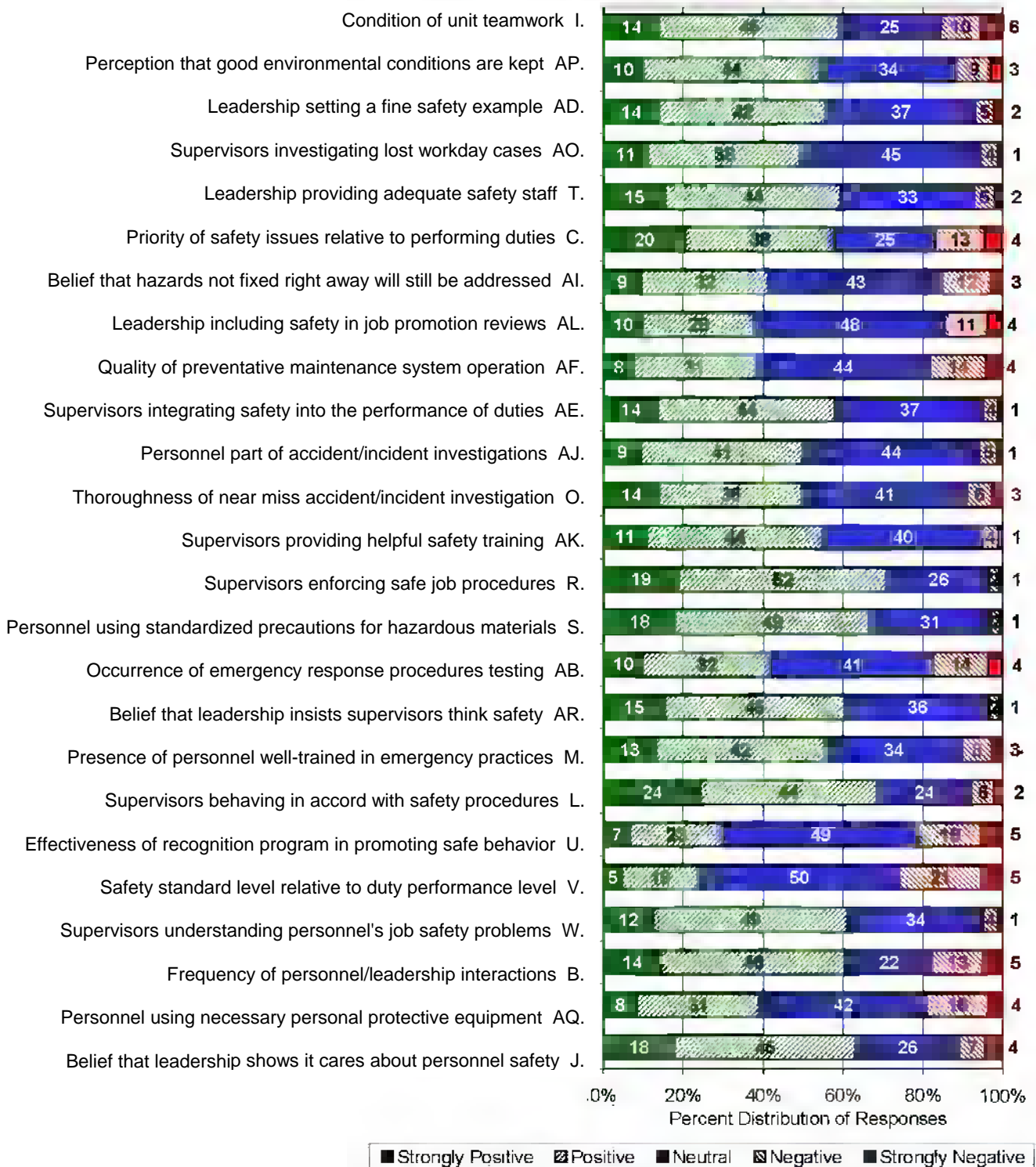


Figure 3B. Percent Distribution of Responses (continued)

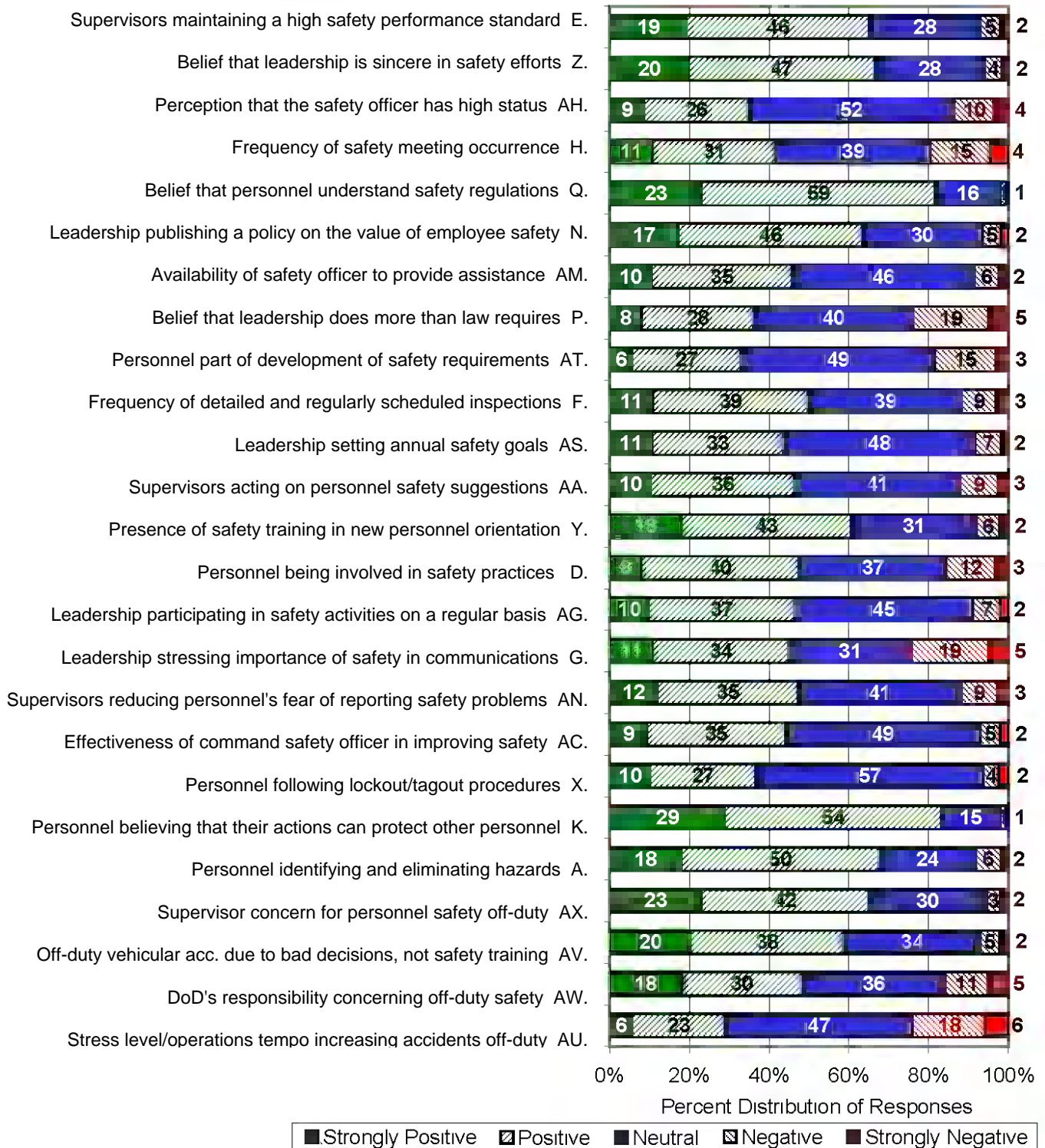
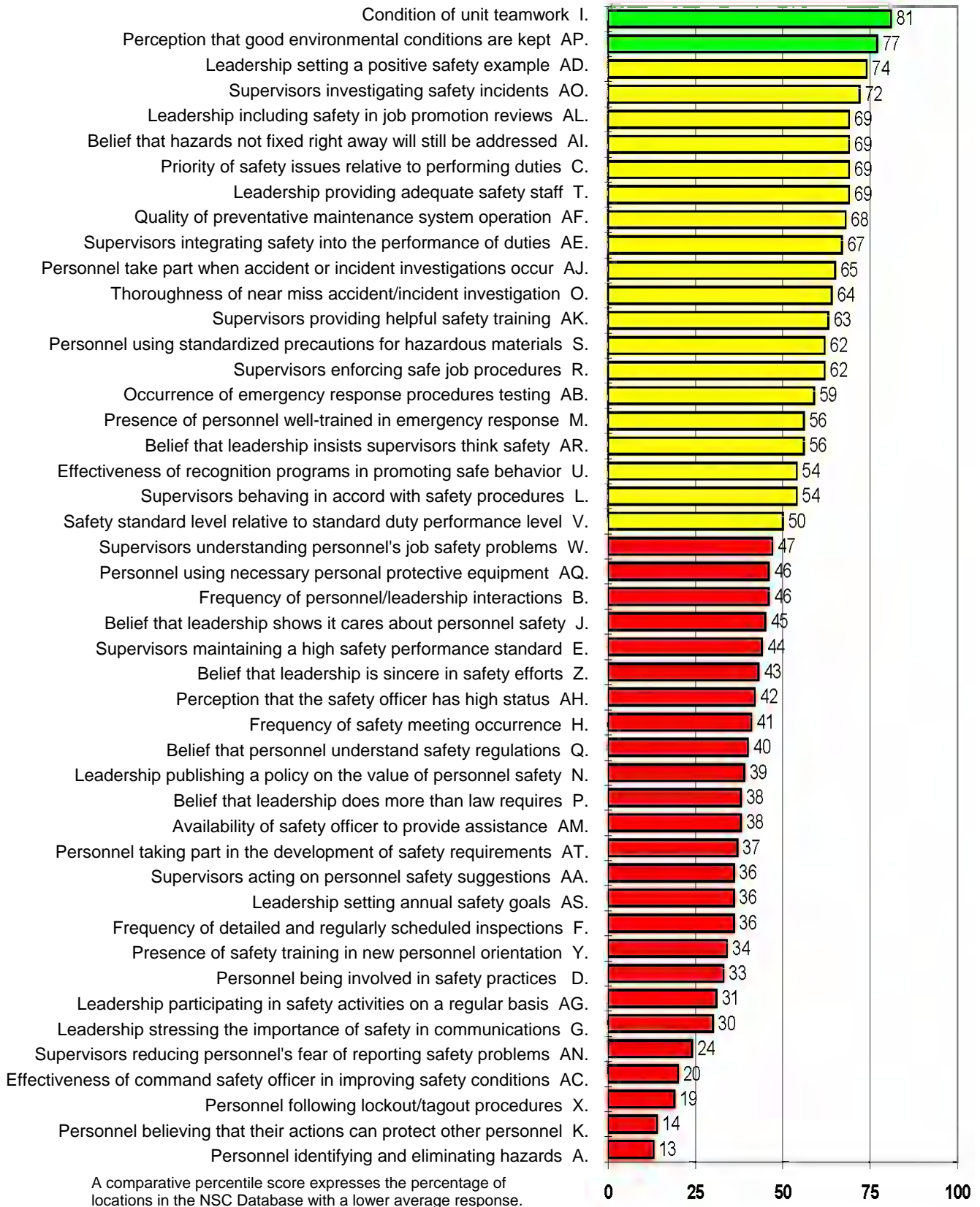


Figure 4 is a graphic representation of the comparative percentile scores. The vertical line at the 50th percentile marks the mean score, which shall be considered as average performance in this report. Therefore, items with bars that meet or surpass this mark are performing at or above average compared to the 232 establishments in the NSC database. Bars shaded green have comparative percentile scores above 75; those shaded yellow are in the 50th to 75th percentile range. Items that fall short of the 50th 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

Program Category	NSC Database ¹	ALL RESPONDENTS	
	Average Response Score ²	Average Response Score ²	Comparative Percentile Score ³
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

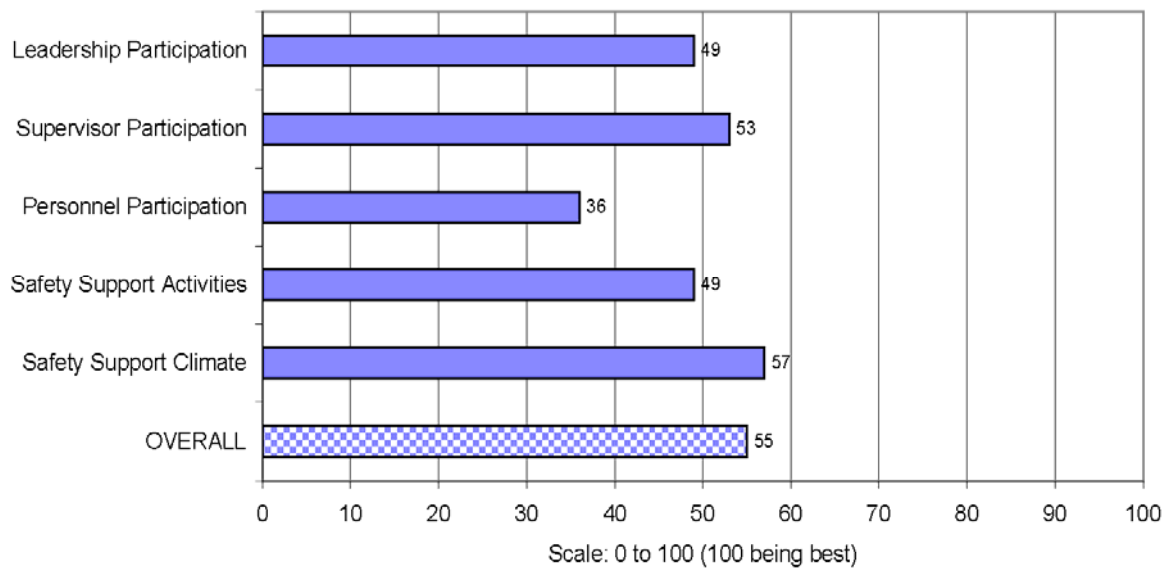
¹ National Safety Council (NSC) Database consists of the 232 organizations that have participated in an NSC safety perception survey.

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

³ 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.

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

Figure 5. Program Category 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:

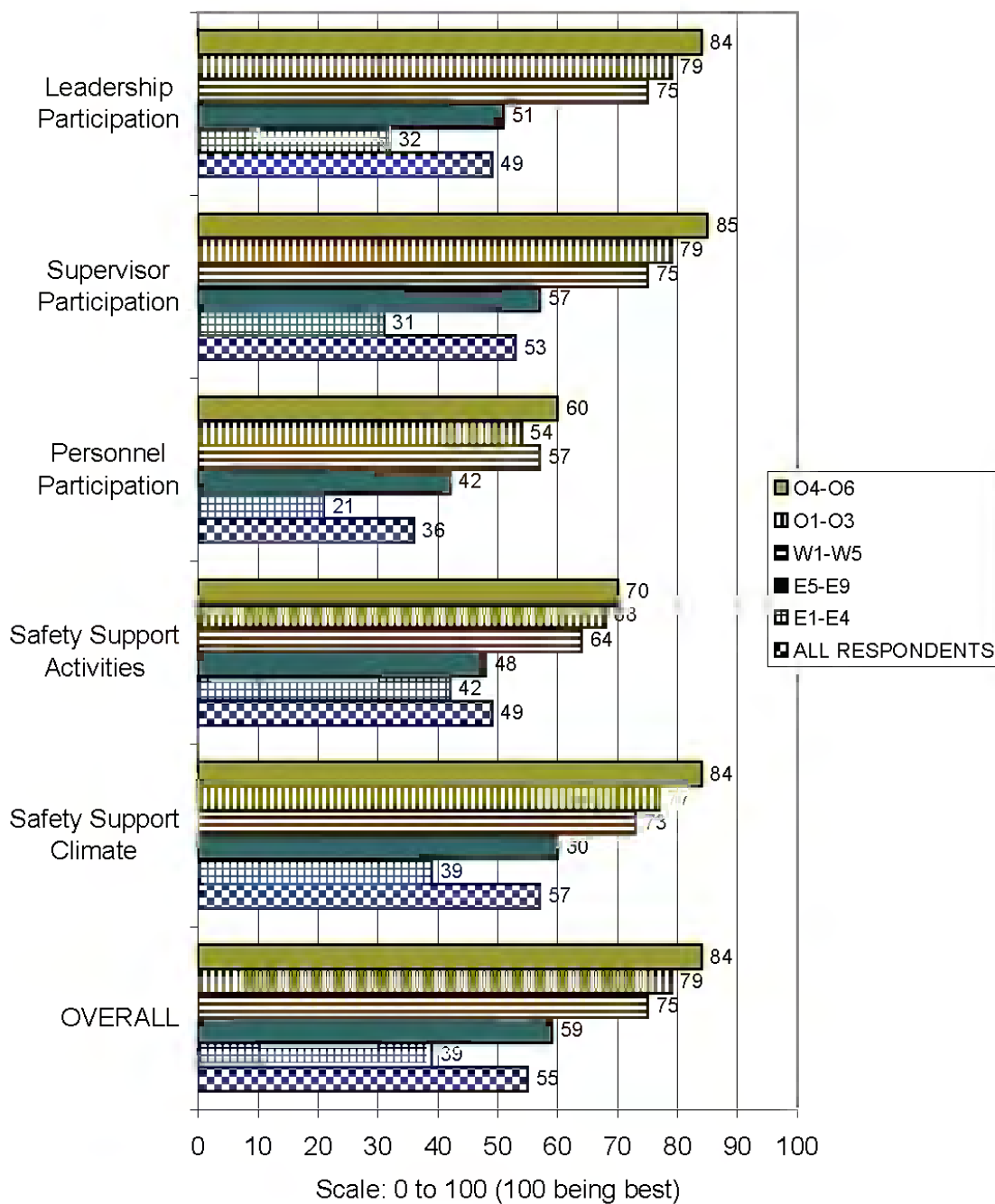
<i>Grade</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
O4-O6	80,031	6.4%
O1-O3	113,017	9.0%
W1-W5	15,652	1.2%
E5-E9	560,341	44.6%
E1-E4	487,440	38.8%

The weighted¹ 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.

¹ 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:

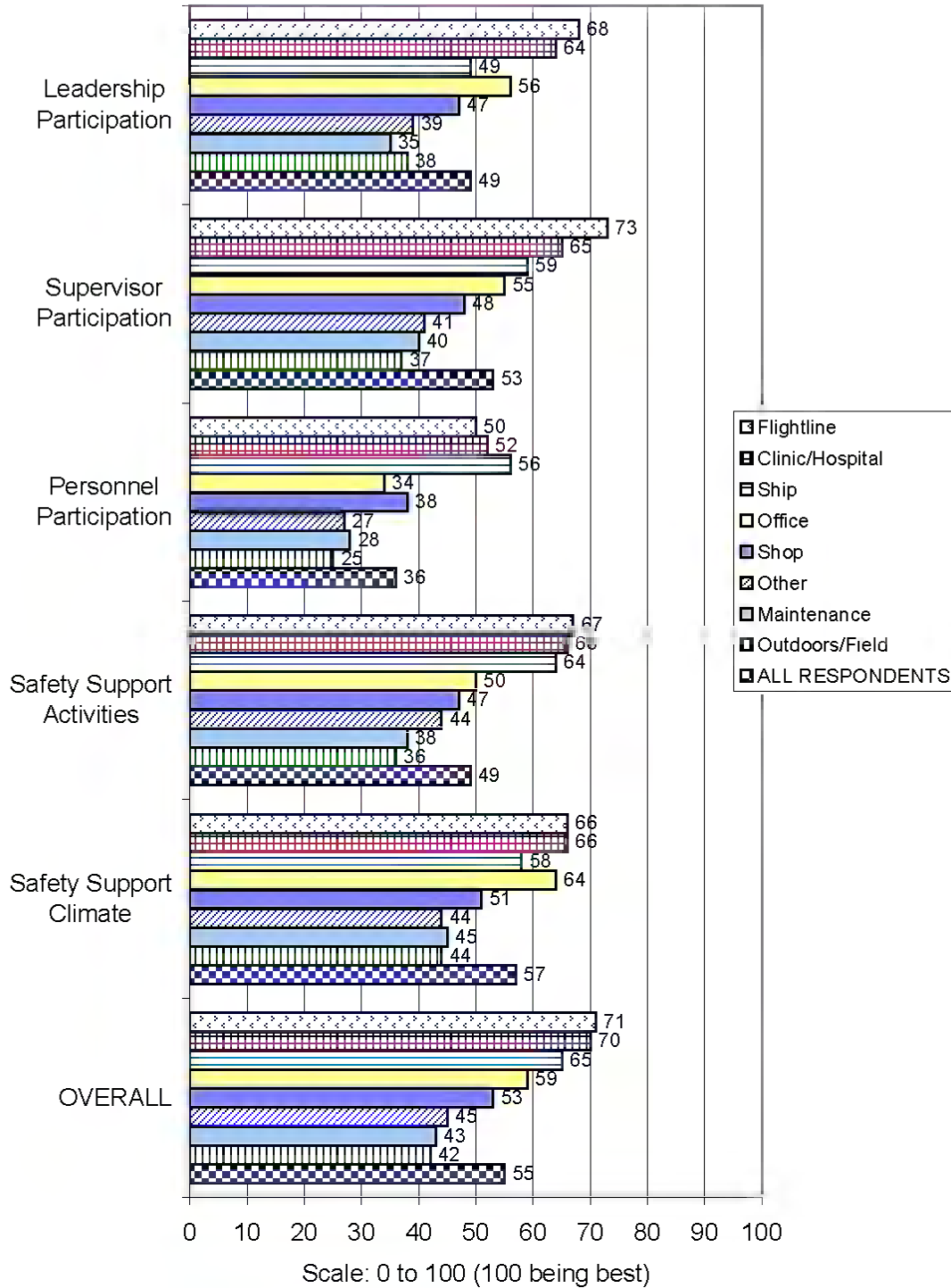
<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>	<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Office	517,538	41.2%	Ship	69,778	5.6%
Shop	120,564	9.6%	Clinic/Hospital	67,871	5.4%
Maintenance	126,411	10.1%	Other	102,414	8.2%
Outdoors/Field	116,129	9.2%	Not Indicated	24,084	1.9%
Flightline	111,693	8.9%			

The weighted¹ 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.

¹ 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:

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

The weighted¹ 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 75th 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.

¹ 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

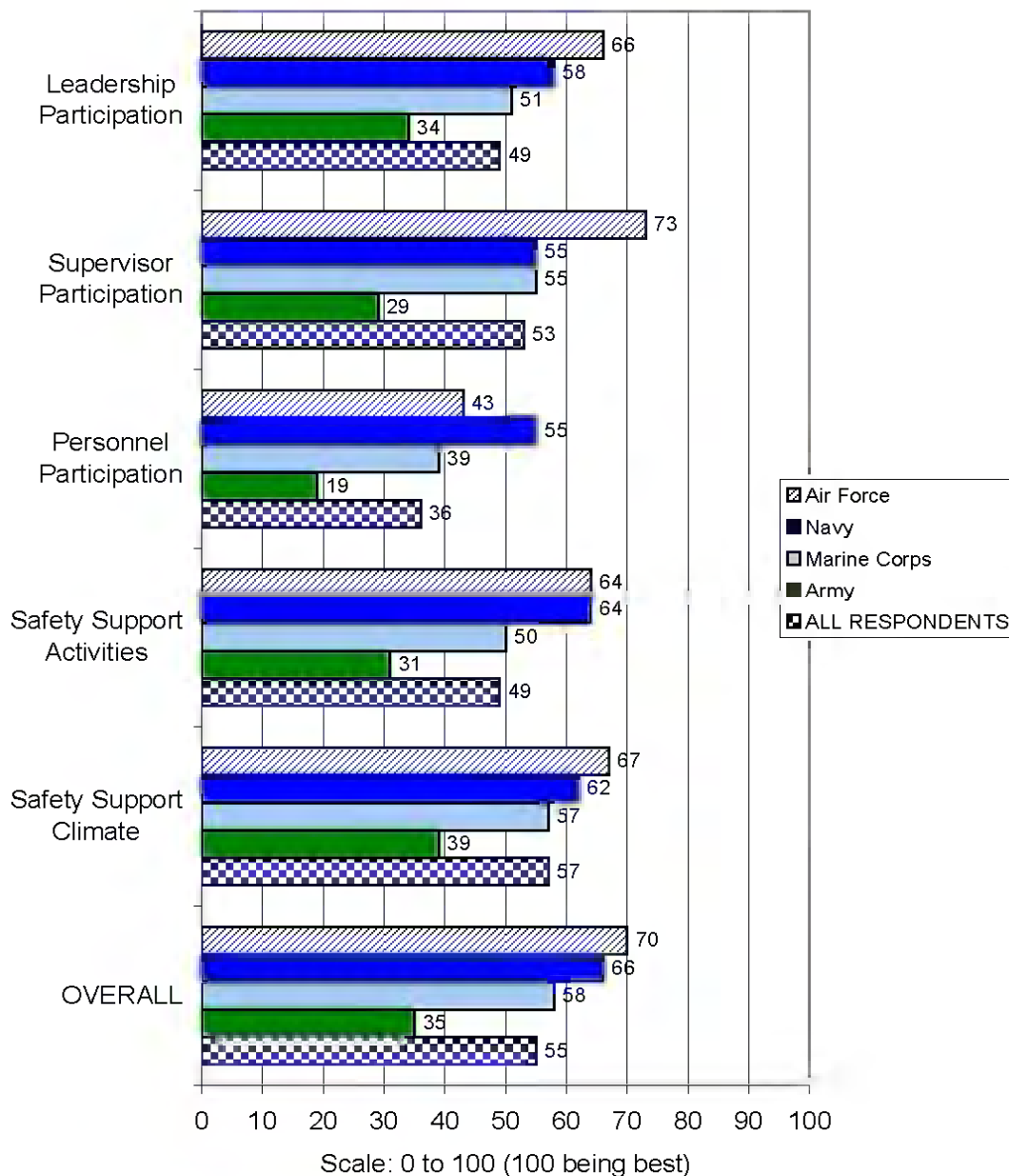
Item Letter and Statement	Comparative Percentile Score ¹				
	ALL RESPONDENTS	Army	Navy	Marine Corps	Air Force
I Condition of unit teamwork	81	71	86	88	83
AP Perception that good environmental conditions are kept	77	71	64	73	79
AD Leadership setting a positive safety example	74	68	80	74	84
AO Supervisors 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 job procedures	62	44	65	65	76
S Personnel using standardized precautions for hazardous materials	62	44	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	42	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
AT Personnel taking part in the development of safety requirements	37	28	49	45	43
F Frequency of detailed and regularly scheduled inspections	36	19	46	28	55
AS Leadership setting annual safety goals	36	25	45	42	42
AA Supervisors acting on personnel safety suggestions	36	24	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

¹ 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 red.

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.

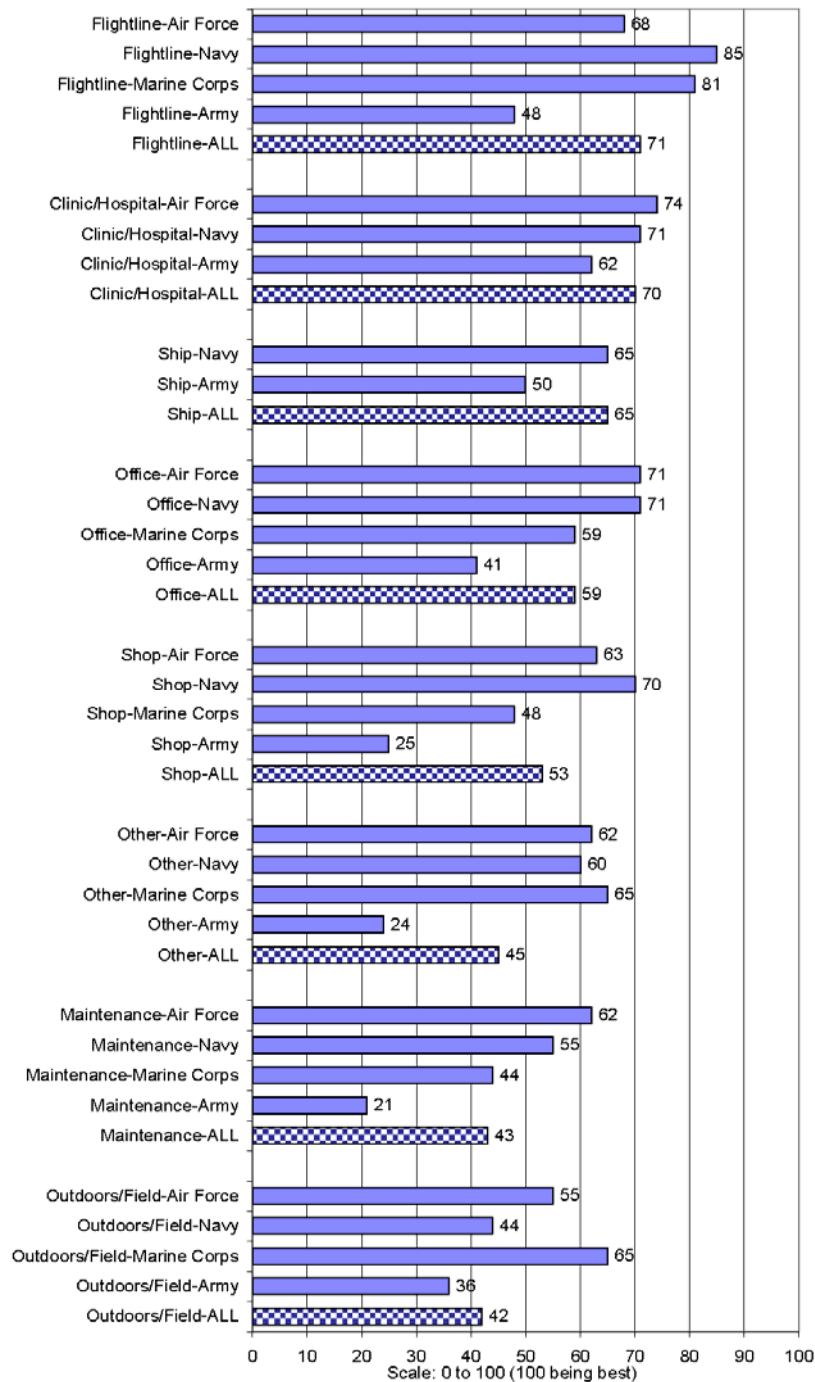
Figure 8. Program Category Percentile Scores by Branch of Service



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 Scores¹ by Branch of Service

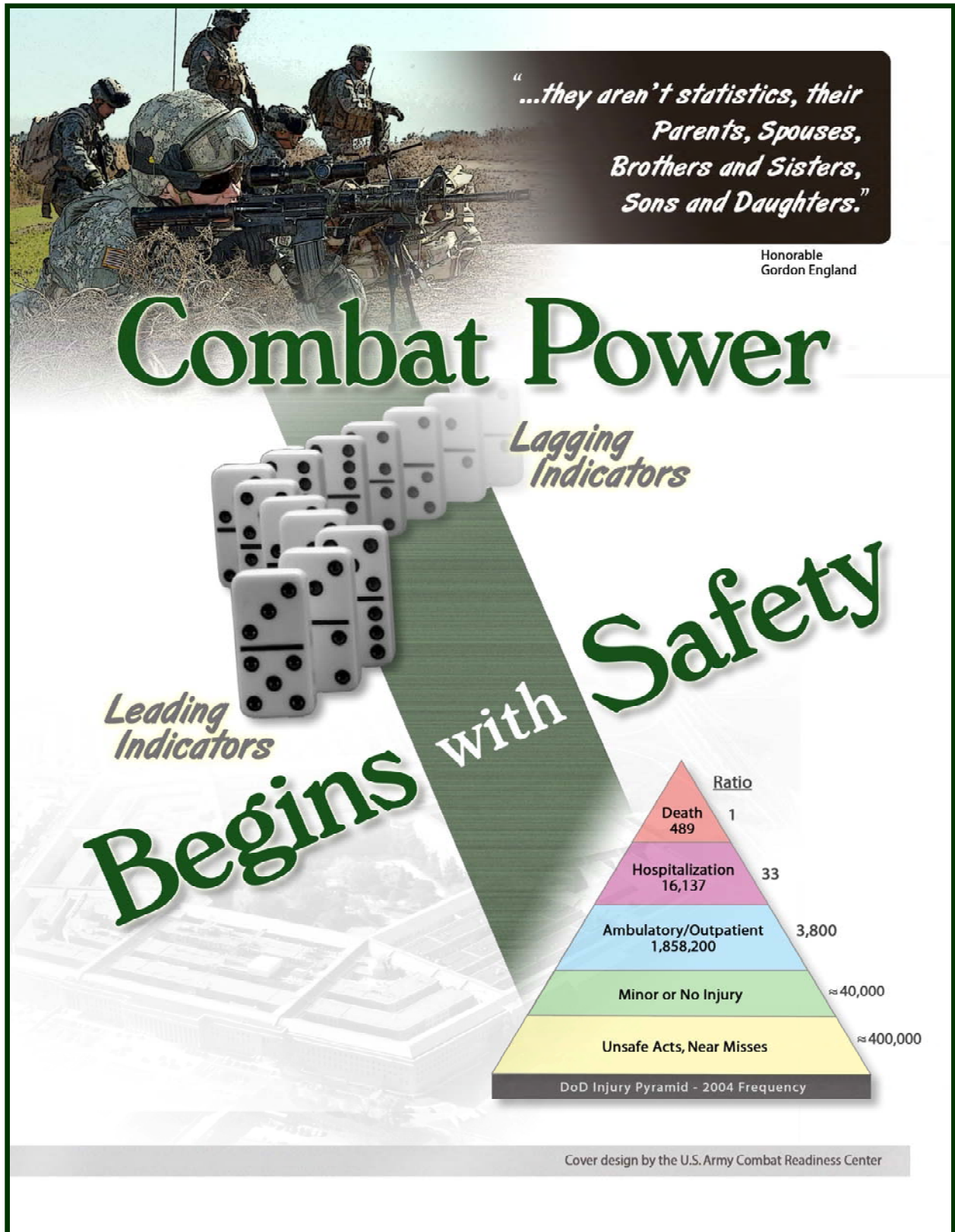
Customized Item ³	Average Response Scores ¹ and Rank ²				
	Army	Navy	Marine Corps	Air Force	ALL RESPONDENTS
AX Supervisor concern for personnel safety off-duty	0.71 (4)	0.79 (3)	0.84 (2)	0.92 (1)	0.80
AV Off-duty vehicular accidents due to bad decisions, not safety training	0.67 (3)	0.76 (1)	0.72 (2)	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-duty	0.03 (4)	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

¹ 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)

² 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 green. The lowest scoring group is shaded red.

³ 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 50th percentile. Items with bars that meet or surpass this mark are performing at or above average, while items that fall short of this mark are performing below average.

As illustrated in Figure 10, 12 items meet or surpass the 50th 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.

Figure 10. Percentile Scores of Safety Program Items - Army

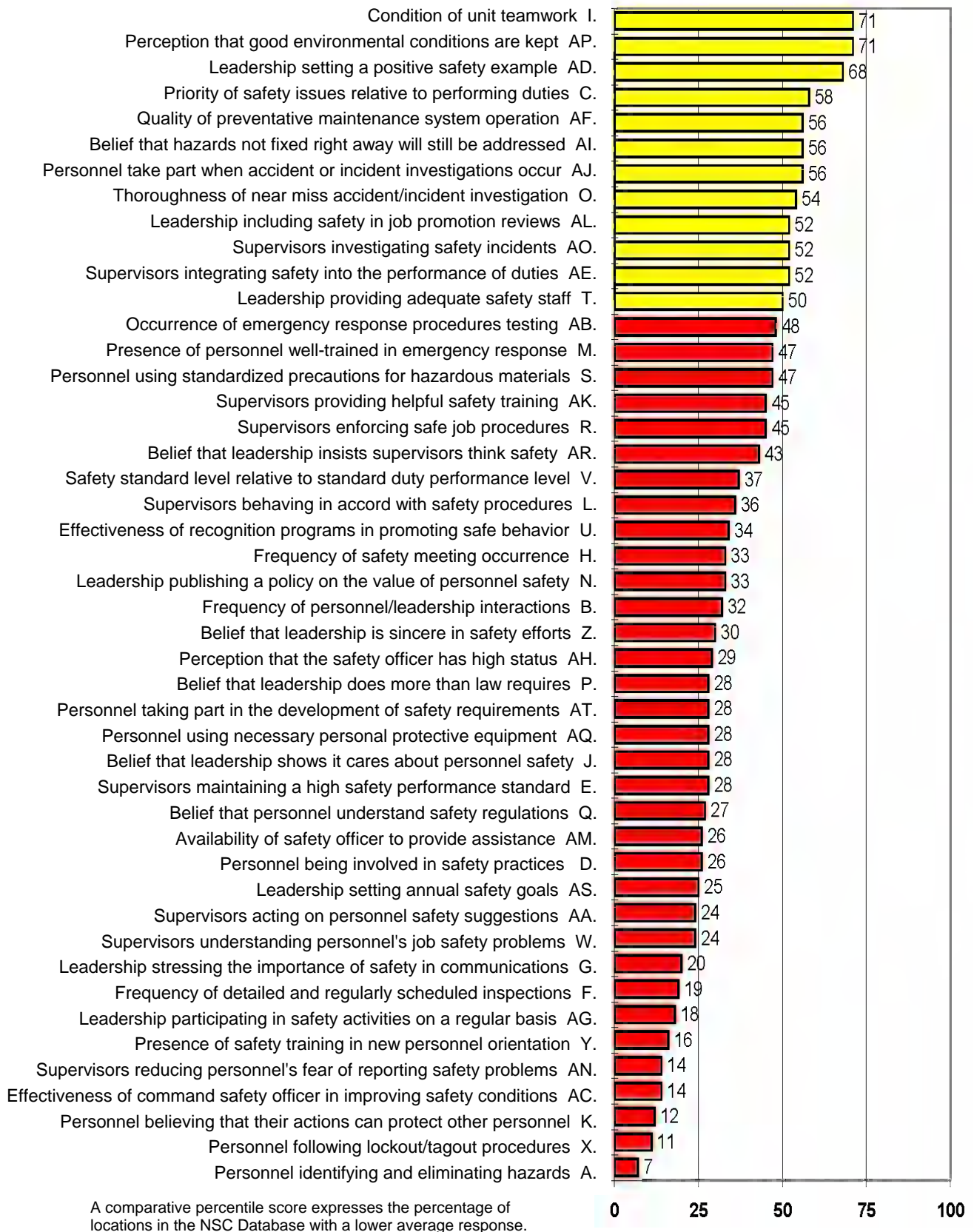


Figure 11. Program Category Percentile Scores - Army

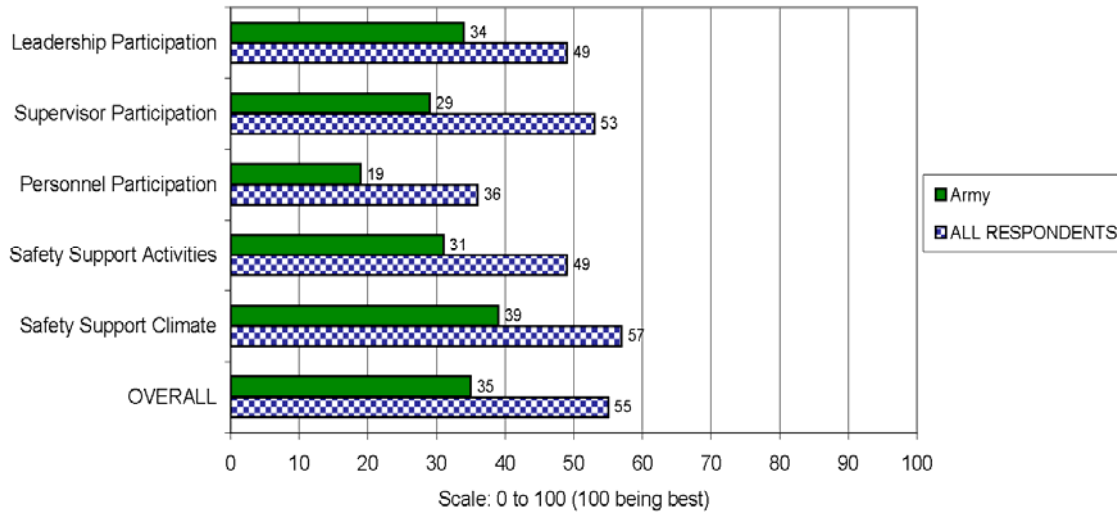


Figure 12. Program Category Percentile Scores by Grade - Army

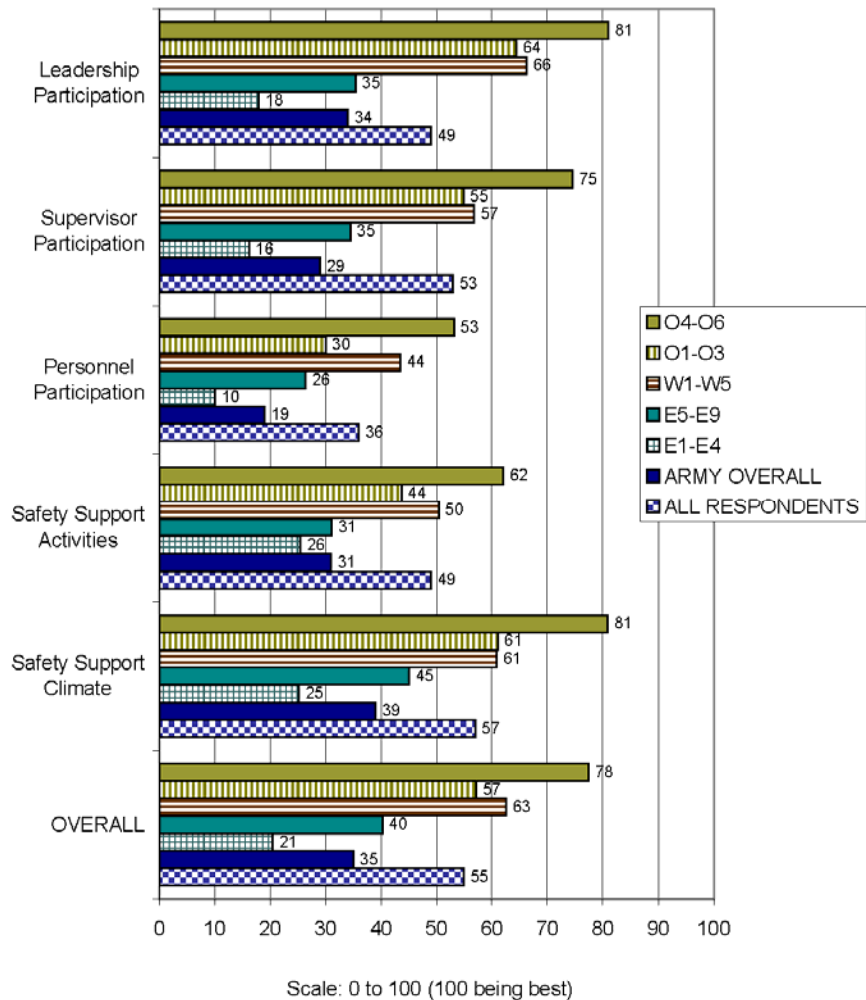
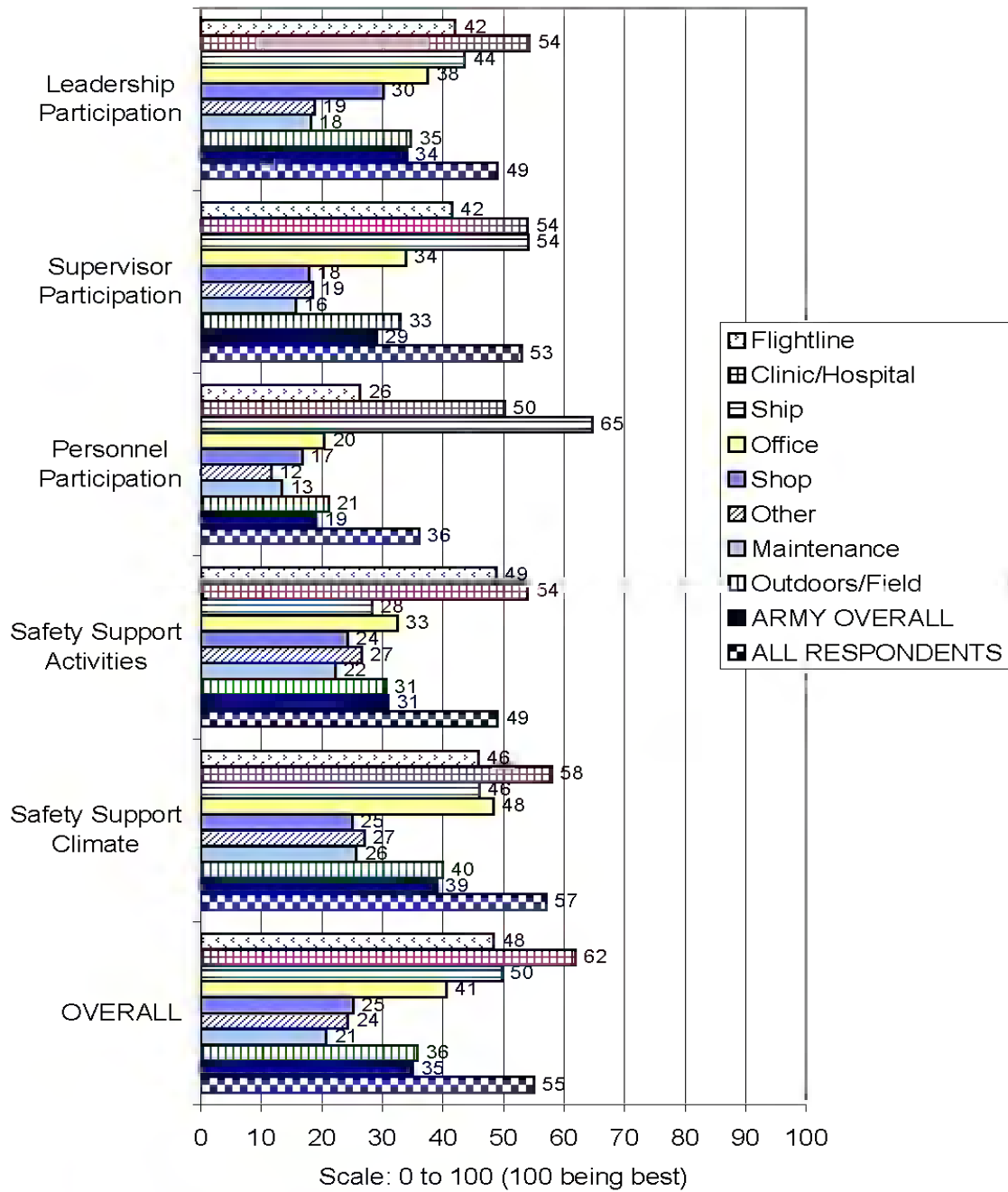
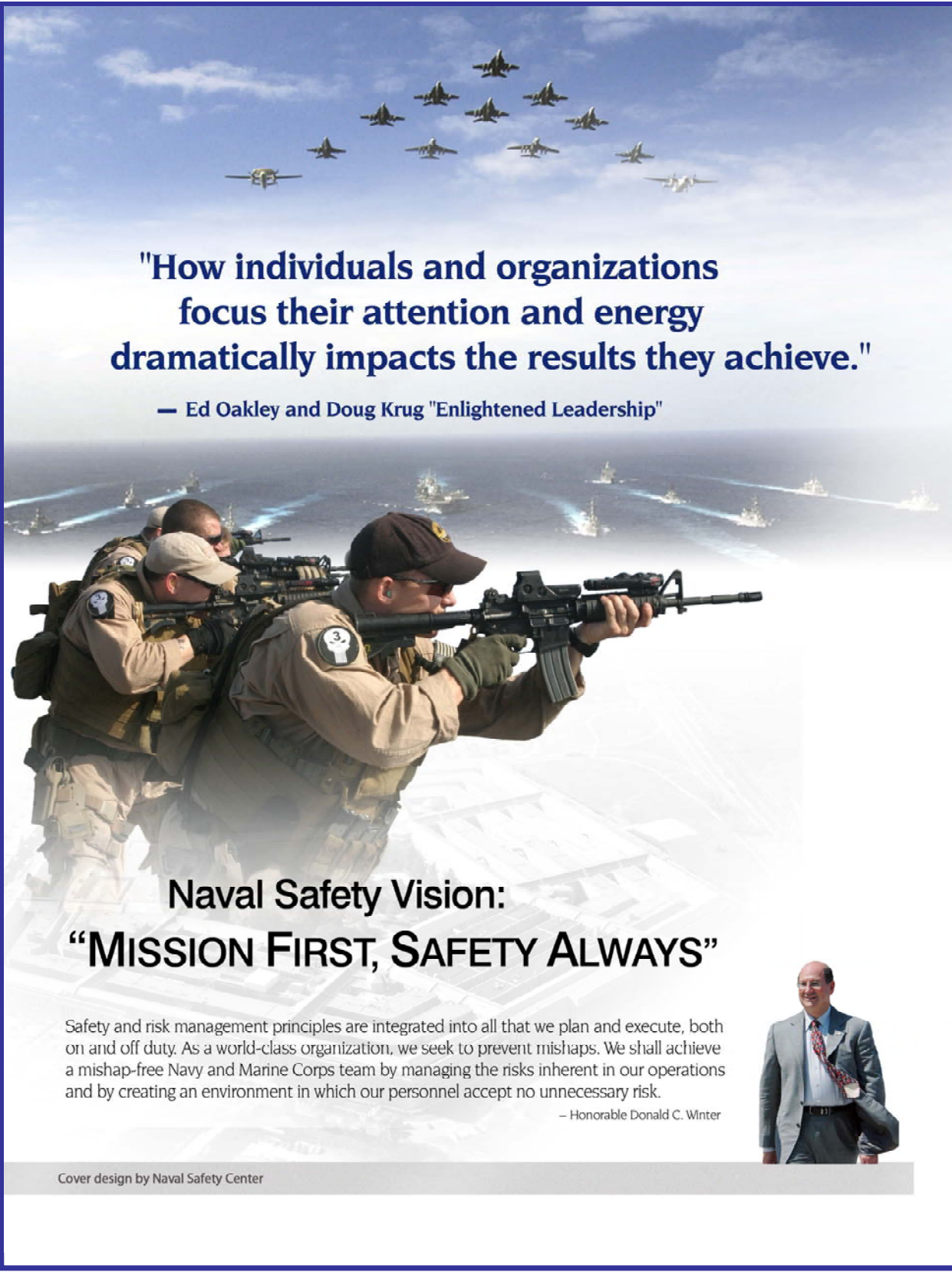


Figure 13. Program Category Percentile Scores by Work Location - Army



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

— Ed Oakley and Doug Krug "Enlightened Leadership"

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

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

— Honorable Donald C. Winter



Cover design by Naval Safety Center

3.9 Navy

Figure 14 graphically presents the Navy 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 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 14, 28 items meet or surpass the 50th 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

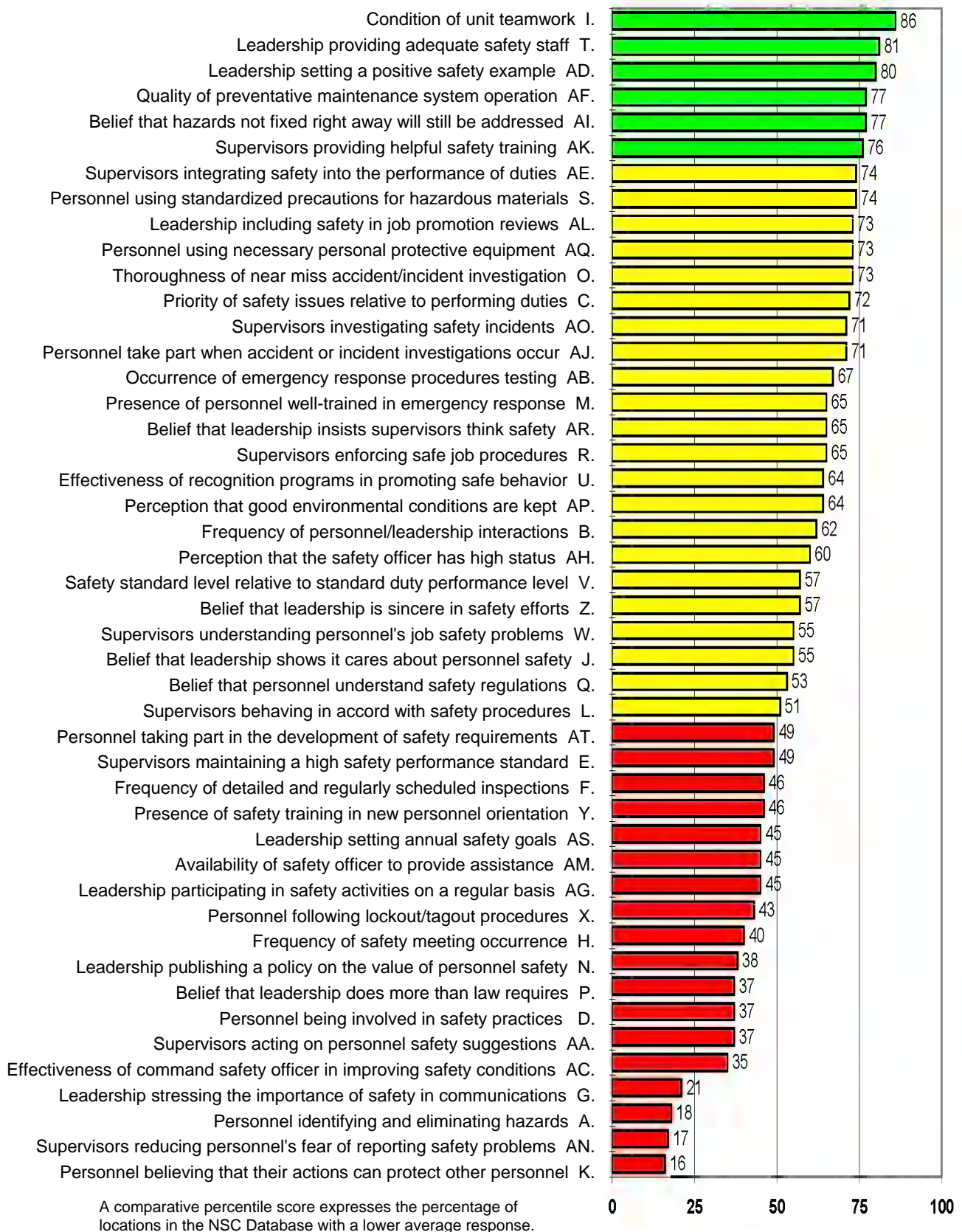


Figure 15. Program Category Percentile Scores - Navy

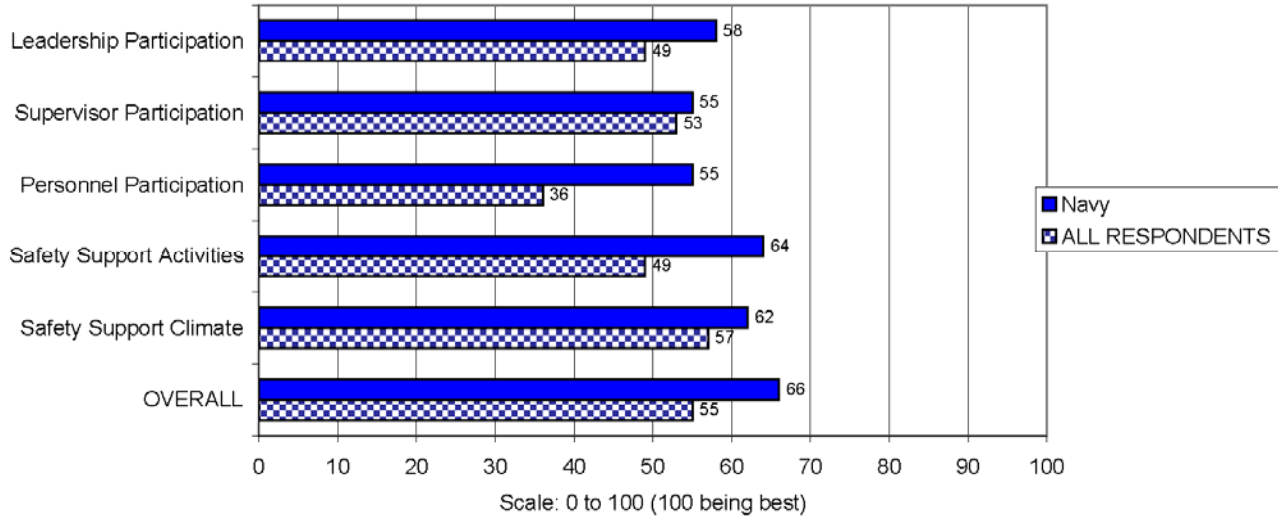


Figure 16. Program Category Percentile Scores by Grade - Navy

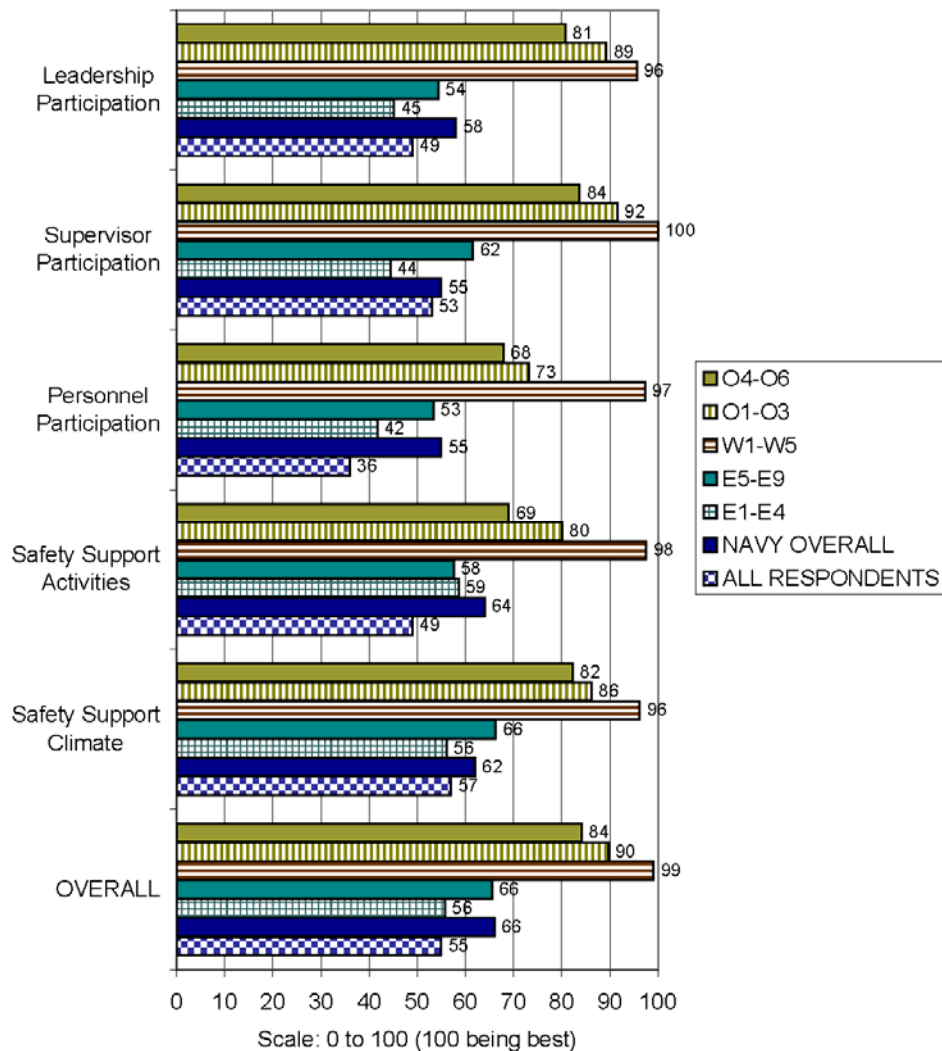
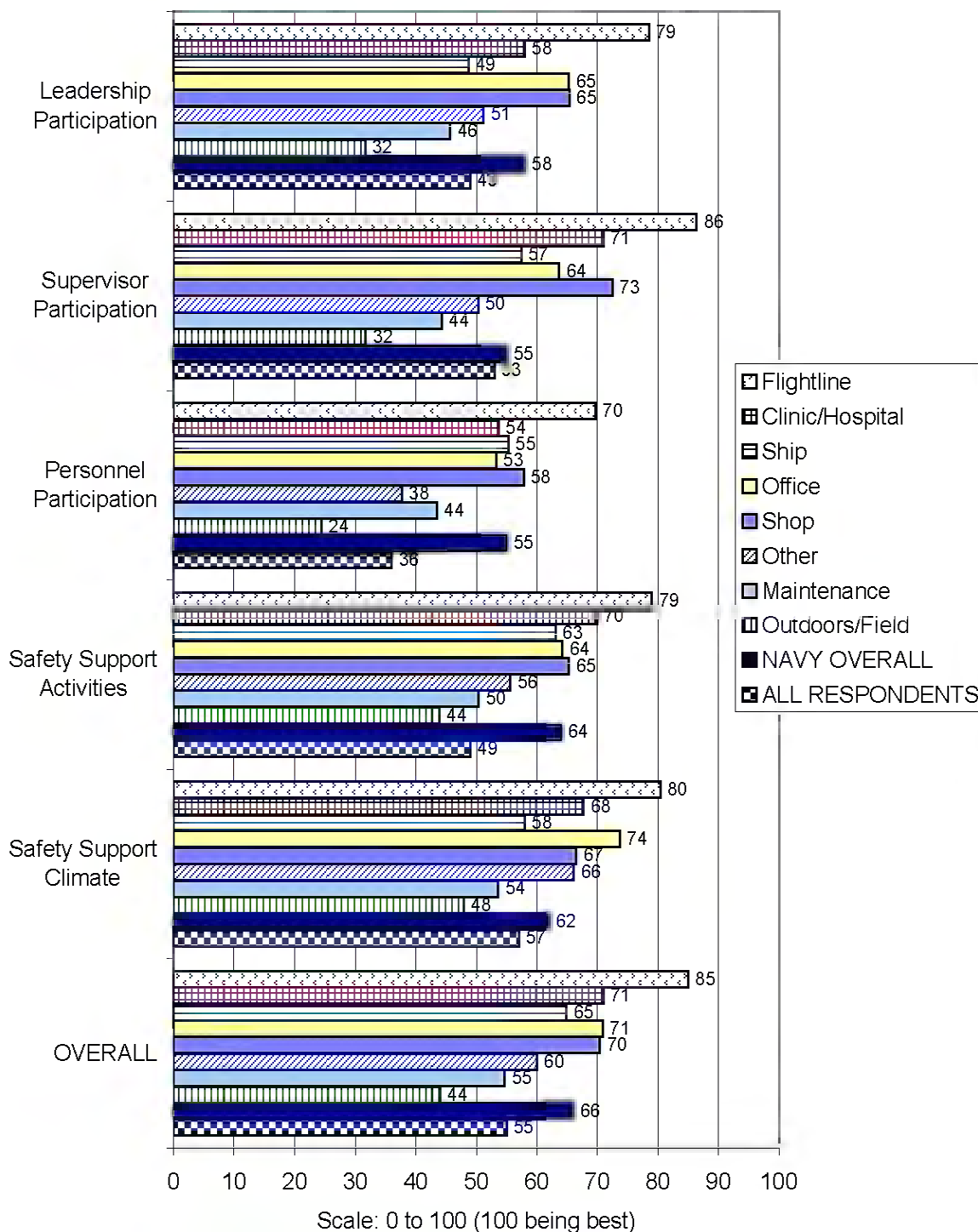


Figure 17. Program Category Percentile Scores by Work Location - Navy



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 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 18, 22 items meet or surpass the 50th 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

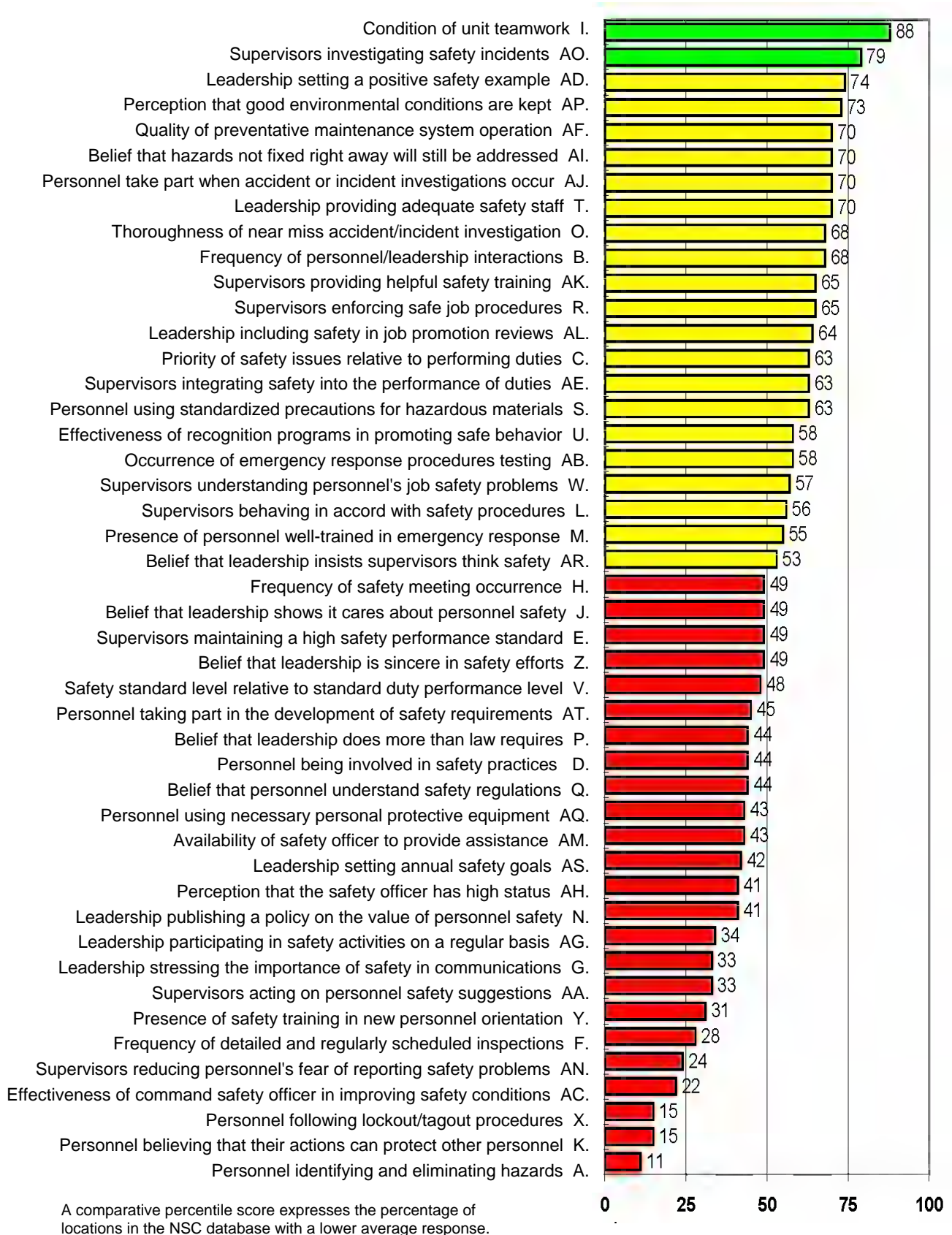


Figure 19. Program Category Percentile Scores - Marine Corps

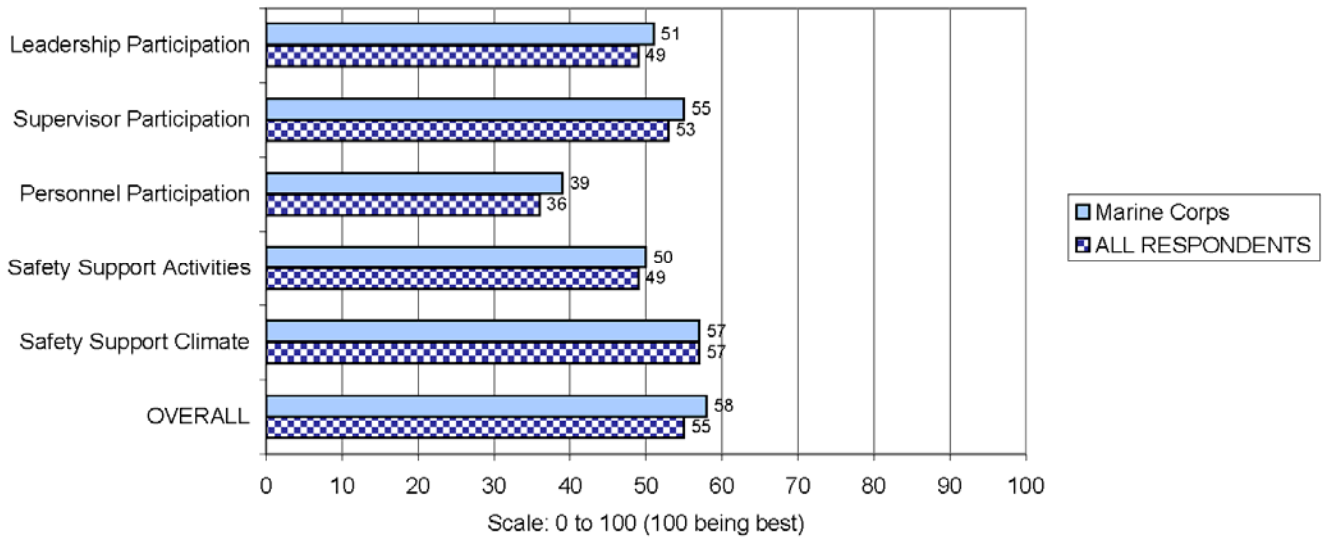


Figure 20. Program Category Percentile Scores by Grade - Marine Corps

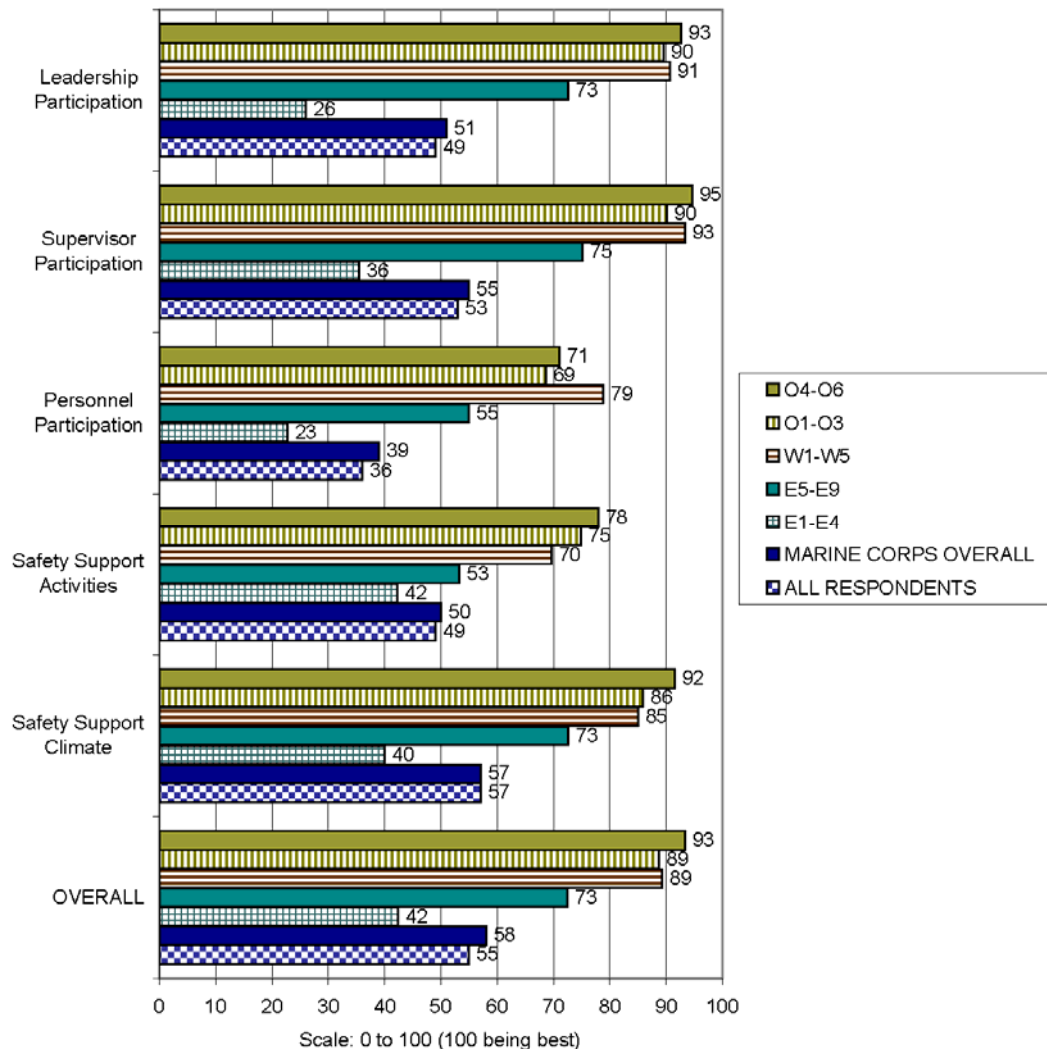
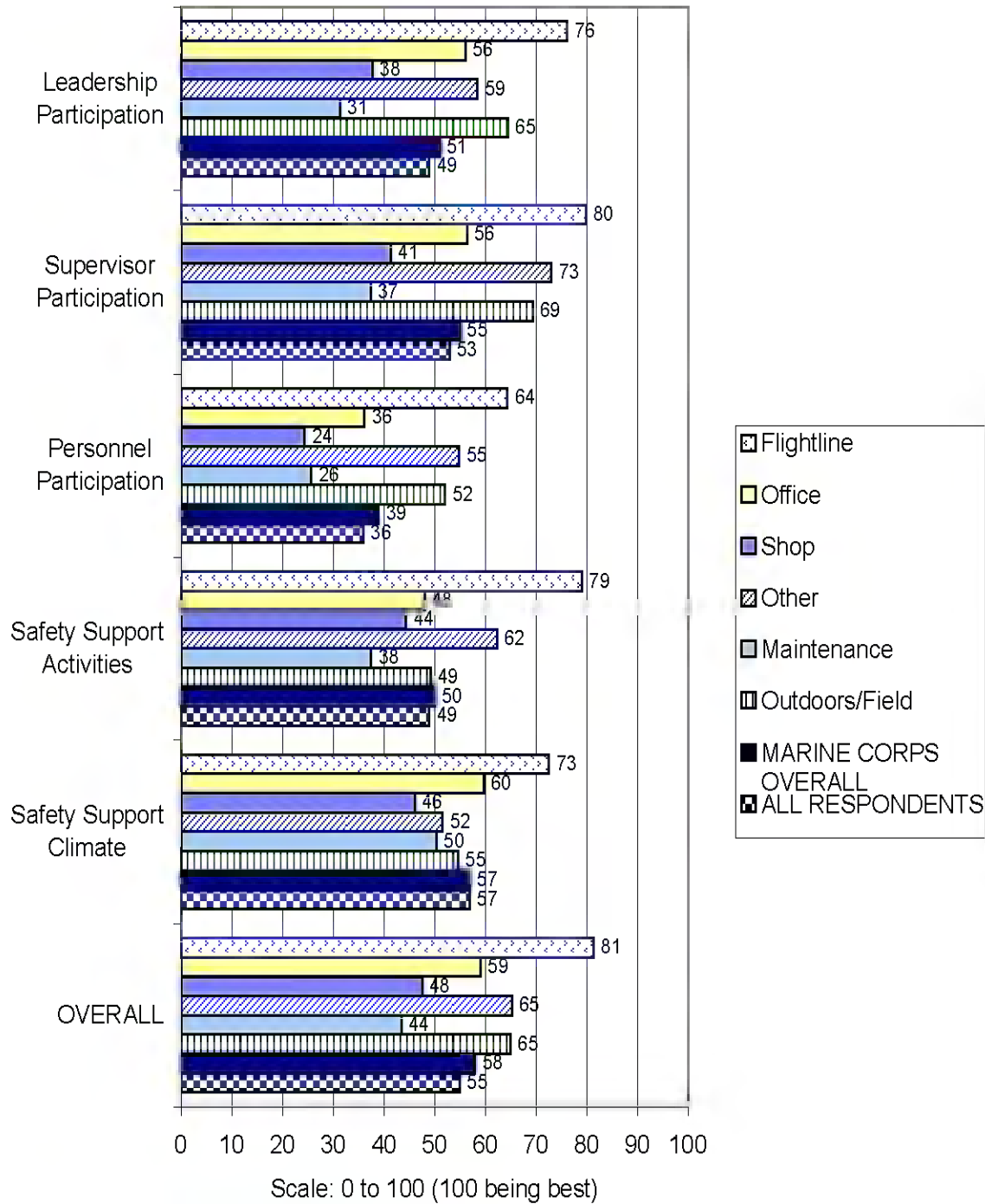


Figure 21. Program Category Percentile Scores by Work Location - Marine Corps



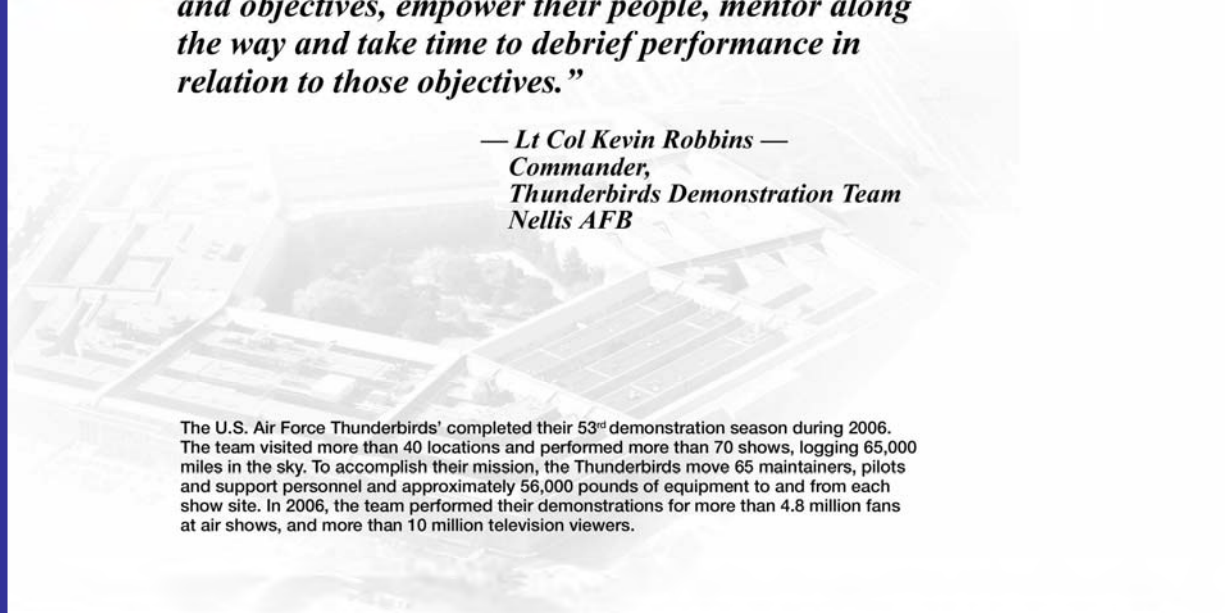
World Class Organizations ...



**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 53rd 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 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 22, 31 items meet or surpass the 50th 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

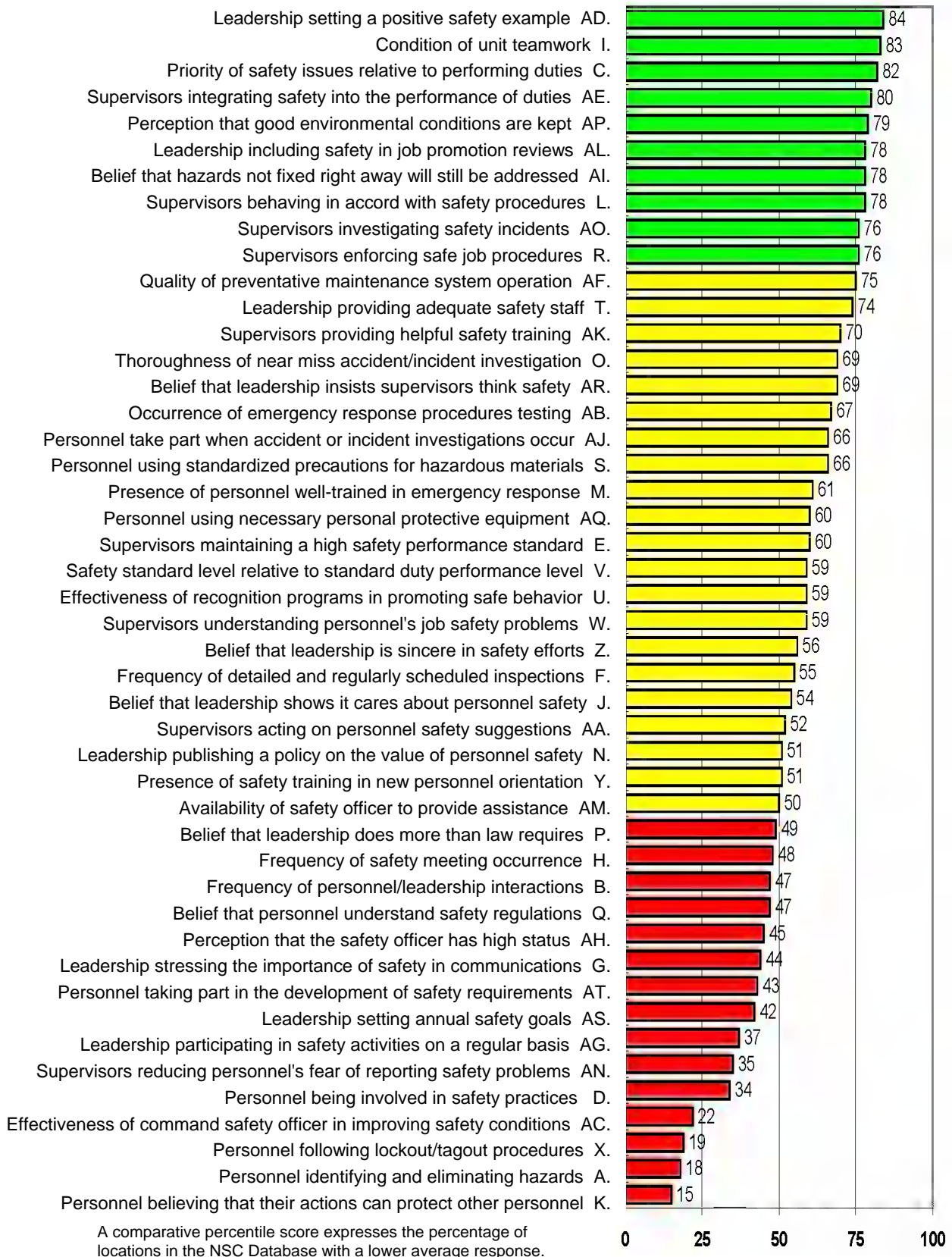


Figure 23. Program Category Percentile Scores - Air Force

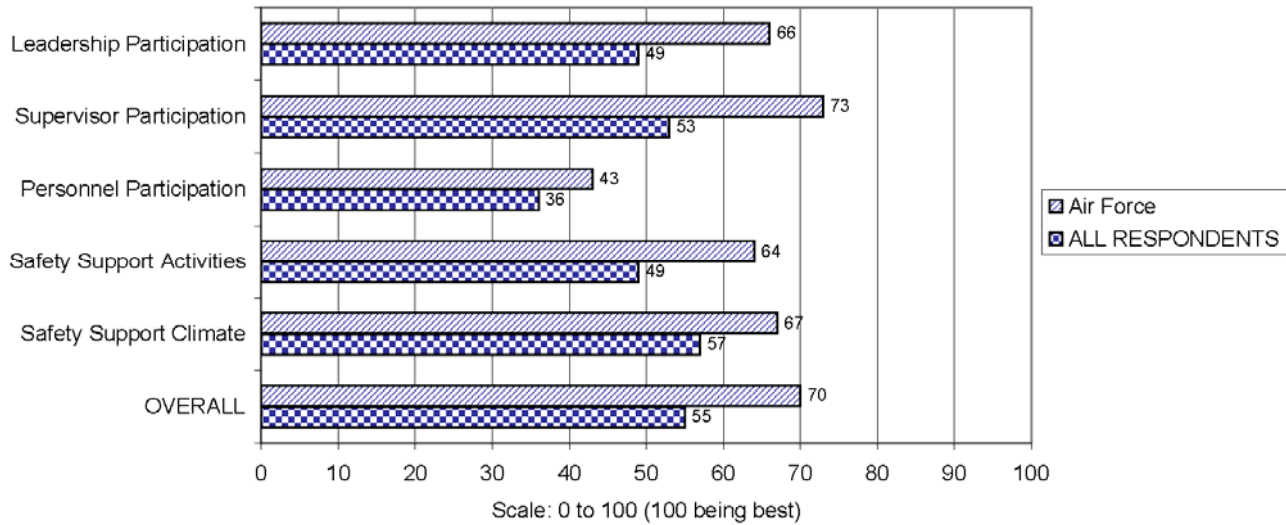


Figure 24. Program Category Percentile Scores by Grade - Air Force

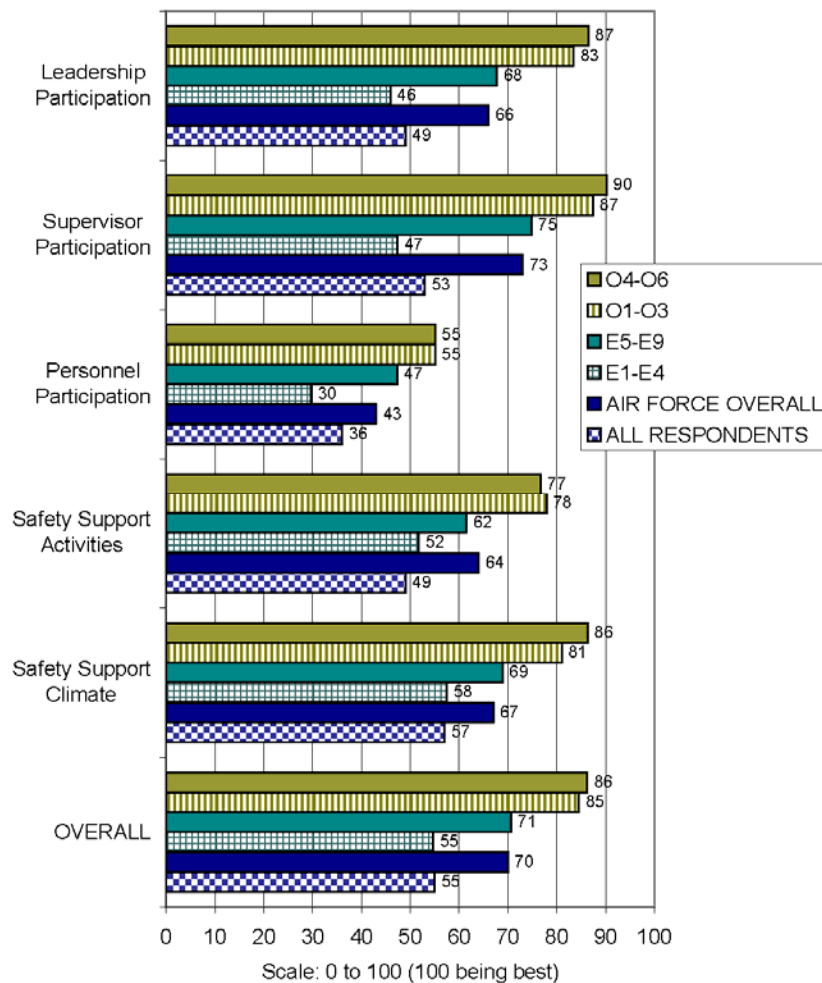
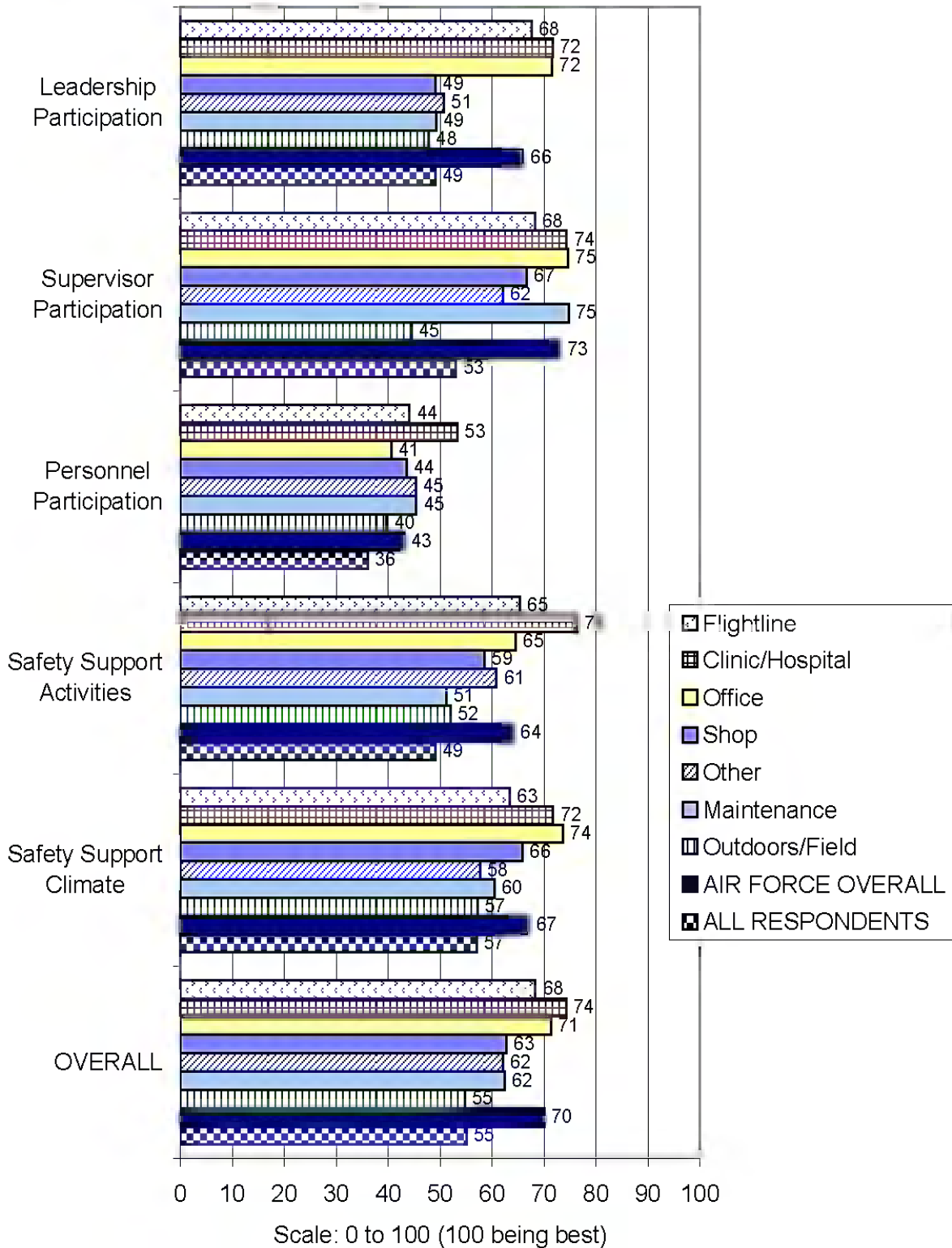


Figure 25. Program Category Percentile Scores by Work Location - Air Force



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

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.

A handwritten signature in black ink, appearing to read "Don Rumsfeld".



U06916-03

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:

1. 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.
3. 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.
6. 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.
7. Support research to improve human performance and/or sustainment, safety training and education standards/procedures, and equipment.

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.

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.

IV. DURATION OF COMMITTEE

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



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

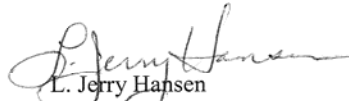
MEMORANDUM FOR UNDERSECRETARY OF DEFENSE (COMPTROLLER)/
CHIEF FINANCIAL OFFICER
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS
DEPUTY UNDER SECRETARY OF DEFENSE FOR
INSTALLATIONS AND ENVIRONMENT
DIRECTOR, JOINT STAFF
INSPECTOR GENERAL OF THE ARMY
NAVAL INSPECTOR GENERAL
INSPECTOR GENERAL OF THE 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 (fsprester@dodig.osd.mil) or Dr. Sardar Q. Hassan at (703) 604-9146, e-mail (shassan@dodig.osd.mil).


L. Jerry Hansen
Deputy Inspector General
for Inspections and Policy

Appendix A-4

Secretary of Defense Memorandum: Reducing Preventable Accidents



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

JUN 22 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.




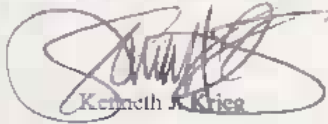

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Appendix A-5

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	NOV 21 2006
MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMAN OF THE JOINT CHIEFS OF STAFF COMMANDERS OF THE COMBATANT 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		
<p>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.</p>		
<p>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.</p>		
<p>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.</p>		
<p>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 materiel 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.</p>		
<p>Successful implementation of these changes will contribute significantly to achieving the SECDEF's direction to reduce preventable accidents.</p>		
 Kenneth J. Kries		
		

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 non-combat killer of our military, private motor vehicle accidents.

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

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



Appendix A-7

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	Strongly disagree
a. It is common for personnel to take part in identifying and eliminating worksite hazards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. There is frequent contact and communication between personnel and leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Safety takes a back seat to performing duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Personnel often get involved in developing or revising safety practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My supervisor maintains a high job safety standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Detailed inspections of the base and facilities are made at frequent intervals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Leadership's views on the importance of safety are seldom stressed in personnel communications.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Safety meetings are held less often than they should be.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Good teamwork exists within our unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Leadership shows that it cares about personnel safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. I can protect myself and other personnel through my actions while on duty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. My supervisor's behavior often goes against safety procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Designated personnel are well trained in emergency-response related procedures, including evacuation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Leadership has published a written policy that expresses their attitude about personnel safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

(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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
af.	The system of preventive maintenance for facilities, tools, and machinery operates poorly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ag.	Leadership regularly participates in safety programs and committee activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ah.	The safety officer(s) has high status in this unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ai.	Hazards that are not fixed right away by supervisors are often ignored.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aj.	Personnel take part when accident or incident investigations occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ak.	The training provided through my supervisor helps me do my duties safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
al.	It is well known that leadership ignores a person's safety performance when determining promotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
am.	The safety officer is readily available to provide advice and assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
an.	Personnel are afraid to report safety problems to their supervisors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ao.	My supervisor always investigates safety incidents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ap.	Ventilation, lighting, noise, and other environmental conditions are kept at good levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aq.	A lot of personnel don't use the personal protective equipment necessary to do their jobs safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ar.	Leadership insists that supervisors think about safety when doing their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
as.	Leadership annually sets safety goals for which all personnel are held accountable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
at.	Personnel rarely take part in the development of safety requirements for their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
av.	Most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aw.	It is not the Department of Defense's responsibility to be concerned about off-duty safety for me and my family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ax.	My supervisor is concerned for my welfare and safety off duty as well as on duty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

Appendix D – Response Frequency and Percentage Distributions

AH107A a.It is common for personnel to take par					15.6	2	152839	12.2	12.3
Valid					52.4	3	457681	36.4	36.8
Cum					92.2	4	494694	39.4	39.7
Value Label	Value	Frequency	Percent	Percent	100.0	5	97623	7.8	7.8
Percent	1	22298	1.8	1.8	.	11860	.9	Missing	
1.8	2	81000	6.4	6.5	Total	1256481	100.0	100.0	
8.3	3	302427	24.1	24.2	Mean	3.364	Std dev	.914	Minimum
32.4	4	622084	49.5	49.7	1.000				
82.1	5	224099	17.8	17.9	Maximum	5.000			
100.0	.	4574	.4	Missing	Valid cases	1244621	Missing cases	11860	
Total	1256481	100.0	100.0						
Mean	3.755	Std dev	.883	Minimum					
1.000									
Maximum	5.000								
Valid cases	1251907	Missing cases	4574						
AH107B b.There is frequent contact and communic									
Valid									
Cum									
Value Label	Value	Frequency	Percent	Percent					
Percent	1	61938	4.9	5.0					
5.0	2	159554	12.7	12.8					
17.7	3	270313	21.5	21.6					
39.3	4	578288	46.0	46.3					
85.6	5	179990	14.3	14.4					
100.0	.	6397	.5	Missing					
Total	1256481	100.0	100.0						
Mean	3.524	Std dev	1.044	Minimum					
1.000									
Maximum	5.000								
Valid cases	1250084	Missing cases	6397						
AH107C c.Safety takes a back seat to performing									
Valid									
Cum									
Value Label	Value	Frequency	Percent	Percent					
Percent	1	253135	20.1	20.3					
20.3	2	470091	37.4	37.7					
58.0	3	313033	24.9	25.1					
83.0	4	156529	12.5	12.5					
95.6	5	55036	4.4	4.4					
100.0	.	8659	.7	Missing					
Total	1256481	100.0	100.0						
Mean	2.431	Std dev	1.080	Minimum					
1.000									
Maximum	5.000								
Valid cases	1247823	Missing cases	8659						
AH107D d.Personnel often get involved in develo									
Valid									
Cum									
Value Label	Value	Frequency	Percent	Percent					
Percent	1	41784	3.3	3.4					
3.4									

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Mean	2.737	Std dev	1.048	Minimum	71.1	4	672201	53.5	54.3
1.000						5	357869	28.5	28.9
Maximum	5.000				100.0	.	17541	1.4	Missing
Valid cases	1240747	Missing cases	15735			Total	1256481	100.0	100.0

AH107H	h.Safety meetings are held less often th				Valid	Mean	4.092	Std dev	.741
						1.000			Minimum
Cum						Maximum	5.000		
Value Label		Value	Frequency	Percent	Percent	Valid cases	1238940	Missing cases	17541
Percent						-----			
		1	131937	10.5	10.6	AH107L	1.My supervisor's behavior often goes ag		
10.6		2	384873	30.6	31.0				Valid
41.6		3	482487	38.4	38.9	Cum			
80.5		4	187177	14.9	15.1	Value Label		Value	Frequency
95.6		5	54642	4.3	4.4	Percent		Percent	Percent
100.0		.	15366	1.2	Missing			1	300007
		Total	1256481	100.0	100.0			2	546912
								3	292833
								4	72584
								5	25324
								.	18821
								Total	1256481
									100.0
									100.0
Mean	2.716	Std dev	.991	Minimum	98.0				
1.000									
Maximum	5.000				100.0				
Valid cases	1241115	Missing cases	15366						

AH107I	i.Good teamwork exists within our unit.				Valid	Mean	2.173	Std dev	.932
						1.000			Minimum
Cum						Maximum	5.000		
Value Label		Value	Frequency	Percent	Percent	Valid cases	1237660	Missing cases	18821
Percent						-----			
		1	69160	5.5	5.6	AH107M	m.Designated personnel are well trained		
5.6		2	125847	10.0	10.1				Valid
15.7		3	312936	24.9	25.2	Cum			
40.9		4	560098	44.6	45.2	Value Label		Value	Frequency
86.1		5	172372	13.7	13.9	Percent		Percent	Percent
100.0		.	16067	1.3	Missing			1	33196
		Total	1256481	100.0	100.0			2	92852
								3	423892
								4	524758
								5	160711
								.	21072
								Total	1256481
									100.0
									100.0
Mean	3.517	Std dev	1.032	Minimum	87.0				
1.000									
Maximum	5.000				100.0				
Valid cases	1240414	Missing cases	16067						

AH107J	j.Leadership shows that it cares about p				Valid	Mean	3.556	Std dev	.905
						1.000			Minimum
Cum						Maximum	5.000		
Value Label		Value	Frequency	Percent	Percent	Valid cases	1235409	Missing cases	21072
Percent						-----			
		1	53316	4.2	4.3	AH107N	n.Leadership has published a written pol		
4.3		2	80473	6.4	6.5				Valid
10.8		3	321775	25.6	26.0	Cum			
36.8		4	561654	44.7	45.4	Value Label		Value	Frequency
82.2		5	219974	17.5	17.8	Percent		Percent	Percent
100.0		.	19290	1.5	Missing			1	23149
		Total	1256481	100.0	100.0			2	57786
								3	370785
								4	569168
								5	212273
								.	23321
								Total	1256481
									100.0
									100.0
Mean	3.658	Std dev	.984	Minimum	82.8				
1.000									
Maximum	5.000				100.0				
Valid cases	1237192	Missing cases	19290						

AH107K	k.I can protect myself and other personn				Valid	Mean	3.721	Std dev	.867
						1.000			Minimum
Cum						Maximum	5.000		
Value Label		Value	Frequency	Percent	Percent	Valid cases	1233160	Missing cases	23321
Percent						-----			
		1	9572	.8	.8	AH107O	o.Near miss accidents/incidents are thor		
.8		2	16101	1.3	1.3				Valid
2.1		3	183197	14.6	14.8	Cum			
16.9									

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Value Label Percent	Value	Frequency	Percent	Percent
	1	32771	2.6	2.7
2.7	2	78207	6.2	6.4
9.0	3	504883	40.2	41.1
50.2	4	441770	35.2	36.0
86.1	5	170042	13.5	13.9
100.0	.	28808	2.3	Missing
	Total	1256481	100.0	100.0
Mean	3.520	Std dev	.902	Minimum
1.000				
Maximum	5.000			
Valid cases	1227673	Missing cases	28808	

AH107P	p.Leadership does no more than the law r			Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	98307	7.8	8.0
8.0	2	345273	27.5	28.1
36.0	3	492609	39.2	40.0
76.1	4	233526	18.6	19.0
95.0	5	61127	4.9	5.0
100.0	.	25640	2.0	Missing
	Total	1256481	100.0	100.0
Mean	2.849	Std dev	.983	Minimum
1.000				
Maximum	5.000			
Valid cases	1230842	Missing cases	25640	

AH107Q	q.I understand the safety regulations re			Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	6733	.5	.5
.5	2	18262	1.5	1.5
2.0	3	201485	16.0	16.4
18.4	4	721027	57.4	58.6
77.0	5	283235	22.5	23.0
100.0	.	25740	2.0	Missing
	Total	1256481	100.0	100.0
Mean	4.020	Std dev	.709	Minimum
1.000				
Maximum	5.000			
Valid cases	1230741	Missing cases	25740	

AH107R	r.My supervisor enforces safety procedur			Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	11429	.9	.9
.9	2	29264	2.3	2.4
3.3	3	315134	25.1	25.6
29.0	4	642723	51.2	52.3
81.3	5	230161	18.3	18.7
100.0	.	27770	2.2	Missing
	Total	1256481	100.0	100.0
Mean	3.855	Std dev	.776	Minimum
1.000				
Maximum	5.000			

Valid cases	1228712	Missing cases	27770	
AH107S	s.Standardized precautions are used by p			Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	8571	.7	.7
.7	2	25865	2.1	2.1
2.8	3	374270	29.8	30.6
33.4	4	595949	47.4	48.7
82.1	5	219760	17.5	17.9
100.0	.	32066	2.6	Missing
	Total	1256481	100.0	100.0

Mean	3.811	Std dev	.773	Minimum
1.000				
Maximum	5.000			
Valid cases	1224416	Missing cases	32066	
AH107T	t.Leadership has provided adequate perso			Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	24037	1.9	2.0
2.0	2	64332	5.1	5.3
7.2	3	406513	32.4	33.2
40.5	4	539697	43.0	44.1
84.6	5	188449	15.0	15.4
100.0	.	33453	2.7	Missing
	Total	1256481	100.0	100.0

Mean	3.658	Std dev	.870	Minimum
1.000				
Maximum	5.000			
Valid cases	1223028	Missing cases	33453	
AH107U	u.Awards and recognition programs used i			Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	80302	6.4	6.6
6.6	2	285303	22.7	23.4
29.9	3	596065	47.4	48.8
78.8	4	193650	15.4	15.9
94.6	5	65845	5.2	5.4
100.0	.	35316	2.8	Missing
	Total	1256481	100.0	100.0

Mean	2.901	Std dev	.928	Minimum
1.000				
Maximum	5.000			
Valid cases	1221165	Missing cases	35316	
AH107V	v.Job performance standards are higher f			Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	55892	4.4	4.6
4.6	2	235488	18.7	19.3
23.8	3	614617	48.9	50.3
74.1	4	251077	20.0	20.5
94.6				

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100.0	5	65836	5.2	5.4
	.	33571	2.7	Missing
	Total	1256481	100.0	100.0

Mean	3.029	Std dev	.892	Minimum
1.000				
Maximum	5.000			

Valid cases 1222910 Missing cases 33571

AH107W w.My supervisor understands the safety p

				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
1.3	1	15390	1.2	1.3
4.9	2	44452	3.5	3.6
38.9	3	415507	33.1	34.0
87.7	4	595280	47.4	48.8
100.0	5	150442	12.0	12.3
	.	35410	2.8	Missing
	Total	1256481	100.0	100.0

Mean	3.672	Std dev	.784	Minimum
1.000				
Maximum	5.000			

Valid cases 1221071 Missing cases 35410

AH107X x.Personnel follow a regular lockout/tag

				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
2.3	1	28494	2.3	2.3
6.2	2	47615	3.8	3.9
63.3	3	695096	55.3	57.1
89.9	4	323108	25.7	26.5
100.0	5	123620	9.8	10.1
	.	38549	3.1	Missing
	Total	1256481	100.0	100.0

Mean	3.382	Std dev	.811	Minimum
1.000				
Maximum	5.000			

Valid cases 1217933 Missing cases 38549

AH107Y y.Safety training is part of every new p

				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
2.1	1	26162	2.1	2.1
8.1	2	72128	5.7	5.9
39.4	3	381131	30.3	31.3
82.1	4	520523	41.4	42.7
100.0	5	217740	17.3	17.9
	.	38797	3.1	Missing
	Total	1256481	100.0	100.0

Mean	3.683	Std dev	.906	Minimum
1.000				
Maximum	5.000			

Valid cases 1217685 Missing cases 38797

AH107Z z.I believe leadership is sincere in its

				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				

1.6	1	19004	1.5	1.6
5.9	2	52732	4.2	4.3
33.7	3	340018	27.1	27.8
80.2	4	569182	45.3	46.5
100.0	5	242011	19.3	19.8

	.	33535	2.7	Missing
	Total	1256481	100.0	100.0

Mean	3.787	Std dev	.862	Minimum
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1.000

Maximum 5.000

Valid cases 1222947 Missing cases 33535

AH107AA aa.My supervisor seldom acts on personee

				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
10.4	1	126541	10.1	10.4
46.4	2	439895	35.0	36.1
87.9	3	505850	40.3	41.5
97.4	4	115172	9.2	9.4
100.0	5	32219	2.6	2.6
	.	36804	2.9	Missing
	Total	1256481	100.0	100.0

Mean	2.579	Std dev	.894	Minimum
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1.000

Maximum 5.000

Valid cases 1219677 Missing cases 36804

AH107AB ab.Emergency response-related procedures

				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
9.9	1	120450	9.6	9.9
42.0	2	391234	31.1	32.1
82.5	3	493508	39.3	40.5
96.3	4	167888	13.4	13.8
100.0	5	44813	3.6	3.7
	.	38588	3.1	Missing
	Total	1256481	100.0	100.0

Mean	2.692	Std dev	.953	Minimum
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1.000

Maximum 5.000

Valid cases 1217893 Missing cases 38588

AH107AC ac.The work of the command safety office

				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
2.0	1	24826	2.0	2.0
7.1	2	61301	4.9	5.0
55.9	3	593125	47.2	48.8
90.7	4	422432	33.6	34.8
100.0	5	112924	9.0	9.3
	.	41873	3.3	Missing
	Total	1256481	100.0	100.0

Mean	3.442	Std dev	.810	Minimum
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1.000

Maximum 5.000

Valid cases 1214608 Missing cases 41873

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AH107AD	ad.Leadership sets a positive safety exa				
				Valid	
Cum					
Value Label	Value	Frequency	Percent	Percent	
Percent					
	1	26330	2.1	2.2	
2.2	2	58249	4.6	4.8	
7.0	3	451851	36.0	37.2	
44.2	4	510533	40.6	42.0	
86.2	5	168029	13.4	13.8	
100.0	.	41489	3.3	Missing	
	Total	1256481	100.0	100.0	
Mean	3.606	Std dev	.861	Minimum	
1.000					
Maximum	5.000				

Valid cases	1214992	Missing cases	41489		

AH107AE	ae.My supervisor has successfully fit sa				
				Valid	
Cum					
Value Label	Value	Frequency	Percent	Percent	
Percent					
	1	12836	1.0	1.1	
1.1	2	45495	3.6	3.8	
4.8	3	449923	35.8	37.1	
42.0	4	538869	42.9	44.5	
86.4	5	164303	13.1	13.6	
100.0	.	45055	3.6	Missing	
	Total	1256481	100.0	100.0	
Mean	3.657	Std dev	.797	Minimum	
1.000					
Maximum	5.000				

Valid cases	1211426	Missing cases	45055		

AH107AF	af.The system of preventive maintenance				
				Valid	
Cum					
Value Label	Value	Frequency	Percent	Percent	
Percent					
	1	92103	7.3	7.6	
7.6	2	370981	29.5	30.6	
38.1	3	529027	42.1	43.6	
81.7	4	169919	13.5	14.0	
95.7	5	51851	4.1	4.3	
100.0	.	42600	3.4	Missing	
	Total	1256481	100.0	100.0	
Mean	2.768	Std dev	.931	Minimum	
1.000					
Maximum	5.000				

Valid cases	1213881	Missing cases	42600		

AH107AG	ag.Leadership regularly participates in				
				Valid	
Cum					
Value Label	Value	Frequency	Percent	Percent	
Percent					
	1	23568	1.9	1.9	
1.9	2	85169	6.8	7.0	
9.0	3	541014	43.1	44.7	
53.6	4	443329	35.3	36.6	
90.2	5	118287	9.4	9.8	
100.0	.	45114	3.6	Missing	

Total	1256481	100.0	100.0	
Mean	3.452	Std dev	.837	Minimum
1.000				
Maximum	5.000			

Valid cases	1211367	Missing cases	45114	

AH107AH	ah.The safety officer(s) has high status			
				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	44044	3.5	3.6
3.6	2	120016	9.6	9.9
13.5	3	626919	49.9	51.8
65.3	4	316628	25.2	26.1
91.4	5	103689	8.3	8.6
100.0	.	45185	3.6	Missing
	Total	1256481	100.0	100.0
Mean	3.261	Std dev	.883	Minimum
1.000				
Maximum	5.000			

Valid cases	1211296	Missing cases	45185	

AH107AI	ai.Hazards that are not fixed right away			
				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	112732	9.0	9.3
9.3	2	390250	31.1	32.2
41.6	3	522884	41.6	43.2
84.8	4	148756	11.8	12.3
97.1	5	35572	2.8	2.9
100.0	.	46288	3.7	Missing
	Total	1256481	100.0	100.0
Mean	2.673	Std dev	.910	Minimum
1.000				
Maximum	5.000			

Valid cases	1210193	Missing cases	46288	

AH107AJ	aj.Personnel take part when accident or			
				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	16787	1.3	1.4
1.4	2	54922	4.4	4.5
5.9	3	533471	42.5	44.1
50.0	4	494131	39.3	40.8
90.8	5	111233	8.9	9.2
100.0	.	45937	3.7	Missing
	Total	1256481	100.0	100.0
Mean	3.519	Std dev	.779	Minimum
1.000				
Maximum	5.000			

Valid cases	1210544	Missing cases	45937	

AH107AK	ak.The training provided through my supe			
				Valid
Cum				
Value Label	Value	Frequency	Percent	Percent
Percent				
	1	13214	1.1	1.1
1.1	2	50282	4.0	4.2
5.2				

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44.8	3	479608	38.2	39.6
89.3	4	538883	42.9	44.5
100.0	5	128993	10.3	10.7
	.	45501	3.6	Missing
	Total	1256481	100.0	100.0

Mean	3.595	Std dev	.776	Minimum
1.000				
Maximum	5.000			
Valid cases	1210980	Missing cases	45501	

AH107AL	al.It is well known that leadership igno	Valid
Cum		
Value Label	Value	Frequency
Percent	Percent	Percent
	1	117149
9.6	2	342333
37.8	3	577147
85.4	4	131787
96.2	5	46112
100.0	.	41954
	Total	1256481

Mean	2.710	Std dev	.919	Minimum
1.000				
Maximum	5.000			
Valid cases	1214528	Missing cases	41954	

AH107AM	am.The safety officer is readily availab	Valid
Cum		
Value Label	Value	Frequency
Percent	Percent	Percent
	1	28104
2.3	2	74813
8.5	3	552437
54.2	4	428535
89.6	5	125959
100.0	.	46633
	Total	1256481

Mean	3.454	Std dev	.848	Minimum
1.000				
Maximum	5.000			
Valid cases	1209848	Missing cases	46633	

AH107AN	an.Personnel are afraid to report safety	Valid
Cum		
Value Label	Value	Frequency
Percent	Percent	Percent
	1	145130
12.0	2	426798
47.3	3	495201
88.2	4	108612
97.2	5	34150
100.0	.	46590
	Total	1256481

Mean	2.554	Std dev	.914	Minimum
1.000				
Maximum	5.000			
Valid cases	1209891	Missing cases	46590	

AH107AO	ao.My supervisor always investigates saf	Valid
Cum		

Value Label	Value	Frequency	Percent	Percent
Percent				
	1	14164	1.1	1.2
1.2	2	53175	4.2	4.4
5.6	3	543851	43.3	45.0
50.6	4	462977	36.8	38.3
88.9	5	133955	10.7	11.1
100.0	.	48359	3.8	Missing
	Total	1256481	100.0	100.0

Mean	3.538	Std dev	.793	Minimum
1.000				
Maximum	5.000			
Valid cases	1208122	Missing cases	48359	

AH107AP	ap.Ventilation, lighting, noise, and oth	Valid
Cum		
Value Label	Value	Frequency
Percent	Percent	Percent
	1	34615
2.9	2	106320
11.6	3	413165
45.7	4	539078
90.2	5	119029
100.0	.	44275
	Total	1256481

Mean	3.496	Std dev	.891	Minimum
1.000				
Maximum	5.000			
Valid cases	1212206	Missing cases	44275	

AH107AQ	aq.A lot of personnel don't use the pers	Valid
Cum		
Value Label	Value	Frequency
Percent	Percent	Percent
	1	100839
8.3	2	372702
39.1	3	504118
80.7	4	190766
96.5	5	42608
100.0	.	45449
	Total	1256481

Mean	2.754	Std dev	.937	Minimum
1.000				
Maximum	5.000			
Valid cases	1211033	Missing cases	45449	

AH107AR	ar.Leadership insists that supervisors t	Valid
Cum		
Value Label	Value	Frequency
Percent	Percent	Percent
	1	11128
.9	2	28910
3.3	3	437186
39.4	4	548552
84.8	5	183927
100.0	.	46780
	Total	1256481

Mean	3.715	Std dev	.781	Minimum
1.000				

Active Duty Safety Survey Results

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AH108	Work Environment				Navy	2	330341	26.3	26.3
Cum				Valid	60.5				
Value Label					Marine Corps	3	152429	12.1	12.1
Percent	Value	Frequency	Percent	Percent	72.7				
					Air Force	4	343440	27.3	27.3
					100.0				
Office	1	517538	41.2	42.0			-----	-----	-----
42.0						Total	1256481	100.0	100.0
Shop	2	120564	9.6	9.8					
51.8					Mean	2.326	Std dev	1.205	Minimum
Maintenance	3	126411	10.1	10.3	1.000				
62.0					Maximum	4.000			
Outdoors/Field	4	116129	9.2	9.4					
71.5					Valid cases	1256481	Missing cases	0	
Flightline	5	111693	8.9	9.1					
80.5									
Ship	6	69778	5.6	5.7	XPAYGRP2	Imputed Paygrade Group 2 - 5 levels			
86.2									Valid
Clinic/Hospital	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				
	Total	1256481	100.0	100.0	E5-E9	2	560341	44.6	44.6
					83.4				
Mean	3.143	Std dev	2.384	Minimum	W1-W5	3	15652	1.2	1.2
1.000					84.6				
Maximum	8.000				01-03	4	113017	9.0	9.0
					93.6				
Valid cases	1232398	Missing cases	24084		04-06	5	80031	6.4	6.4
					100.0				
							-----	-----	-----
X SVC	Imputed Service					Total	1256481	100.0	100.0
Cum				Valid	Mean	1.995	Std dev	1.155	Minimum
Value Label	Value	Frequency	Percent	Percent	1.000				
Percent					Maximum	5.000			
Army	1	430270	34.2	34.2	Valid cases	1256481	Missing cases	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	Statement Letters
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

AH107A a.It is common for personnel to take par by
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels

Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
Row					
Total					
AH107A					
22298	1	13039	7486	242	989
1.8		2.7	1.3	1.6	.9
81000	2	33855	34188	1014	7204
6.5		7.0	6.1	6.5	5.9
302427	3	132854	129294	2727	23739
24.2		27.4	23.1	17.6	21.0
622084	4	221756	283091	8544	62067
49.7		45.7	50.7	55.2	55.0
224099	5	83261	104784	2966	18910
17.9		17.2	18.8	19.1	16.7
1251907	Column	484765	558842	15492	112908
100.0	Total	38.7	44.6	1.2	9.0

Number of Missing Observations: 4574

AH107B b.There is frequent contact and communic by
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels

Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
Row					
Total					
AH107B					
61938	1	30575	27549	318	1754
5.0		6.3	4.9	2.1	1.6
159554	2	75823	66683	1375	9365
12.8		15.7	11.9	8.9	8.3
270313	3	124229	113971	2415	18476
21.6		25.7	20.4	15.6	16.4
578288	4	189005	268288	8953	65139
46.3		39.0	48.0	57.8	58.0
179990	5	64505	82137	2441	17625
14.4		13.3	14.7	15.7	15.7
1250084	Column	484137	558629	15502	112359
100.0	Total	38.7	44.7	1.2	9.0

Number of Missing Observations: 6397

AH107C c.Safety takes a back seat to performing by
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels

Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
Row					
Total					
AH107C					
25625	1	13004	10407	297	755
2.1		2.7	1.9	1.9	.7

Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
Row					
Total					
AH107C					
253135	1	86830	118431	2963	25098
20.3		18.0	21.3	19.2	22.3
470091	2	147763	217637	7320	55736
37.7		30.6	39.1	47.4	49.6
313033	3	142000	133324	3605	21416
25.1		29.4	23.9	23.4	19.1
156529	4	76774	64999	1278	8731
12.5		15.9	11.7	8.3	7.8
55036	5	29597	22850	267	1396
4.4		6.1	4.1	1.7	1.2
1247823	Column	482964	557241	15432	112377
100.0	Total	38.7	44.7	1.2	9.0

Number of Missing Observations: 8659

AH107D d.Personnel often get involved in develo by
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels

Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
Row					
Total					
AH107D					
41784	1	20793	16878	345	2271
3.4		4.3	3.0	2.2	2.0
152839	2	61047	67631	1530	13845
12.3		12.7	12.2	9.9	12.3
457681	3	184588	204098	4761	37930
36.8		38.4	36.7	30.8	33.7
494694	4	176209	222687	7468	50198
39.7		36.6	40.0	48.4	44.7
97623	5	38349	44986	1332	8173
7.8		8.0	8.1	8.6	7.3
1244621	Column	480987	556279	15436	112418
100.0	Total	38.6	44.7	1.2	9.0

Number of Missing Observations: 11860

AH107E e.My supervisor maintains a high job saf by
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels

Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
Row					
Total					
AH107E					
25625	1	13004	10407	297	755
2.1		2.7	1.9	1.9	.7

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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		Column	478097	555508	15442	111894	79806	
349366	3		151322	147823	4084	26640	19498	1240747	Total	38.5	44.8	1.2	9.0	6.4	
28.0			31.4	26.5	26.4	23.7	24.5	100.0							
			Number of Missing Observations: 15735												
570679	4		198543	263590	6921	60086	41539								
45.7			41.1	47.3	44.8	53.5	52.2		AH107H h.Safety meetings are held less often th by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels						
240817	5		91400	107946	3691	22279	15500	Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
19.3			18.9	19.4	23.9	19.8	19.5	Row		1	2	3	4	5	
1247610	Column		482501	557707	15464	112387	79551	Total	AH107H						
100.0	Total		38.7	44.7	1.2	9.0	6.4	131937	1	58973	45924	1798	15950	9292	
								10.6		12.3	8.3	11.7	14.3	11.7	
Number of Missing Observations: 8872									2	129617	171263	6026	45621	32345	
-----								384873		27.1	30.8	39.2	40.8	40.7	
AH107F f.Detailed inspections of the base and f by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								31.0							
	Count							3	190061	221322	4981	36141	29981		
Row	Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	482487		39.7	39.8	32.4	32.3	37.7	
			1	2	3	4	5	38.9							
Total	-----+		-----+	-----+	-----+	-----+	-----+	4	74169	91941	2109	12226	6732		
AH107F	1		16370	17997	471	1603	1483	187177		15.5	16.5	13.7	10.9	8.5	
37924			3.4	3.2	3.0	1.4	1.9	15.1							
3.1	2		43576	47163	1410	7765	7286	54642	5	26071	25096	455	1817	1203	
107200			9.1	8.5	9.1	7.0	9.1	4.4		5.4	4.5	3.0	1.6	1.5	
8.6			-----												
478656	3		184479	212769	5737	43870	31801	1241115	Column	478891	555546	15370	111754	79554	
38.5			38.4	38.3	37.1	39.3	39.9	100.0	Total	38.6	44.8	1.2	9.0	6.4	
			Number of Missing Observations: 15366												
484478	4		177043	219070	6535	48247	33583		AH107I i.Good teamwork exists within our unit. by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels						
39.0			36.9	39.4	42.2	43.3	42.1								
133995	5		58633	58491	1318	10027	5526	Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
10.8			12.2	10.5	8.5	9.0	6.9	Row		1	2	3	4	5	
1242253	Column		480101	555489	15472	111512	79679	Total	AH107I						
100.0	Total		38.6	44.7	1.2	9.0	6.4	69160	1	36397	28994	365	2314	1091	
								5.6		7.6	5.2	2.4	2.1	1.4	
Number of Missing Observations: 14228									2	57614	56177	870	6948	4239	
AH107G g.Leadership's views on the importance o by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								125847		12.0	10.1	5.6	6.2	5.3	
	Count							10.1							
Row	Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	312936	3	137005	143038	2694	18865	11335	
			1	2	3	4	5	25.2		28.6	25.8	17.5	16.9	14.2	
Total	-----+		-----+	-----+	-----+	-----+	-----+	4	185777	253753	9111	65977	45480		
AH107G	1		42887	58811	1872	16619	12996	560098		38.8	45.7	59.1	59.0	57.1	
133184			9.0	10.6	12.1	14.9	16.3	45.2							
10.7	2		129202	194732	7528	54926	38406	172372	5	61455	73371	2379	17642	17525	
424794			27.0	35.1	48.7	49.1	48.1	13.9		12.9	13.2	15.4	15.8	22.0	
34.2			-----												
380912	3		172610	164263	3885	23079	17075	1240414	Column	478247	555332	15419	111745	79670	
30.7			36.1	29.6	25.2	20.6	21.4	100.0	Total	38.6	44.8	1.2	9.0	6.4	
			Number of Missing Observations: 16067												
238900	4		105355	108987	1626	13667	9265		-----						
19.3			22.0	19.6	10.5	12.2	11.6		AH107J j.Leadership shows that it cares about p by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels						
62956	5		28043	28715	531	3603	2063	Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	

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AH107O o.Near miss accidents/incidents are thor by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							1.5		2.2	1.1	.6	1.0	1.1
								3	98818	75930	1361	15474	9902
							201485		20.9	13.8	8.8	13.9	12.5
Row	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	16.4						
Total		1	2	3	4	5		4	257104	330261	8782	73483	51397
AH107O		1	19550	11183	314	1359	721027		54.4	59.8	57.1	65.8	64.8
32771			4.1	2.0	2.1	1.2	58.6						
2.7						.5		5	101117	138343	5151	21527	17096
78207		2	29341	39098	1346	5123	283235		21.4	25.1	33.5	19.3	21.6
6.4			6.2	7.1	9.1	4.6	23.0						
						4.2		Column	472362	551982	15386	111684	79327
504883		3	216022	218016	3880	38723	1230741	Total	38.4	44.8	1.3	9.1	6.4
41.1			45.8	39.6	26.2	34.7	100.0	Number of Missing Observations: 25740					
441770		4	143590	209697	6918	46826		-----					
36.0			30.4	38.1	46.7	42.0		AH107R r.My supervisor enforces safety procedur by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels					
170042		5	63647	72077	2368	19405		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
13.9			13.5	13.1	16.0	17.4		Row	1	2	3	4	5
1227673	Column		472150	550071	14826	111436	Total						
100.0	Total		38.5	44.8	1.2	9.1	AH107R	1	6038	4892	35	204	260
						6.5	11429		1.3	.9	.2	.2	.3
Number of Missing Observations: 28808							.9						
-----								2	14808	12457	218	800	981
AH107P p.Leadership does no more than the law r by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							29264		3.1	2.3	1.4	.7	1.2
							2.4						
								3	144935	132856	2955	20450	13938
Row	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	315134		30.6	24.2	19.4	18.4	17.6
Total		1	2	3	4	5		4	227849	291600	8048	68553	46672
AH107P		1	35265	40016	1514	10324	642723		48.1	53.0	52.9	61.6	59.1
98307			7.5	7.3	9.8	9.2	52.3						
8.0						14.1		5	79753	108075	3958	21191	17184
345273		2	104073	160826	5061	44395	230161		16.8	19.7	26.0	19.1	21.7
28.1			22.0	29.2	32.7	39.7	18.7						
						39.0		Column	473383	549880	15214	111199	79036
492609		3	207988	220192	4603	36356	1228712	Total	38.5	44.8	1.2	9.1	6.4
40.0			44.0	39.9	29.8	32.5	100.0	Number of Missing Observations: 27770					
						29.6		AH107S s.Standardized precautions are used by p by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels					
233526		4	96416	105771	3628	16412		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
19.0			20.4	19.2	23.5	14.7		Row	1	2	3	4	5
61127		5	29290	24539	659	4276		Total					
5.0			6.2	4.5	4.3	3.8	AH107S	1	5960	2417	71	79	45
1230842	Column		473032	551344	15465	111764	8571		1.3	.4	.5	.1	.1
100.0	Total		38.4	44.8	1.3	9.1	.7						
Number of Missing Observations: 25640								2	14582	8941	572	884	885
-----							2.1		3.1	1.6	3.7	.8	1.1
AH107Q q.I understand the safety regulations re by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							374270						
							30.6		33.0	29.4	21.8	28.1	29.4
Row	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6							
Total		1	2	3	4	5	595949		214289	274700	8321	59447	39191
AH107Q		1	5061	1446	128	98	48.7		45.6	50.1	54.0	53.3	49.8
6733			1.1	.3	.1	.1	219760		80408	100954	3080	19833	15485
.5							17.9		17.1	18.4	20.0	17.8	19.7
18262		2	10263	6002	91	1072							

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	Column	470197	548485	15402	111607	78725	AH107V													
1224416	Total	38.4	44.8	1.3	9.1	6.4	55892	1		20671	24360	845	6081	3934						
100.0										4.4	4.4	5.5	5.5	5.0						
Number of Missing Observations: 32066									-----											
-----							235488	2	-----											
AH107T t.Leadership has provided adequate perso by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							19.3			13.5	21.8	25.8	22.6	30.3						
	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	614617	3		255421	262832	6543	55111	34711						
Row							50.3			54.4	47.9	42.7	49.8	44.0						
Total AH107T							251077	4	-----											
24037	1		12077	9936	398	794	833			21.3	20.4	21.3	19.3	18.2						
2.0			2.6	1.8	2.6	.7	1.1		-----											
	2		25521	30675	747	3835	3554		5		30437	29682	720	3050	1948					
64332			5.4	5.6	4.9	3.4	4.5				6.5	5.4	4.7	2.8	2.5					
5.3							5.4		Column	469809	548278	15311	110687	78826						
406513	3		178390	171246	3631	31687	21560		Total	38.4	44.8	1.3	9.1	6.4						
33.2			37.8	31.4	23.9	28.4	27.3		Number of Missing Observations: 33571											
539697	4		183608	250452	8018	57673	39945		AH107W w.My supervisor understands the safety p by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels											
44.1			38.9	45.9	52.8	51.7	50.6		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6						
188449	5		72219	83224	2379	17627	13001				1		2		3		4		5	
15.4			15.3	15.3	15.7	15.8	16.5		Total AH107W											
1223028	Column	471816	545532	15172	111615	78893	15390	1		9065	5289	176	542	318						
100.0	Total	38.6	44.6	1.2	9.1	6.5	1.3			1.9	1.0	1.1	.5	.4						
Number of Missing Observations: 33453							44452	2	-----											
-----							3.6			4.7	3.1	6.1	2.2	2.6						
AH107U u.Awards and recognition programs used i by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							415507	3	-----											
	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	34.0			37.4	32.3	26.0	30.8	31.9						
Row							595280	4	-----											
Total AH107U			1		2		3		4		5									
80302	1		32363	32821	1082	8660	5377			44.6	50.9	54.2	52.9	51.9						
6.6			6.9	6.0	7.0	7.8	6.8		5	-----										
	2		90492	132312	4762	32756	24981			53335	69692	1946	15032	10436						
285303			19.4	24.1	30.8	29.6	31.6		Column	468025	548337	15469	110393	78847						
23.4							1221071	Total	38.3	44.9	1.3	9.0	6.5							
596065	3		242555	260907	6146	49837	36619		Number of Missing Observations: 35410											
48.8			51.9	47.5	39.8	45.0	46.3		-----											
193650	4		71581	92460	2667	17423	9519		AH107X x.Personnel follow a regular lockout/tag by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels											
15.9			15.3	16.8	17.3	15.7	12.0		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6						
65845	5		30002	30373	788	2169	2514				1		2		3		4		5	
5.4			6.4	5.5	5.1	2.0	3.2		Total AH107X											
1221165	Column	466993	548875	15444	110844	79010	28494	1		16477	10467	217	751	582						
100.0	Total	38.2	44.9	1.3	9.1	6.5	2.3			3.5	1.9	1.4	.7	.7						
Number of Missing Observations: 35316							47615	2	-----											
-----							3.9			4.4	3.7	4.7	3.3	3.0						
AH107V v.Job performance standards are higher f by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							695096	3	-----											
	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	57.1			58.2	54.6	60.7	60.4	62.3						
Row							323108	4	-----											
Total			1		2		3		4		5									

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26.5		23.3	29.4	26.3	26.7	25.3		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
	5	49168	56729	1069	9827	6827	Row		1	2	3	4	5
123620		10.5	10.4	7.0	8.9	8.7	Total AH107AA						
10.1							126541	1	36693	60551	1995	14981	12321
	Column	468285	545632	15382	110244	78390	1217933		7.8	11.0	13.0	13.6	15.7
100.0	Total	38.4	44.8	1.3	9.1	6.4	10.4	2	134684	209945	7108	50931	37226
Number of Missing Observations: 38549							439895		28.8	38.3	46.3	46.1	47.6
							36.1	3	222235	215355	5290	37994	24976
AH107Y y.Safety training is part of every new p by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							505850		47.5	39.3	34.4	34.4	31.9
	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	41.5	4	58310	48156	849	4876	2979
Row		1	2	3	4	5	115172	5	15563	14067	126	1683	781
Total AH107Y		13408	10370	354	1279	751	9.4	Column	467486	548073	15367	110467	78283
26162	1	2.9	1.9	2.3	1.2	1.0	32219	Total	38.3	44.9	1.3	9.1	6.4
2.1							2.6	Number of Missing Observations: 36804					
72128	2	26202	33412	1213	5798	5502	1219677	AH107AB ab.Emergency response-related procedures by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels					
5.9		5.6	6.1	7.9	5.3	7.0	100.0						
381131	3	160461	164925	4277	29620	21848		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
31.3		34.4	30.2	27.8	26.8	27.7			1	2	3	4	5
520523	4	181549	240058	7215	54180	37522		1	41621	52124	2134	13776	10795
42.7		38.9	43.9	46.9	49.1	47.6			8.9	9.5	13.8	12.5	13.8
217740	5	85145	97543	2333	19490	13230	Row	2	119266	185973	5413	43916	36666
17.9		18.2	17.9	15.2	17.7	16.8	Total AH107AB		25.5	34.0	35.1	39.8	47.0
1217685	Column	466764	546308	15391	110368	78853	120450	3	210290	215468	5472	39567	22712
100.0	Total	38.3	44.9	1.3	9.1	6.5	9.9		45.0	39.4	35.5	35.8	29.1
Number of Missing Observations: 38797							391234	4	76168	71759	2063	10736	7162
							32.1	5	19893	21434	349	2377	760
AH107Z z.I believe leadership is sincere in its by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							493508	Column	467239	546757	15430	110372	78095
	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	40.5	Total	38.4	44.9	1.3	9.1	6.4
Row		1	2	3	4	5	167888	Number of Missing Observations: 38588					
Total AH107Z		12136	5850	74	589	354	13.8	AH107AC ac.The work of the command safety office by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels					
19004	1	2.6	1.1	.5	.5	.5	44813	Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
1.6							3.7		1	2	3	4	5
52732	2	25471	23591	499	2111	1061	1217893	1	14190	8691	245	1129	570
4.3		5.4	4.3	3.2	1.9	1.3	100.0		3.0	1.6	1.6	1.0	.7
340018	3	165142	139218	2736	19941	12982		2	22842	29834	545	4853	3227
27.8		35.2	25.4	17.7	18.0	16.5			4.9	5.5	3.5	4.4	4.1
569182	4	184316	270814	8683	61679	43691							
46.5		39.2	49.4	56.3	55.7	55.6		Row					
242011	5	82715	108902	3438	26444	20511	Total AH107AC		1	2	3	4	5
19.8		17.6	19.9	22.3	23.9	26.1	24826	1	14190	8691	245	1129	570
1222947	Column	469780	548375	15430	110764	78597	2.0		3.0	1.6	1.6	1.0	.7
100.0	Total	38.4	44.8	1.3	9.1	6.4	61301	2	22842	29834	545	4853	3227
Number of Missing Observations: 33535							5.0		4.9	5.5	3.5	4.4	4.1
AH107AA aa.My supervisor seldom acts on personee by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels													

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593125	3		238721	267822	5530	47593	33460	Number of Missing Observations: 45055								
48.8			51.2	49.2	35.8	43.2	42.8	-----								
422432	4	+	146244	190325	7108	45878	32878	AH107AF af.The system of preventive maintenance by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								
34.8			31.4	34.9	46.1	41.7	42.1	Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6		
112924	5		44118	48152	2002	10690	7962	Row								
9.3			9.5	8.8	13.0	9.7	10.2	Total AH107AF		1	2	3	4	5		
1214608	Column	+	466115	544823	15430	110144	78095	92103	1		34013	39920	1158	9285	7727	
100.0	Total		38.4	44.9	1.3	9.1	6.4	7.6			7.3	7.3	7.5	8.5	9.9	
Number of Missing Observations: 41873								370981	2	+	124055	168638	6000	42846	29442	
-----								30.6			26.6	31.0	39.1	39.0	37.9	
AH107AD ad.Leadership sets a positive safety exa by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								529027	3	+	220111	227704	5407	44150	31655	
	Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	43.6			47.2	41.8	35.2	40.2	40.7	
Row			1	2	3	4	5	169919	4	+	65854	82577	2270	11178	8040	
Total AH107AD		+	16584	8258	173	904	411	14.0			14.1	15.2	14.8	10.2	10.3	
26330	1		3.6	1.5	1.1	.8	.5	51851	5	+	22581	25571	505	2281	913	
2.2			25350	28643	482	2341	1434	4.3			4.8	4.7	3.3	2.1	1.2	
58249	2	+	5.4	5.3	3.1	2.1	1.8	1213881	Column	+	466613	544411	15340	109740	77777	
4.8			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 Observations: 42600								
37.2			160069	241164	8080	60755	40464	-----								
510533	4	+	34.3	44.3	52.6	55.0	51.8	Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6		
42.0			56044	78134	2320	16135	15397	Row		1	2	3	4	5		
168029	5	+	12.0	14.4	15.1	14.6	19.7	Total AH107AG	-----	1		12880	9377	168	888	255
1214992	Column	+	466813	544290	15375	110413	78101	23568			2.8	1.7	1.1	.8	.3	
100.0	Total		38.4	44.8	1.3	9.1	6.4	1.9								
Number of Missing Observations: 41489								85169	2	+	34670	41667	972	4581	3280	
AH107AE ae.My supervisor has successfully fit sa by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								7.0			7.5	7.7	6.3	4.2	4.2	
	Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	541014	3	+	229484	237715	5241	41277	27296	
Row			1	2	3	4	5	44.7			49.5	43.7	34.1	37.6	34.9	
Total AH107AE		+	8261	3742	126	476	232	443329	4	+	146901	202755	7371	49735	36566	
12836	1		1.8	.7	.8	.4	.3	36.6			31.7	37.2	48.0	45.3	46.7	
1.1			19682	19779	652	2764	2618	118287	5	+	39519	52938	1610	13383	10836	
45495	2	+	4.2	3.6	4.2	2.5	3.4	9.8			8.5	9.7	10.5	12.2	13.9	
3.8			197172	188535	4607	35366	24242	1211367	Column	+	463455	544453	15361	109864	78235	
449923	3		42.5	34.7	30.0	32.1	31.1	100.0	Total		38.3	44.9	1.3	9.1	6.5	
37.1		+	177973	257615	7806	56126	39349	Number of Missing Observations: 45114								
538869	4		38.3	47.4	50.8	51.0	50.4	-----								
44.5			61273	73990	2174	15289	11577	Count Col Pct		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6		
164303	5	+	13.2	13.6	14.2	13.9	14.8	Row		1	2	3	4	5		
1211426	Column	+	464361	543662	15365	110020	78018	Total AH107AH	-----	1		21816	16256	435	3834	1703
100.0	Total		38.3	44.9	1.3	9.1	6.4	44044								

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3.6		4.7	3.0	2.8	3.5	2.2	111233	5	39907	48176	1777	12547	8826
	2	40315	56672	1521	13365	8142	9.2		8.6	8.9	11.6	11.5	11.3
120016		8.7	10.4	9.9	12.1	10.4		Column	463862	543952	15321	109416	77992
9.9		247695	280853	7314	52169	38888	1210544	Total	38.3	44.9	1.3	9.0	6.4
626919	3	53.3	51.7	47.8	47.4	49.7	100.0	Number of Missing Observations: 45937					
51.8		113750	144232	4466	31861	22320		AH107AK ak.The training provided through my supe by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels					
316628	4	24.5	26.6	29.2	28.9	28.5		Count					
26.1		41056	45037	1567	8864	7165		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
103689	5	8.8	8.3	10.2	8.1	9.2	Row		1	2	3	4	5
8.6		464632	543050	15303	110093	78218	Total						
1211296	Column	38.4	44.8	1.3	9.1	6.5	AH107AK	1	7727	4762	184	174	367
100.0	Total						13214		1.7	.9	1.2	.2	.5
Number of Missing Observations: 45185							50282	2	18915	23658	1085	4055	2569
AH107AI ai.Hazards that are not fixed right away by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							4.2		4.1	4.3	7.1	3.7	3.3
	Count						479608	3	190852	211460	5593	40902	30801
Row	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6			41.1	38.8	36.5	37.3	39.8
Total		1	2	3	4	5	39.6	4	195878	246774	6996	53146	36089
AH107AI	1	40253	51301	1354	10194	9629	538883		42.2	45.3	45.7	48.5	46.7
112732		8.7	9.4	8.8	9.3	12.3	44.5	5	50883	57813	1462	11347	7487
9.3	2	118265	185616	6916	45883	33570	128993		11.0	10.6	9.5	10.4	9.7
390250		25.5	34.1	45.0	41.7	42.9	10.7	Column	464255	544467	15321	109624	77313
32.2	3	220550	224373	5511	43319	29131	1210980	Total	38.3	45.0	1.3	9.1	6.4
522884		47.6	41.3	35.9	39.4	37.2	100.0	Number of Missing Observations: 45501					
43.2	4	65311	67686	1206	9192	5361		AH107AL al.It is well known that leadership igno by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels					
148756		14.1	12.5	7.9	8.4	6.9		Count					
12.3	5	18670	14617	373	1351	561		Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6
35572		4.0	2.7	2.4	1.2	.7	Row		1	2	3	4	5
2.9	Column	463049	543592	15361	109938	78253	Total						
1210193	Total	38.3	44.9	1.3	9.1	6.5	AH107AL	1	36078	53315	1321	13773	12663
100.0							117149		7.7	9.8	8.6	12.5	16.2
Number of Missing Observations: 46288							9.6	2	104341	157811	6277	39607	34298
AH107AJ aj.Personnel take part when accident or by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							342333		22.3	29.0	40.9	36.1	43.9
	Count						28.2	3	238829	256101	6099	48374	27744
Row	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	577147		51.1	47.1	39.8	44.1	35.5
Total		1	2	3	4	5	47.5	4	61827	59499	1188	6404	2869
AH107AJ	1	10733	5315	171	459	111	131787		13.2	10.9	7.8	5.8	3.7
16787		2.3	1.0	1.1	.4	.1	10.9	5	26416	17160	446	1622	468
1.4	2	25266	25213	754	2010	1678	46112		5.7	3.2	2.9	1.5	.6
54922		5.4	4.6	4.9	1.8	2.2	3.8	Column	467491	543885	15330	109779	78042
4.5	3	225049	236182	5347	39244	27650	1214528	Total	38.5	44.8	1.3	9.0	6.4
533471		48.5	43.4	34.9	35.9	35.5	100.0	Number of Missing Observations: 41954					
44.1	4	162907	229067	7273	55157	39728		AH107AM am.The safety officer is readily availab by XPAYGRP2.Imputed Paygrade Group 2 - 5 levels					
494131		35.1	42.1	47.5	50.4	50.9		Count					
40.8								Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6

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Row							45.0		50.9	42.8	34.9	39.4	35.7	
Total		1	2	3	4	5								
AH107AM							462977	4	149385	221715	7184	48020	36673	
28104	1	15813	10182	294	1269	545			32.3	40.8	46.9	43.8	47.2	
2.3		3.4	1.9	1.9	1.2	.7		5	43618	60538	2010	16137	11652	
74813	2	34558	33029	683	3875	2668	133955		9.4	11.1	13.1	14.7	15.0	
6.2		7.5	6.1	4.5	3.5	3.4	11.1							
552437	3	235100	243187	5055	40448	28648	1208122	Column	462367	543128	15306	109612	77710	
45.7		50.8	44.7	33.2	37.0	36.8	100.0	Total	38.3	45.0	1.3	9.1	6.4	
428535	4	135958	202292	6710	47871	35703	Number of Missing Observations: 48359							
35.4		29.4	37.1	44.1	43.8	45.9	-----							
125959	5	41491	55880	2464	15911	10212	Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
10.4		9.0	10.3	16.2	14.5	13.1	Row		1	2	3	4	5	
1209848	Column	462921	544570	15207	109375	77776	Total	AH107AP						
100.0	Total	38.3	45.0	1.3	9.0	6.4	34615	1	16737	12965	429	2750	1734	
Number of Missing Observations: 46633							2.9		3.6	2.4	2.8	2.5	2.2	
-----							106320	2	44675	46214	1644	7933	5854	
AH107AN an.Personnel are afraid to report safety by	XPAYGRP2.Imputed Paygrade Group 2 - 5 levels						8.8		9.6	8.5	10.7	7.2	7.5	
	Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	413165	3	179979	178645	4576	31549	18416
Row								34.1		38.7	32.8	29.8	28.8	23.7
Total		1	2	3	4	5								
AH107AN							539078	4	179075	253296	7019	57022	42665	
145130	1	42186	68975	2482	16979	14509			38.5	46.5	45.7	52.1	54.9	
12.0		9.1	12.7	16.3	15.5	18.6		5	44164	53836	1684	10246	9099	
426798	2	128656	202159	7105	49248	39630	119029		9.5	9.9	11.0	9.4	11.7	
35.3		27.7	37.3	46.6	44.8	50.7	9.8							
495201	3	223221	209813	4787	36129	21252	1212206	Column	464630	544957	15352	109500	77768	
40.9		48.1	38.7	31.4	32.9	27.2	100.0	Total	38.3	45.0	1.3	9.0	6.4	
108612	4	49772	50116	650	5744	2330	Number of Missing Observations: 44275							
9.0		10.7	9.2	4.3	5.2	3.0	AH107AQ aq.A lot of personnel don't use the pers by							
34150	5	20371	11421	228	1712	418	XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							
2.8		4.4	2.1	1.5	1.6	.5	Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
1209891	Column	464206	542484	15251	109811	78139	Row		1	2	3	4	5	
100.0	Total	38.4	44.8	1.3	9.1	6.5	Total	AH107AQ						
Number of Missing Observations: 46590							372702	1	31850	45884	1516	12365	9225	
-----							30.8		6.9	8.4	9.9	11.3	11.9	
AH107AO ao.My supervisor always investigates saf by	XPAYGRP2.Imputed Paygrade Group 2 - 5 levels						504118	2	114204	173224	5568	45463	34243	
	Count	Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	41.6		24.6	31.7	36.5	41.7	44.1
Row									3	208118	221500	5645	40502	28353
Total		1	2	3	4	5				44.9	40.6	37.0	37.2	36.5
AH107AO							190766	4	87098	86648	2149	9540	5330	
14164	1	9433	4177	40	400	115	15.8		18.8	15.9	14.1	8.8	6.9	
1.2		2.0	.8	.3	.4	.1	42608	5	22209	18379	373	1124	523	
53175	2	24672	24320	731	1888	1564	3.5		4.8	3.4	2.4	1.0	.7	
4.4		5.3	4.5	4.8	1.7	2.0	1211033	Column	463479	545635	15251	108994	77675	
543851	3	235260	232378	5341	43167	27706	100.0	Total	38.3	45.1	1.3	9.0	6.4	
Number of Missing Observations: 45449														

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								329922	2		99781	155034	5950	38729	30428	
AH107AR ar.Leadership insists that supervisors t by											21.5	28.4	38.8	35.5	39.0	
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								27.2								
	Count		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	590555	3		241602	263927	5713	46919	32393	
Row	Col Pct										52.1	48.4	37.3	43.0	41.5	
			1	2	3	4	5	48.7		+	-----+	-----+	-----+	-----+	-----+	
Total		-----	-----	-----	-----	-----	-----	184960	4		80555	80031	2005	14056	8313	
AH107AR	1		6362	4275	118	304	67	15.3			17.4	14.7	13.1	12.9	10.7	
11128			1.4	.8	.8	.3	.1			+	-----+	-----+	-----+	-----+	-----+	
.9		-----	-----	-----	-----	-----	-----	38418	5		18410	16986	343	2118	561	
	2		13022	12251	538	1352	1746	3.2			4.0	3.1	2.2	1.9	.7	
28910			2.8	2.2	3.5	1.2	2.3			+	-----+	-----+	-----+	-----+	-----+	
2.4		-----	-----	-----	-----	-----	-----	1211860	Column	463750	545554	15326	109204	78025		
	3		195837	183394	3745	32280	21929	100.0	Total	38.3	45.0	1.3	9.0	6.4		
437186			42.3	33.7	24.7	29.5	28.4		Number of Missing Observations: 44621							
36.1		-----	-----	-----	-----	-----	-----		AH107AU au.The increased stress levels and opera by							
	4		183593	261295	7850	55543	40270		XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							
548552			39.7	48.0	51.7	50.7	52.1		Count		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
45.3		-----	-----	-----	-----	-----	-----	Row			1	2	3	4	5	
	5		63954	83648	2927	20063	13336	Total	AH107AU	-----	-----	-----	-----	-----	-----	
183927			13.8	15.4	19.3	18.3	17.2	68890	1		24050	32303	886	6923	4727	
15.2		-----	-----	-----	-----	-----	-----	5.7			5.2	5.9	5.8	6.3	6.0	
1209702	Column	462769	544863	15179	109542	77349			2		91780	129941	4017	32100	23530	
100.0	Total	38.3	45.0	1.3	9.1	6.4					19.8	23.9	26.4	29.3	30.1	
Number of Missing Observations: 46780								281369		3		230494	250136	6418	47727	34798
-----								23.2				49.8	45.9	42.1	43.6	44.5
AH107AS as.Leadership annually sets safety goals by								569573		4		84745	101676	3167	18932	13111
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								47.1				18.3	18.7	20.8	17.3	16.8
	Count		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	221630	5		31784	30658	747	3745	1987	
Row	Col Pct							18.3			6.9	5.6	4.9	3.4	2.5	
Total		-----	-----	-----	-----	-----	-----	68922	Column	462854	544715	15234	109427	78154		
AH107AS	1		11020	10078	336	956	408	5.7	Total	38.2	45.0	1.3	9.0	6.5		
22798			2.4	1.9	2.2	.9	.5		Number of Missing Observations: 46097							
1.9		-----	-----	-----	-----	-----	-----	1210384	-----							
	2		27647	36527	1222	6954	6038	100.0	AH107AV av.Most off-duty vehicular accidents are by							
78389			6.0	6.7	8.0	6.4	7.8		XPAYGRP2.Imputed Paygrade Group 2 - 5 levels							
6.5		-----	-----	-----	-----	-----	-----		Count		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
	3		230128	260617	5867	46526	34953				1	2	3	4	5	
578090			50.1	48.0	38.2	42.8	44.9		AH107AV	-----	-----	-----	-----	-----	-----	
48.0		-----	-----	-----	-----	-----	-----		1		12905	11527	161	1726	639	
	4		141369	179491	6453	42162	28235				2.8	2.1	1.0	1.6	.8	
397710			30.8	33.0	42.0	38.7	36.3		2		22829	27594	659	4319	2938	
33.0		-----	-----	-----	-----	-----	-----				4.9	5.1	4.3	3.9	3.8	
	5		49367	56522	1482	12208	8126		3		179851	177429	3352	33324	22578	
127706			10.7	10.4	9.7	11.2	10.5				38.6	32.5	21.9	30.4	28.9	
10.6		-----	-----	-----	-----	-----	-----		4		164867	215625	6650	44175	35432	
1204692	Column	459531	543235	15361	108805	77760					35.4	39.5	43.4	40.3	45.3	
100.0	Total	38.1	45.1	1.3	9.0	6.5			5		84892	114116	4507	26052	16659	
Number of Missing Observations: 51789								58339				18.2	20.9	29.4	23.8	21.3
-----								4.8		-----						
AH107AT at.Personnel rarely take part in the dev by								416533		AH107AV						
XPAYGRP2.Imputed Paygrade Group 2 - 5 levels								34.3		1		12905	11527	161	1726	639
	Count		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	26957			2.8	2.1	1.0	1.6	.8	
Row	Col Pct							58339	2		22829	27594	659	4319	2938	
Total		-----	-----	-----	-----	-----	-----	4.8			4.9	5.1	4.3	3.9	3.8	
AH107AT	1		23403	29576	1315	7382	6330		3		179851	177429	3352	33324	22578	
68005			5.0	5.4	8.6	6.8	8.1				38.6	32.5	21.9	30.4	28.9	
5.6		-----	-----	-----	-----	-----	-----		4		164867	215625	6650	44175	35432	
		-----	-----	-----	-----	-----	-----				35.4	39.5	43.4	40.3	45.3	
	5		84892	114116	4507	26052	16659		5		84892	114116	4507	26052	16659	
		-----	-----	-----	-----	-----	-----				18.2	20.9	29.4	23.8	21.3	
		-----	-----	-----	-----	-----	-----									

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[illegible]

Appendix G – Response Distributions by Work Location

AH107A a.It is common for personnel to take par by AH108 Work Environment

Number of Missing Observations: 29800

Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship	AH107C c.Safety takes a back seat to performing by AH108 Work Environment												
Clinic/H	Other	ospital																		
Row		1	2	3	4	5	6	7	Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship				
AH107A	8	Total							Clinic/H	Other										
-----+		-----+																		
673	3591	1 22298	8379	1920	2230	2290	1856	1359												
1.0	3.6	1.8	1.6	1.6	1.8	2.0	1.7	2.0	AH107C	8	Total	1	2	3	4	5	6	7		
-----+		-----+																		
									14503	21874	1 246982	104408	22419	23586	22892	23984	13315			
3308	6917	2 78585	31122	7494	11085	7502	7523	3633	21.4	21.8	20.2	20.3	18.7	18.7	19.8	21.5	19.2			
4.9	6.9	6.4	6.0	6.2	8.8	6.5	6.7	5.2	-----+											
-----+		-----+																		
									26884	35261	2 463428	208167	44310	47419	35360	40442	25585			
15481	27616	3 296072	127277	29437	26794	31161	24441	13864	39.8	35.2	37.8	40.5	37.0	37.5	30.6	36.3	37.0			
22.8	27.4	24.1	24.7	24.4	21.3	26.9	21.9	20.0	-----+											
-----+		-----+																		
									14953	25957	3 306296	123258	30611	34149	34004	27976	15390			
36809	43513	4 610906	261078	57714	64137	54822	56553	36280	22.1	25.9	25.0	24.0	25.5	27.0	29.4	25.1	22.2			
54.3	43.1	49.7	50.6	47.9	51.0	47.3	50.7	52.4	-----+											
-----+		-----+																		
									8263	13157	4 153590	59001	16053	15542	17312	14024	10238			
11579	19217	5 220342	88445	23999	21584	20195	21215	14109	12.2	13.1	12.5	11.5	13.4	12.3	15.0	12.6	14.8			
17.1	19.1	17.9	17.1	19.9	17.2	17.4	19.0	20.4	-----+											
-----+		-----+																		
									3030	3984	5 54205	19279	6425	5680	6160	4935	4712			
67851	100855	Column Total	516301	120564	125829	115970	111588	69245	4.5	4.0	4.4	3.7	5.4	4.5	5.3	4.4	6.8			
5.5	8.2	100.0	42.0	9.8	10.2	9.4	9.1	5.6	-----+											

Number of Missing Observations: 28279

AH107B b.There is frequent contact and communic by AH108 Work Environment

Number of Missing Observations: 31980

Count Col Pct		Office	Shop	Maintena		Outdoors	Flightli	Ship	AH107D		d.Personnel	often	get	involved	in	develo	by	AH108	Work	Environment
Clinic/H	Other	Row	nce		/Field		ne		ospital		Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship			
		8	Total	1	2	3	4	5	6	7	Clinic/H	Other			nce	/Field	ne	ospital		
AH107B																				
-----+																				
2628	6695	1	59218	19639	6371	8117	7177	4503	4088											
				3.8	5.3	6.5	6.2	4.0	5.9											
-----+																				
3.9	6.5	4.8								1591	3791	41029								
													2.8	3.2	4.8	4.5	3.1	4.3		
-----+																				
10139	16816	2	156628	58124	11165	18106	17779	16844	7654	2.4	3.7	3.4								
				11.3	9.3	14.4	15.4	15.1	11.1											
-----+																				
15.0	16.4	12.8								7817	10074	149554	11.7	13.3	12.8	13.1	14.1	12.6		
-----+																				
12188	26917	3	265596	102093	36333	30453	26350	20405	10858	11.6	9.9	12.2								
				19.8	30.3	24.2	22.8	18.3	15.8											
-----+																				
18.0	26.3	21.7								20796	40345	450202	38.8	34.3	37.2	36.2	32.3	35.8		
-----+																				
32413	37840	4	567907	258365	48857	53501	47169	53672	36089	30.9	39.6	36.8								
				50.2	40.8	42.6	40.8	48.1	52.4											
-----+																				
48.0	36.9	46.3								31765	40381	486814	39.9	40.9	36.7	36.0	42.4	38.5		
-----+																				
10198	14146	5	177332	76895	17068	15463	17209	16117	10236	47.2	39.6	39.8								
				14.9	14.2	12.3	14.9	14.4	14.9											
-----+																				
15.1	13.8	14.5								5279	7367	95275	6.8	8.3	8.6	10.1	8.1	8.8		
-----+																				
67566	102414	Column	515116	119793	125640	115684	111542	68925	7.9	7.2	7.8									
		1226681	42.0	9.8	10.2	9.4	9.1	5.6												
-----+																				
5.5	8.3	Total	100.0																	

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Column 513320 119754 126333 114363 111216 68681
67247 101958 1222873
Total 42.0 9.8 10.3 9.4 9.1 5.6
5.5 8.3 100.0

Total 41.9 9.8 10.1 9.5 9.1 5.7
5.5 8.4 100.0

Number of Missing Observations: 34677

Number of Missing Observations: 33608

AH107G g. Leadership's views on the importance of by AH108 Work Environment

AH107E e. My supervisor maintains a high job safety by AH108 Work Environment

AH107E	e.My supervisor maintains a high job saf by AH108 Work Environment								Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship						
	Clinic/H Other								Row	ospital												
	Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship		8							Total	1	2	3	4	5
Row																						
Total		1	2	3	4	5	6	7	AH107G													
		8																				
AH107E		Total																				
		1	7846	2057	3922	3058	1774	1418	8.0	10.2	10.7	55365	13927	15002	10447	13742	6909					
1038		3906	25019	1.5	1.7	3.1	2.7	1.6	2.0													
1.5		3.9	2.0																			
		2	186908	36258	41869	37196	41936	21464														
3154		3589	57387	3.6	4.2	7.3	6.5	4.5	7.3	33.4	32.4	34.4	36.4	30.4	33.5	32.2	37.7	31.0				
4.7		3.6	4.7																			
		3	153661	40826	39395	37616	29204	18005														
16836		31647	34300	29.9	34.2	31.5	32.5	26.3	26.0	31.4	34.2	30.6	29.9	34.2	31.5	32.5	26.3	26.0				
24.9		31.4	28.0																			
		4	92470	23559	22923	23436	20270	17447														
33509		39483	563225	18.0	19.7	18.3	20.3	18.2	25.2	21.8	18.7	19.1	18.0	19.7	18.3	20.3	18.2	25.2				
49.5		39.2	46.0																			
		5	24732	4736	5974	6953	6094	5415														
13134		22137	236153	4.8	4.0	4.8	6.0	5.5	7.8	5.3	4.5	5.1	4.8	4.0	4.8	6.0	5.5	7.8				
19.4		22.0	19.3																			
		Column	513136	119305	125163	115648	111245	69241														
67541		100649	1221929	42.0	9.8	10.2	9.5	9.1	5.7	5.5	8.2	100.0	42.0	9.8	10.2	9.5	9.1	5.7				
67671		100762	1224807																			
5.5		8.2	100.0	42.0	9.8	10.3	9.4	9.1	5.7	Number of Missing Observations: 34552												

Number of Missing Observations: 31674

AH107H h. Safety meetings are held less often than by AH108 Work Environment

AH107F f. Detailed inspections of the base and facility by AH108 Work Environment

f.Detailed inspections of the base and f by										Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship
AH107F Work Environment										Clinic/H	Other						
										Row							

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Number of Missing Observations: 34048

AH107K k.I can protect myself and other personn by AH108 Work Environment

AH107I i.Good teamwork exists within our unit. by AH108 Work Environment										Count Col Pct Office Shop Maintena Outdoors Flightli Ship Clinic/H Other									
										Row									
										nce /Field ne ospital									
										8 Total									
										AH107K									
AH107I										8 Total									
										1 9572									
										2 15950									
										3 180788									
										4 663012									
										5 352729									
										6 1222050									
										7 100006									
										8 100.0									
										Total									
										Column									
										5.5 8.2 100.0									
										Number of Missing Observations: 34431									

Number of Missing Observations: 34660

AH107L l.My supervisor's behavior often goes ag by AH108 Work Environment

AH107J j.Leadership shows that it cares about p by AH108 Work Environment										Count Col Pct Office Shop Maintena Outdoors Flightli Ship Clinic/H Other									
										Row									
										nce /Field ne ospital									
										8 Total									
										AH107L									
AH107J										8 Total									
										1 296572									
										2 540005									
										3 287739									
										4 71586									
										5 25101									
										6 101037									
										7 100.0									
										Total									
										Column									
										5.5 8.3 100.0									
										Number of Missing Observations: 35478									

Number of Missing Observations: 37691

AH107M m.Designated personnel are well trained by AH108 Work Environment

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Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship	Row		nce /Field ne ospital								
Clinic/H	Other							1	2	3	4	5	6	7	Total	1	2	3
Row		nce		/Field		ne		ospital		AH1070								
8	Total	1	2	3	4	5	6	7	Total	1	2	3	4	5	6	7		
AH107M									733	3637	32589	10088	3911	5368	5269	2199	1383	
												2.0	3.3	4.3	4.6	2.0	2.0	
1275	3429	1 32678	12122	2462	4904	4416	2541	1529	1.1	3.6	2.7							
1.9	3.5	2.7	2.4	2.1	3.9	3.8	2.3	2.2										
											2	27562	8484	9583	8805	6559	5830	
													5.4	7.1	7.7	7.6	6.0	8.5
4238	7382	2 91267	37681	11281	8969	11047	5783	4886	4.0	8.3	6.4							
6.3	7.4	7.5	7.4	9.4	7.1	9.5	5.2	7.0										
											3	224004	49078	51419	51912	35686	22623	
												44.0	41.3	41.2	44.8	32.8	33.1	
16400	34665	3 418850	186984	44119	49304	34473	35557	17349	35.3	40.4	41.1							
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	
													36.4	34.2	35.1	29.7	38.6	40.5
33924	36256	4 518822	219792	48009	49962	49443	47852	33585	44.5	31.8	35.9							
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	
													12.3	14.1	11.7	13.3	20.6	15.8
11212	17516	5 158129	55257	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										
											Column	509483	118889	124926	115794	108851	68295	
											99801	1212977	42.0	9.8	10.3	9.5	9.0	5.6
67049	99248	Column 1219746	511835	119768	125652	115705	110947	69543	5.5	8.2	100.0							
5.5	8.1	Total 100.0	42.0	9.8	10.3	9.5	9.1	5.7	Number of Missing Observations:			43504						
Number of Missing Observations:				36735				AH107P Leadership does no more than the law r by AH108 Work Environment										

AH107N n.Leadership has published a written pol by AH108 Work Environment										Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship	
Clinic/H Other		Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	ospital	8	Total	1	2	3	4	5	6	7
Row		Row	1	2	3	4	5	6	7	AH107P	Total	1	2	3	4	5	6	7
AH107N		Total								5463	8720	1	42020	9352	8123	7345	12530	4380
										8.2	8.7	8.0	8.2	7.9	6.5	6.3	11.3	6.4
684	3993	22608																
			1.4	2.0	1.7	2.0	2.2	1.7										
1.0	4.0	1.9										2	150101	31449	32796	30784	33537	20932
										19921	23301	342821	29.3	26.5	26.2	26.6	30.3	30.7
												28.1						
2865	4211	57272																
			4.7	4.4	6.9	5.4	1.6	6.2										
4.3	4.2	4.7										3	206152	46040	55490	46003	38946	22853
										27080	44908	487472	40.2	38.7	44.4	39.8	35.2	33.5
												40.0						
18587	35850	366151																
			28.7	32.0	32.4	31.6	25.1	32.3										
27.8	35.5	30.1										4	90946	25095	23869	24729	18531	17130
										10915	18301	229516	17.7	21.1	19.1	21.4	16.8	25.1
												18.8						
34189	40025	562328																
			48.3	44.3	43.3	43.2	48.7	44.3										
51.1	39.6	46.2										5	23763	6898	4835	6829	7088	2961
										3067	5131	60572	4.6	5.8	3.9	5.9	6.4	4.3
												5.0						
10539	16929	209826																
			16.9	17.2	15.7	17.8	22.4	15.5										
15.8	16.8	17.2										Column	512981	118834	125114	115691	110632	68255
										66446	100362	1218315	42.1	9.8	10.3	9.5	9.1	5.6
												Total						
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Clinic/H	Other	Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship	ospital	Row	nce /Field ne ospital						
												1	2	3	4	5	6	7

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

			1	2	3	4	5	6	7	AH107S									
AH107Q	8	Total										1	2815	463	1520	1315	344	352	
			1	2654	807	568	1000		261	428	1219	8455		.6	.4	1.2	1.1	.3	.5
428	1015	6733		.5	.7	.5	.9		.4	.6	1.3	.7							
.6	1.0	.6																	
			2	6982	1640	2476	1638	128	940	1262	2857	2	5064	3841	3885	3132	2854	2971	
62	4152	18019		1.4	1.4	2.0	1.4	.1	1.4	1.9	2.9	2.1	1.0	3.2	3.1	2.7	2.6	4.3	
.1	4.2	1.5																	
			3	88168	19752	19024	22863	15140	7181	13226	30809	3	189649	31797	33151	34423	25106	11424	
9547	16976	198651		17.2	16.6	15.3	19.7	13.7	10.5	19.7	31.7	30.5	37.1	26.7	26.5	29.8	22.8	16.6	
14.3	17.1	16.3																	
			4	316761	68015	73682	62173	60552	42911	37286	40528	4	233245	60007	64004	57789	56477	41559	
41827	48904	714825		61.6	57.1	59.1	53.7	54.8	62.5	55.7	41.7	48.7	45.7	50.3	51.2	50.1	51.3	60.5	
62.5	49.4	58.7																	
			5	99284	28819	28831	28163	34586	17385	14767	21825	5	79755	23147	22348	18792	25392	12357	
15045	28015	280128		19.3	24.2	23.1	24.3	31.3	25.3	22.1	22.4	18.0	15.6	19.4	17.9	16.3	23.0	18.0	
22.5	28.3	23.0																	
			Column	513848	119033	124582	115836	110407	68677	66970	97238	Column	510527	119255	124908	115451	110172	68662	
66909	99063	1218356								5.5	8.0	Total	42.1	9.8	10.3	9.5	9.1	5.7	
5.5	8.1	100.0																	
Number of Missing Observations: 38125										Number of Missing Observations: 43298									

AH107R r.My supervisor enforces safety procedur by AH108 Work Environment										AH107T t.Leadership has provided adequate perso by AH108 Work Environment																			
Clinic/H	Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Row	AH107T	8	Total	1	2	3	4	5	6	7	AH107T	8	Total	1	2	3	4	5	6	7
Count Col Pct Office Shop Maintena Outdoors Flightli Ship										Count Col Pct Office Shop Maintena Outdoors Flightli Ship																			
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*IE-2008-007 Evaluation of the DoD Safety Program:
Active Duty Safety Survey Results*

5425	7810	1	29737	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									
									1935	4151	2	15315	4965	5652	6059	3907	2468
14003	22087	2	128349	25383	28220	25059	27163	13619	2.9	4.2	3.7	3.0	4.2	4.5	5.3	3.5	3.6
21.1	22.5	23.4	25.2	21.4	22.7	21.7	24.6	19.8									
									22498	37072	3	191653	37835	37987	37906	29033	18525
34128	48298	3	253108	59252	58741	56803	48408	31825	33.6	37.6	412509	37.6	31.8	30.5	33.1	26.3	26.9
51.4	49.1	48.7	49.7	49.9	47.3	49.3	43.9	46.2									
									34326	38207	4	247094	60239	63031	55383	54732	37624
10639	13546	4	77457	18411	22553	18672	16618	14276	51.2	38.8	590636	48.5	50.6	50.7	48.4	49.6	54.6
16.0	13.8	15.9	15.2	15.5	18.2	16.2	15.1	20.7									
									7597	15497	5	51086	14742	16512	12919	22070	9149
2263	6579	5	21083	6452	7682	8886	8646	4139	11.3	15.7	149570	10.0	12.4	13.3	11.3	20.0	13.3
3.4	6.7	5.4	4.1	5.4	6.2	7.7	7.8	6.0									
									66983	98498	Column	509576	119087	124428	114461	110423	68864
66458	98320	1211831	509734	118783	124144	115290	110221	68881	5.5	8.1	1212320	42.0	9.8	10.3	9.4	9.1	5.7
5.5	8.1	100.0	42.1	9.8	10.2	9.5	9.1	5.7									
									Total								
									5.5 8.1 100.0								
									Number of Missing Observations: 44161								

Number of Missing Observations: 44650

AH107X x.Personnel follow a regular lockout/tag by AH108 Work Environment

AH107V v.Job performance standards are higher f by AH108 Work Environment

v.Job performance standards are higher f by AH108 Work Environment										Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship		
Clinic/H Other		Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H Other		Row	nce		/Field	ne	ospital			
Row				nce	/Field	ne	ospital						1	2	3	4	5	6	7
AH107X		Total		1	2	3	4	5	6	7	Total		1	2	3	4	5	6	7
AH107V	8	Total		1	2	3	4	5	6	7	Total		1	2	3	4	5	6	7
1389	4092	28266		9256	3563	4781	3157	1768	262		28266		1.8	3.0	3.9	2.8	1.6	.4	
2665	5124	55293		4.7	3.6	6.0	4.4	3.9	3.5		2.3								
4.0	5.1	4.6																	
										2719	5337	47498		18976	4191	7052	5521	2238	1463
13496	14754	234140		20.4	17.3	17.6	18.1	22.7	19.5	4.1	5.3	3.9							
20.2	14.7	19.3																	
										41030	64485	688785		319698	58176	53123	74051	64795	13427
31982	55786	611156		51.2	52.8	49.4	46.9	48.7	44.6	61.8	64.5	57.0		63.0	49.0	43.3	64.6	58.7	19.6
47.9	55.6	50.4																	
										16988	16884	322049		122074	39687	40711	24514	29043	32149
15864	18444	247959		18.8	21.0	19.8	24.3	19.8	26.6	25.6	16.9	26.6		24.0	33.4	33.1	21.4	26.3	47.0
23.7	18.4	20.4																	
										4310	9132	122228		37709	13080	17145	7340	12466	21046
2816	6227	65256		24.250	6404	8861	7293	5426	3977	6.5	9.1	10.1		7.4	11.0	14.0	6.4	11.3	30.8
4.2	6.2	5.4		4.8	5.4	7.2	6.4	4.9	5.8										
										66435	99929	1208826		507713	118697	122813	114582	110310	68346
66824	100335	1213804		509768	119175	123465	114816	110348	69072	5.5	8.3	100.0		42.0	9.8	10.2	9.5	9.1	5.7
5.5	8.3	100.0		42.0	9.8	10.2	9.5	9.1	5.7										
										Number of Missing Observations: 47655									

Number of Missing Observations: 42678

AH107Y y.Safety training is part of every new p by AH108 Work Environment

AH107W w.My supervisor understands the safety p by AH108 Work Environment

Clinic/H Other										Clinic/H Other									
Count Col Pet		Office	Shop	Maintena		Outdoors	Flightli	Ship		Count Col Pet		Office	Shop	Maintena		Outdoors	Flightli	Ship	
Row		nce		/Field		ne		ospital		Row		nce		/Field		ne		ospital	
Total		1	2	3	4	5	6	7	8	Total		1	2	3	4	5	6	7	
AH107W										AH107Y									
8		Total								Total									
627		3572		1		4429		1306		1246		2194		680		1098		570	
		15152								25981		10132		1578		4289		3495	
										2.1		2.0		1.3		3.5		3.0	

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										2		189174	42217	41663	39556	41873	27460		
										24847	31407	438196							
1954	7333	2		34679	6400	8296	7524	1557	2883				37.2	35.3	33.5	34.2	37.8	39.7	
										37.4	32.1	36.2							
2.9	7.4	5.8																	
										28187	44982	3		212221	48979	50827	47359	43729	24828
										42.5	46.0	501113							
15757	35681	3		177506	35596	32757	43341	25643	11918				41.7	41.0	40.9	40.9	39.5	35.9	
										42.5	46.0	41.3							
23.5	36.2	31.3																	
										4961	8599	4		37799	14467	15387	15599	8858	8673
										7.5	8.8	114343							
33021	34244	4		217673	48501	51726	45385	52307	35008				7.4	12.1	12.4	13.5	8.0	12.5	
										49.3	34.8	9.4							
49.3	34.8	42.8																	
										1942	3164	5		12221	1799	4423	3926	1840	2723
										2.9	3.2	32038							
15726	16623	5		68405	26181	25502	15351	29732	18385				2.4	1.5	3.6	3.4	1.7	3.9	
										2.9	3.2	2.6							
23.5	16.9	17.9																	
										66351	97771	Column	508621	119428	124279	115738	110688	69152	
										5.5	8.1	1212027	Total	42.0	9.9	10.3	9.5	9.1	5.7
67028	98525	1208578	42.1	9.8	10.1	9.5	9.1	5.7											
5.5	8.2	Total	100.0						Number of Missing Observations: 44454										

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5.6	4.4	5.1	4.4	4.9	7.4	5.6	3.6	8.0									
									21087	44212	3	197310	42931	43674	47175	32294	18354
28358	54858	588596	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	228998	52194	53857	43985	54430	34328
25743	28646	420901	181339	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	34.8	35.8	31.6	31.9	32.6	39.5	39.1									
									9283	14803	5	59935	16417	15374	17514	18466	11738
7836	7751	112383	44831	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	Column Total	505504	118001	123521	114613	109381	69030
66322	98274	1207795	506272	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	100.0	41.9	9.8	10.2	9.5	9.1	5.7	Number of Missing Observations: 51856								

Number of Missing Observations: 48687

										AH107AF af.The system of preventive maintenance by AH108 Work Environment									
AH107AD ad.Leadership sets a positive safety exa by AH108 Work Environment										Count Col Pct Office Shop Maintena Outdoors Flightli Ship									
Clinic/H Other										Clinic/H Other									
Row										Row									
8 Total										8 Total									
AH107AD										AH107AF									
1 26149										3861 7884									
1280 2653										5.9 7.9									
1.9 2.7										2.2 2.2									
2 58001										23610 25187									
2813 3544										35.9 25.2									
4.2 3.5										4.8 4.8									
3 448158										26453 49749									
22838 46428										40.2 49.7									
34.4 46.5										37.1 37.1									
4 508197										8462 14048									
30374 34591										12.9 14.0									
45.8 34.7										42.1 42.1									
5 167642										3443 3198									
9015 12605										5.2 3.2									
13.6 12.6										13.9 13.9									
Column 506252										Column 504914									
66321 99821 1208148										65829 100067 1207757									
Total 41.9										Total 41.8									
5.5 8.3 100.0										5.5 8.3 100.0									
Number of Missing Observations: 48724										Number of Missing Observations: 48724									

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[illegible]

Number of Missing Observations: 50898

AH107AH ah.The safety officer(s) has high status by AH108 Work Environment

[illegible]

Number of Missing Observations: 51053

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										AH107AK ai.Hazards that are not fixed right away by AH108 Work Environment									
Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship			Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship		
Clinic/H	Other									Clinic/H	Other								
Row										Row									
8	Total	1	2	3	4	5	6	7	8	8	Total	1	2	3	4	5	6	7	
AH107AI										AH107AK									
6101	7919	112425	46455	11741	9994	8468	12354	9393	517	1627	13214	3807	858	3122	1776	820	686		
9.3	8.1	9.3	9.2	9.9	8.1	7.4	11.2	13.6	.8	1.7	1.1	.8	.7	2.5	1.5	.7	1.0		
25049	26633	389409	172085	33363	40779	32815	38317	20368	2617	4702	49980	17803	4689	6254	5195	6060	2660		
38.3	27.1	32.3	34.0	28.2	33.2	28.5	34.8	29.5	4.0	4.8	4.1	3.5	4.0	5.0	4.5	5.5	3.9		
25105	47137	520312	231839	51585	47599	49233	42720	25094	22147	43131	476479	223412	48211	48511	43673	29779	17614		
									33.8	43.8	39.5	44.2	40.9	39.1	37.8	27.1	25.6		

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									4	191677	41054	36988	30649	45171	27369	
									427532							
									37.9	34.7	30.1	26.6	41.0	40.1		
32297	37543	537722	42.6	44.1	42.6	44.2	53.2	55.7	38.4	29.8	35.5					
49.3	38.1	44.6														
									5	53098	10391	8107	11068	14929	10020	
									125420							
7908	11539	128570	45528	12168	13296	13854	14803	9473	9161	8645	10.5	8.8	6.6	9.6	13.5	14.7
12.1	11.7	10.7	9.0	10.3	10.7	12.0	13.5	13.8	13.8	8.9	10.4					
									Column	506008	118233	122783	115099	110268	68277	
									97589	1204833						
									Total	42.0	9.8	10.2	9.6	9.2	5.7	
65486	98542	1205964	505784	117869	123911	115608	110008	68755	5.5	8.1	100.0					
5.4	8.2	100.0	41.9	9.8	10.3	9.6	9.1	5.7	Number of Missing Observations: 51649							

Number of Missing Observations: 50517

 --AH107AN an.Personnel are afraid to report safety by AH108 Work Environment

AH107AL al.It is well known that leadership igno by AH108 Work Environment										Count Col Pct		Office	Shop	Maintena	Outdoors	Flightli	Ship		
Clinic/H Other										Row	Total		1	2	3	4	5	6	7
Row										Total		1	2	3	4	5	6	7	
AH107AL										Total		1	2	3	4	5	6	7	
AH107AL										8351	10072	1	65842	13432	12062	11998	13310	9869	
7050	7015	116958	51741	10354	9607	9515	13601	8076	12.6	10.1	12.0	13.0	11.4	9.8	10.5	12.1	14.3		
10.6	7.0	9.7	10.2	8.7	7.8	8.3	12.3	11.7											
										27413	31808	2	185738	35891	39104	35367	42786	27891	
21059	26122	341766	150242	28380	31252	28930	34662	21117	41.3	31.9	35.3	36.8	30.5	31.6	30.9	38.9	40.5		
31.7	26.1	28.3	29.6	23.9	25.3	25.2	31.4	30.7											
										23499	46182	3	209129	49475	53147	49993	40341	21258	
28967	54552	574253	248032	58148	59995	53971	45788	24800	35.4	46.4	40.9	41.4	42.1	43.0	43.7	36.7	30.9		
43.5	54.5	47.5	48.9	49.0	48.6	47.0	41.5	36.0											
										5511	8105	4	34750	14394	13481	14138	10073	6744	
6690	8478	130604	43437	17703	15110	15744	12216	11225	8.3	8.1	8.9	6.9	12.2	10.9	12.4	9.2	9.8		
10.1	8.5	10.8	8.6	14.9	12.2	13.7	11.1	16.3											
										1676	3417	5	9077	4456	5803	2978	3539	3022	
2752	3964	45931	13520	4046	7505	6554	3988	3602	2.5	3.4	2.8	1.8	3.8	4.7	2.6	3.2	4.4		
4.1	4.0	3.8	2.7	3.4	6.1	5.7	3.6	5.2											
										66451	99584	Column Total	504537	117649	123597	114473	110048	68784	
66519	100132	1209512	506972	118632	123469	114714	110256	68820	5.5	8.3	100.0	41.9	9.8	10.3	9.5	9.1	5.7		
5.5	8.3	100.0	41.9	9.8	10.2	9.5	9.1	5.7	Number of Missing Observations: 51358										

Number of Missing Observations: 46969

AH107AO ao.My supervisor always investigates saf by AH108 Work Environment

AH107AM Clinic/H Other										Count Col Pct		AH107AO Clinic/H Other									
Count Col Pct										Count Col Pct		Count Col Pct									
Office Shop Maintena Outdoors Flightli Ship										Office Shop Maintena Outdoors Flightli Ship		Office Shop Maintena Outdoors Flightli Ship									
Clinic/H Other										Clinic/H Other		Clinic/H Other									
Row										Row		Row									
Total										Total		Total									
AH107AM										AH107AO											
1										1		1									
747										747		747									
1.1										1.1		1.1									
2										2		2									
3928										3928		3928									
5.9										5.9		5.9									
3										3		3									
27199										27199		27199									
40.9										40.9		40.9									
29227										29227		29227									

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43.9	31.7	38.4	37.9	40.4	37.8	34.9	39.8	47.5										
									1473	2950	42543	5	12246	4312	8313	4592	4502	4154
									2.2	3.0	3.5	2.4	3.6	6.7	4.0	4.1	6.1	
8531	12543	133364	53098	11359	13893	11465	13781	8694										
12.8	12.8	11.1	10.5	9.6	11.3	10.0	12.5	12.8										
									66530	98613	1206903	Column Total	506015	118357	123908	115091	109897	68491
66565	98134	1203851	504879	118667	122834	114980	109981	67811	5.5	8.2	100.0	41.9	9.8	10.3	9.5	9.1	5.7	
5.5	8.2	100.0	Total	41.9	9.9	10.2	9.6	9.1	5.6	Number of Missing Observations: 49578								
									Number of Missing Observations: 52631									
									AH107AR ar.Leadership insists that supervisors t by AH108 Work Environment									
AH107AP ap.Ventilation, lighting, noise, and oth by AH108 Work Environment									Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship			
Clinic/H	Other								Clinic/H	Other								
Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship			Row									
Row	1	2	3	4	5	6	7	8	Total	1	2	3	4	5	6	7		
8	Total																	
AH107AP									428	1551	11011	3601	807	2888	1170	254	311	
1934	3039	34615	9258	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	28910	2	9361	2834	5054	3222	3132	2265
4173	9613	104916	34623	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										
									21550	43423	434634	3	191785	43113	39970	44844	32984	16965
17010	40798	411404	176975	39359	41687	42358	34967	18250	33.0	43.6	36.1	37.9	36.6	32.3	39.0	30.0	24.8	
25.8	40.7	34.1	34.9	33.3	33.7	36.9	31.8	26.7										
									32993	37840	547750	4	225895	52827	57474	49234	53544	37942
35060	38219	538156	236885	50673	51846	46610	46715	32148	50.5	38.0	45.4	44.6	44.9	46.5	42.8	48.7	55.4	
53.2	38.1	44.6	46.7	42.9	41.9	40.6	42.5	47.1										
									9385	14662	183246	5	75337	18077	18175	16497	20104	11008
7759	8555	118813	49242	12387	11288	10550	11802	7231	14.4	14.7	15.2	14.9	15.4	14.7	14.3	18.3	16.1	
11.8	8.5	9.8	9.7	10.5	9.1	9.2	10.7	10.6										
									65365	99510	1205550	Column Total	505979	117657	123561	114968	110019	68491
65936	100223	1207904	506983	118210	123685	114720	109910	68237	5.4	8.3	100.0	42.0	9.8	10.2	9.5	9.1	5.7	
5.5	8.3	100.0	Total	42.0	9.8	10.2	9.5	9.1	5.6	Number of Missing Observations: 50931								
									Number of Missing Observations: 48578									
									AH107AS as.Leadership annually sets safety goals by AH108 Work Environment									
AH107AQ aq.A lot of personnel don't use the pers by AH108 Work Environment									Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship			
Clinic/H	Other								Clinic/H	Other								
Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship			Row									
Row	1	2	3	4	5	6	7	8	Total	1	2	3	4	5	6	7		
8	Total																	
AH107AQ									749	2197	22682	6655	2947	4218	3457	1479	980	
7220	8009	100468	40347	10261	7888	8830	12449	5465	1.1	2.2	1.9	1.3	2.5	3.4	3.0	1.4	1.4	
10.9	8.1	8.3	8.0	8.7	6.4	7.7	11.3	8.0										
									2672	7666	78304	2	26742	6289	12504	7624	8483	6325
25595	26580	372115	153523	35317	38874	27481	41333	23412	4.0	7.8	6.5	5.3	5.3	10.2	6.7	7.7	9.3	
38.5	27.0	30.8	30.3	29.8	31.4	23.9	37.6	34.2										
									26841	48928	574980	3	254878	57479	56542	59864	44475	28702
21598	48436	502689	243204	48063	43429	45782	32212	19966	40.5	49.6	47.9	50.6	46.3	46.1	52.7	40.6	42.4	
32.5	49.1	41.7	48.1	40.6	35.0	39.8	29.3	29.2										
									26732	28823	396931	4	168768	39975	36833	32213	38778	24808
10644	12639	189088	56694	20404	25405	28406	19403	15493	40.4	29.2	33.1	33.5	33.8	30.0	28.4	35.4	36.6	
16.0	12.8	15.7	11.2	17.2	20.5	24.7	17.7	22.6										

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

9242	10934	5	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									
									Column 506742 118689 123496 115060 109755 68914								
66236	98548	1200446	503888	118166	122756	113538	109541	67773	66633	98200	1207489						
5.5	8.2	100.0	42.0	9.8	10.2	9.5	9.1	5.6	5.5	8.1	100.0	42.0	9.8	10.2	9.5	9.1	5.7
									Number of Missing Observations: 48992								
Number of Missing Observations: 56035																	
AH107AT at.Personnel rarely take part in the dev by AH108 Work Environment									AH107AV av.Most off-duty vehicular accidents are by AH108 Work Environment								

IE-2008-007 Evaluation of the DoD Safety Program:
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										3.6	4.2	3.3	2.5	4.0	5.1	3.8	2.6	4.3
										66360	98429	1207849	506770	118383	123779	115036	110066	69027
										5.5	8.1	100.0	42.0	9.8	10.2	9.5	9.1	5.7
										</								

Appendix H – Response Distributions by Service

AH107A a.It is common for personnel to take par by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1	9502 2.2	3869 1.2	2944 1.9	5983 1.7	22298 1.8	
2	30015 7.0	20308 6.2	10024 6.6	20653 6.0	81000 6.5	
3	115620 27.0	75254 22.8	38179 25.1	73373 21.4	302427 24.2	
4	205587 48.1	163743 49.7	74773 49.2	177980 51.9	622084 49.7	
5	66843 15.6	66214 20.1	26174 17.2	64868 18.9	224099 17.9	
Column Total	427567 34.2	329388 26.3	152094 12.1	342858 27.4	1251907 100.0	

Number of Missing Observations: 4574

AH107B b.There is frequent contact and communic by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1	25352 5.9	13200 4.0	5391 3.5	17995 5.2	61938 5.0	
2	64626 15.1	40670 12.4	11187 7.4	43071 12.6	159554 12.8	
3	98485 23.0	63576 19.4	36054 23.7	72199 21.1	270313 21.6	
4	186110 43.5	159313 48.6	74615 49.1	158249 46.2	578288 46.3	
5	53040 12.4	50800 15.5	24771 16.3	51379 15.0	179990 14.4	
Column Total	427614 34.2	327559 26.2	152018 12.2	342893 27.4	1250084 100.0	

Number of Missing Observations: 6397

AH107C c.Safety takes a back seat to performing by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1	72279 16.9	71337 21.8	25849 17.0	83670 24.5	253135 20.3	
2	150648 35.3	121188 37.0	56154 37.0	142101 41.6	470091 37.7	
3	118595 27.8	79866 24.4	41503 27.4	73069 21.4	313033 25.1	
4	60518 14.2	42389 12.9	21984 14.5	31638 9.3	156529 12.5	
5	24460 5.7	13022 4.0	6165 4.1	11389 3.3	55036 4.4	
Column Total	426500 34.2	327802 26.3	151654 12.2	341867 27.4	1247823 100.0	

Number of Missing Observations: 8659

AH107D d.Personnel often get involved in develo by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1						
2						
3						
4						
5						
Column Total						

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1	15410 3.6	11274 3.4	4937 3.3	10163 3.0	41784 3.4	
2	60999 14.3	37652 11.5	13090 8.7	41098 12.0	152839 12.3	
3	158232 37.2	115989 35.5	56540 37.5	126921 37.2	457681 36.8	
4	157351 37.0	135187 41.3	63821 42.3	138334 40.5	494694 39.7	
5	33231 7.8	26992 8.3	12429 8.2	24971 7.3	97623 7.8	
Column Total	425223 34.2	327095 26.3	150818 12.1	341486 27.4	1244621 100.0	

Number of Missing Observations: 11860

AH107E e.My supervisor maintains a high job saf by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1	12700 3.0	4981 1.5	2870 1.9	5074 1.5	25625 2.1	
2	27518 6.5	16321 5.0	5969 3.9	11315 3.3	61123 4.9	
3	129435 30.4	87523 26.7	43664 28.9	88743 25.9	349366 28.0	
4	189239 44.4	152857 46.6	66349 43.8	162234 47.4	570679 45.7	
5	67152 15.8	66332 20.2	32481 21.5	74853 21.9	240817 19.3	
Column Total	426044 34.1	328014 26.3	151333 12.1	342219 27.4	1247610 100.0	

Number of Missing Observations: 8872

AH107F f.Detailed inspections of the base and f by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1	18325 4.3	6939 2.1	6778 4.5	5882 1.7	37924 3.1	
2	51168 12.0	24136 7.4	13305 8.8	18592 5.5	107200 8.6	
3	178963 42.1	124800 38.2	59561 39.5	115332 33.9	478656 38.5	
4	142016 33.4	131954 40.4	55027 36.5	155481 45.8	484478 39.0	
5	34737 8.2	38756 11.9	16054 10.7	44448 13.1	133995 10.8	
Column Total	425210 34.2	326585 26.3	150724 12.1	339734 27.3	1242253 100.0	

Number of Missing Observations: 14228

AH107G g.Leadership's views on the importance o by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e	Forc	Row Total
1	2	3	4			
1	38597 9.1	31539 9.7	16087 10.6	46960 13.8	133184 10.7	
2	128984 30.4	107961 33.1	53637 35.5	134212 39.5	424794 34.2	
3	147346 34.8	97838 30.0	47498 31.4	88231 26.0	380912 30.7	
Column Total						

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

4	86274 20.4	70956 21.8	27112 17.9	54558 16.1	238900 19.3
5	22636 5.3	17925 5.5	6730 4.5	15665 4.6	62956 5.1
Column Total	423838 34.2	326219 26.3	151065 12.2	339625 27.4	1240747 100.0

Number of Missing Observations: 15735

AH107H h.Safety meetings are held less often th by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine C orps	Air Forc e	Row Total
1	39550 9.3	29582 9.1	19745 13.1	43059 12.7	131937 10.6
2	116748 27.5	106464 32.7	46681 30.9	114980 33.8	384873 31.0
3	168752 39.8	125749 38.6	61966 41.0	126020 37.0	482487 38.9
4	77337 18.2	50577 15.5	17546 11.6	41718 12.3	187177 15.1
5	22136 5.2	13065 4.0	5051 3.3	14390 4.2	54642 4.4
Column Total	424523 34.2	325436 26.2	150989 12.2	340167 27.4	1241115 100.0

Number of Missing Observations: 15366

AH107I i.Good teamwork exists within our unit. by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine C orps	Air Forc e	Row Total
1	28449 6.7	15095 4.6	6523 4.3	19094 5.6	69160 5.6
2	53527 12.6	29000 8.9	10688 7.1	32634 9.6	125847 10.1
3	113605 26.8	78229 24.0	39940 26.5	81163 23.9	312936 25.2
4	177820 42.0	154178 47.2	70528 46.8	157572 46.4	560098 45.2
5	50413 11.9	49987 15.3	23113 15.3	48859 14.4	172372 13.9
Column Total	423814 34.2	326488 26.3	150791 12.2	339320 27.4	1240414 100.0

Number of Missing Observations: 16067

AH107J j.Leadership shows that it cares about p by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine C orps	Air Forc e	Row Total
1	26794 6.3	8863 2.7	5842 3.9	11817 3.5	53316 4.3
2	34914 8.2	18913 5.8	8238 5.5	18408 5.5	80473 6.5
3	121148 28.6	77571 23.9	39013 26.0	84043 24.9	321775 26.0
4	181005 42.7	158360 48.7	68328 45.5	153961 45.6	561654 45.4
5	60384 14.2	61291 18.9	28875 19.2	69424 20.6	219974 17.8
Column Total	424245 34.3	324998 26.3	150296 12.1	337652 27.3	1237192 100.0

Number of Missing Observations: 19290

AH107K k.I can protect myself and other personn by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine C orps	Air Forc e	Row Total
1	5824 1.4	1790 .5	1098 .7	860 .3	9572 .8
2	5372 1.3	4060 1.2	1454 1.0	5215 1.5	16101 1.3
3	62901 14.9	48570 14.9	23929 15.9	47797 14.1	183197 14.8
4	226761 53.7	173746 53.2	79403 52.8	192292 56.7	672201 54.3
5	121660 28.8	98459 30.1	44619 29.6	93131 27.4	357869 28.9
Column Total	422518 34.1	326625 26.4	150503 12.1	339294 27.4	1238940 100.0

Number of Missing Observations: 17541

AH107L l.My supervisor's behavior often goes ag by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine C orps	Air Forc e	Row Total
1	78819 18.6	72656 22.3	39589 26.3	108943 32.2	300007 24.2
2	180954 42.8	151269 46.4	64280 42.7	150409 44.5	546912 44.2
3	120326 28.4	72758 22.3	36905 24.5	62845 18.6	292833 23.7
4	31737 7.5	22728 7.0	6286 4.2	11833 3.5	72584 5.9
5	11112 2.6	6871 2.1	3324 2.2	4017 1.2	25324 2.0
Column Total	422948 34.2	326281 26.4	150384 12.2	338047 27.3	1237660 100.0

Number of Missing Observations: 18821

AH107M m.Designated personnel are well trained by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine C orps	Air Forc e	Row Total
1	15694 3.7	6683 2.0	3814 2.5	7006 2.1	33196 2.7
2	43555 10.3	22389 6.9	9471 6.3	17438 5.2	92852 7.5
3	159049 37.8	94498 29.0	57223 38.0	113122 33.5	423892 34.3
4	155010 36.8	152258 46.7	62145 41.3	155344 45.9	524758 42.5
5	47565 11.3	50179 15.4	17760 11.8	45206 13.4	160711 13.0
Column Total	420874 34.1	326007 26.4	150412 12.2	338116 27.4	1235409 100.0

Number of Missing Observations: 21072

AH107N n.Leadership has published a written pol by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine C orps	Air Forc e	Row Total
1	10226 2.4	4368 1.3	3172 2.1	5383 1.6	23149 1.9
2	22315 5.3	17767 5.5	5362 3.6	12342 3.6	57786 4.7

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

3	132550 31.4	98184 30.2	48210 32.5	91841 27.2	370785 30.1
4	189041 44.8	153110 47.2	62454 42.1	164563 48.7	569168 46.2
5	67636 16.0	51295 15.8	29281 19.7	64060 18.9	212273 17.2
Column Total	421768 34.2	324723 26.3	148479 12.0	338189 27.4	1233160 100.0

Number of Missing Observations: 23321

AH107O o.Near miss accidents/incidents are thor by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine Corps	Air Force	Row Total
1	18109 4.3	6202 1.9	2942 2.0	5518 1.6	32771 2.7
2	34299 8.2	18705 5.8	7395 5.0	17809 5.3	78207 6.4
3	192862 46.0	108973 33.7	65336 43.7	137712 41.1	504883 41.1
4	130051 31.0	134489 41.6	50348 33.7	126881 37.8	441770 36.0
5	44199 10.5	55026 17.0	23363 15.6	47454 14.1	170042 13.9
Column Total	419521 34.2	323395 26.3	149384 12.2	335374 27.3	1227673 100.0

Number of Missing Observations: 28808

AH107P p.Leadership does no more than the law r by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine Corps	Air Force	Row Total
1	26157 6.2	22874 7.1	13569 9.1	35707 10.6	98307 8.0
2	101381 24.1	96382 29.8	43415 29.3	104095 30.8	345273 28.1
3	179881 42.7	121857 37.7	59356 40.0	131515 38.9	492609 40.0
4	90208 21.4	68593 21.2	25343 17.1	49382 14.6	233526 19.0
5	23624 5.6	13673 4.2	6721 4.5	17110 5.1	61127 5.0
Column Total	421251 34.2	323378 26.3	148403 12.1	337809 27.4	1230842 100.0

Number of Missing Observations: 25640

AH107Q q.I understand the safety regulations re by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine Corps	Air Force	Row Total
1	3192 .8	1171 .4	1389 .9	981 .3	6733 .5
2	8916 2.1	3435 1.1	1068 .7	4842 1.4	18262 1.5
3	79958 19.0	46783 14.4	24529 16.5	50214 14.8	201485 16.4
4	242248 57.7	192088 59.3	85019 57.3	201672 59.6	721027 58.6
5	85874 20.4	80458 24.8	36285 24.5	80618 23.8	283235 23.0
Column Total	420188 34.1	323936 26.3	148290 12.0	338327 27.5	1230741 100.0

Number of Missing Observations: 25740

AH107R r.My supervisor enforces safety procedur by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine Corps	Air Force	Row Total
1	5726 1.4	2361 .7	1770 1.2	1572 .5	11429 .9
2	13774 3.3	8219 2.6	2461 1.7	4811 1.4	29264 2.4
3	124463 29.6	76382 23.7	37966 25.6	76324 22.6	315134 25.6
4	213243 50.7	172749 53.6	76503 51.5	180228 53.4	642723 52.3
5	63598 15.1	62425 19.4	29790 20.1	74348 22.0	230161 18.7
Column Total	420804 34.2	322135 26.2	148490 12.1	337283 27.5	1228712 100.0

Number of Missing Observations: 27770

AH107S s.Standardized precautions are used by p by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine Corps	Air Force	Row Total
1	4307 1.0	2136 .7	1154 .8	974 .3	8571 .7
2	11407 2.7	7154 2.2	2262 1.5	5042 1.5	25865 2.1
3	144776 34.7	76101 23.6	47374 32.0	106019 31.5	374270 30.6
4	195341 46.8	171840 53.3	68103 46.0	160665 47.8	595949 48.7
5	61300 14.7	65412 20.3	29314 19.8	63734 18.9	219760 17.9
Column Total	417131 34.1	322643 26.4	148207 12.1	336435 27.5	1224416 100.0

Number of Missing Observations: 32066

AH107T t.Leadership has provided adequate perso by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine Corps	Air Force	Row Total
1	10720 2.6	4561 1.4	3213 2.2	5543 1.7	24037 2.0
2	30511 7.3	13154 4.1	6998 4.7	13669 4.1	64332 5.3
3	159656 38.2	91558 28.5	48085 32.6	107215 31.9	406513 33.2
4	164128 39.2	157753 49.1	65988 44.7	151827 45.2	539697 44.1
5	53317 12.7	54400 16.9	23310 15.8	57422 17.1	188449 15.4
Column Total	418333 34.2	321425 26.3	147594 12.1	335676 27.4	1223028 100.0

Number of Missing Observations: 33453

AH107U u.Awards and recognition programs used i by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine Corps	Air Force	Row Total
1	23904 5.8	24130 7.5	9890 6.7	22378 6.6	80302 6.6
2	78188	86098	35639	85378	285303

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Active Duty Safety Survey Results*

		18.8	26.8	24.1	25.4	23.4
3	Count	203689	151739	74499	166139	596065
	Col Pct	49.0	47.2	50.5	49.4	48.8
4	Count	81751	47401	19456	45042	193650
	Col Pct	19.7	14.7	13.2	13.4	15.9
5	Count	28002	12048	8130	17664	65845
	Col Pct	6.7	3.7	5.5	5.2	5.4
Column	Count	415535	321416	147614	336600	1221165
Total	Col Pct	34.0	26.3	12.1	27.6	100.0

Number of Missing Observations: 35316

AH107V v.Job performance standards are higher f by XSVC Imputed Service

	Count	Army	Navy	Marine Corps	Air Force	Row
	Col Pct					Total
		1	2	3	4	
1	Count	15971	15934	6246	17741	55892
	Col Pct	3.8	5.0	4.2	5.3	4.6
2	Count	64962	69442	26412	74672	235488
	Col Pct	15.6	21.6	17.9	22.2	19.3
3	Count	212159	157888	78860	165711	614617
	Col Pct	50.9	49.1	53.3	49.3	50.3
4	Count	97561	63905	27751	61860	251077
	Col Pct	23.4	19.9	18.8	18.4	20.5
5	Count	26448	14344	8645	16399	65836
	Col Pct	6.3	4.5	5.8	4.9	5.4
Column	Count	417100	321514	147913	336383	1222910
Total	Col Pct	34.1	26.3	12.1	27.5	100.0

Number of Missing Observations: 33571

AH107W w.My supervisor understands the safety p by XSVC Imputed Service

	Count	Army	Navy	Marine Corps	Air Force	Row
	Col Pct					Total
		1	2	3	4	
1	Count	8059	2983	2073	2275	15390
	Col Pct	1.9	.9	1.4	.7	1.3
2	Count	20696	9983	2971	10802	44452
	Col Pct	5.0	3.1	2.0	3.2	3.6
3	Count	165068	103046	47562	99831	415507
	Col Pct	39.6	32.2	32.1	29.7	34.0
4	Count	181657	161218	74332	178073	595280
	Col Pct	43.6	50.4	50.2	52.9	48.8
5	Count	40881	42833	21093	45635	150442
	Col Pct	9.8	13.4	14.2	13.6	12.3
Column	Count	416362	320062	148032	336616	1221071
Total	Col Pct	34.1	26.2	12.1	27.6	100.0

Number of Missing Observations: 35410

AH107X x.Personnel follow a regular lockout/tag by XSVC Imputed Service

	Count	Army	Navy	Marine Corps	Air Force	Row
	Col Pct					Total
		1	2	3	4	
1	Count	13973	4026	3247	7248	28494
	Col Pct	3.4	1.3	2.2	2.2	2.3
2	Count	24292	8216	6108	8999	47615
	Col Pct	5.9	2.6	4.2	2.7	3.9
3	Count	283640	125054	91381	195021	695096
	Col Pct	68.3	39.0	62.1	58.1	57.1
4	Count	75753	119111	33396	94847	323108
	Col Pct	18.3	37.2	22.7	28.3	26.5
5	Count	17331	63842	12909	29539	123620
	Col Pct	4.2	19.9	8.8	8.8	10.1
Column	Count	414988	320249	147041	335654	1217933
Total	Col Pct	34.1	26.3	12.1	27.6	100.0

Number of Missing Observations: 38549

AH107Y y.Safety training is part of every new p by XSVC Imputed Service

	Count	Army	Navy	Marine Corps	Air Force	Row
	Col Pct					Total
		1	2	3	4	
1	Count	16031	3033	3419	3680	26162
	Col Pct	3.9	.9	2.3	1.1	2.1
2	Count	40373	14013	9963	7778	72128
	Col Pct	9.7	4.4	6.8	2.3	5.9
3	Count	161989	86232	48599	84311	381131
	Col Pct	39.0	27.0	33.1	25.1	31.3
4	Count	151233	142490	60929	165872	520523
	Col Pct	36.4	44.6	41.5	49.4	42.7
5	Count	45475	73812	23982	74471	217740
	Col Pct	11.0	23.1	16.3	22.2	17.9
Column	Count	415100	319581	146893	336111	1217685
Total	Col Pct	34.1	26.2	12.1	27.6	100.0

Number of Missing Observations: 38797

AH107Z z.I believe leadership is sincere in its by XSVC Imputed Service

	Count	Army	Navy	Marine Corps	Air Force	Row
	Col Pct					Total
		1	2	3	4	
1	Count	9638	2853	2211	4302	19004
	Col Pct	2.3	.9	1.5	1.3	1.6
2	Count	23545	11332	5384	12472	52732
	Col Pct	5.7	3.5	3.6	3.7	4.3
3	Count	137719	77727	42027	82544	340018
	Col Pct	33.1	24.1	28.3	24.6	27.8
4	Count	181534	161499	65022	161128	569182
	Col Pct	43.6	50.1	43.8	47.9	46.5
5	Count	63908	68825	33682	75596	242011
	Col Pct	15.3	21.4	22.7	22.5	19.8
Column	Count	416344	322235	148325	336043	1222947
Total	Col Pct	34.0	26.3	12.1	27.5	100.0

Number of Missing Observations: 33535

AH107AA aa.My supervisor seldom acts on personnel by XSVC Imputed Service

	Count	Army	Navy	Marine Corps	Air Force	Row
	Col Pct					Total
		1	2	3	4	
1	Count	33176	33879	13465	46021	126541
	Col Pct	8.0	10.5	9.1	13.7	10.4
2	Count	130725	122302	54973	131895	439895
	Col Pct	31.6	37.9	37.2	39.3	36.1
3	Count	194992	122062	61587	127208	505850
	Col Pct	47.1	37.9	41.6	37.9	41.5
4	Count	42859	35266	12553	24493	115172
	Col Pct	10.4	10.9	8.5	7.3	9.4
5	Count	11923	8793	5307	6196	32219
	Col Pct	2.9	2.7	3.6	1.8	2.6
Column	Count	413675	322303	147885	335814	1219677
Total	Col Pct	33.9	26.4	12.1	27.5	100.0

Number of Missing Observations: 36804

AH107AB ab.Emergency response-related procedures by XSVC Imputed Service

	Count	Army	Navy	Marine Corps	Air Force	Row
	Col Pct					Total
		1	2	3	4	
1	Count	28963	37976	13818	39693	120450
	Col Pct	7.0	11.8	9.4	11.9	9.9

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

2	106193 25.7	123143 38.2	41407 28.1	120491 36.0	391234 32.1
3	183712 44.4	113113 35.1	68555 46.6	128128 38.3	493508 40.5
4	74787 18.1	37183 11.5	18020 12.2	37898 11.3	167888 13.8
5	20081 4.9	11283 3.5	5420 3.7	8029 2.4	44813 3.7
Column Total	413737 34.0	322698 26.5	147220 12.1	334239 27.4	1217893 100.0

Number of Missing Observations: 38588

AH107AC ac.The work of the command safety office by XSVC
Imputed Service

	Count Col Pct	Army	Navy	Marine orps	C e	Air e	Forc	Row Total
1		1	2	3		4		
1	11391 2.8	5779 1.8	2007 1.4	5649 1.7				24826 2.0
2	24147 5.9	15112 4.7	8855 6.0	13188 3.9				61301 5.0
3	218556 53.1	136198 42.4	70698 48.1	167673 50.1				593125 48.8
4	125681 30.5	127072 39.6	50624 34.4	119054 35.6				422432 34.8
5	31762 7.7	37034 11.5	14847 10.1	29282 8.7				112924 9.3
Column Total	411537 33.9	321194 26.4	147031 12.1	334846 27.6				1214608 100.0

Number of Missing Observations: 41873

AH107AD ad.Leadership sets a positive safety exa by XSVC
Imputed Service

	Count Col Pct	Army	Navy	Marine orps	C e	Air e	Forc	Row Total
1		1	2	3		4		
1	12160 2.9	5080 1.6	2621 1.8	6469 1.9				26330 2.2
2	23755 5.7	14069 4.4	7924 5.4	12501 3.7				58249 4.8
3	169991 41.1	112107 35.0	54138 36.9	115615 34.5				451851 37.2
4	159907 38.7	142816 44.6	61703 42.0	146108 43.7				510533 42.0
5	47646 11.5	45947 14.4	20482 13.9	53953 16.1				168029 13.8
Column Total	413459 34.0	320019 26.3	146868 12.1	334646 27.5				1214992 100.0

Number of Missing Observations: 41489

AH107AE ae.My supervisor has successfully fit sa by XSVC
Imputed Service

	Count Col Pct	Army	Navy	Marine orps	C e	Air e	Forc	Row Total
1		1	2	3		4		
1	5980 1.5	2677 .8	1944 1.3	2236 .7				12836 1.1
2	19060 4.6	11988 3.7	5892 4.0	8556 2.6				45495 3.8
3	176385 42.9	106608 33.2	57922 39.5	109008 32.7				449923 37.1
4	163658 39.8	152482 47.5	60886 41.5	161843 48.6				538869 44.5
5	45603 11.1	47559 14.8	19924 13.6	51217 15.4				164303 13.6
Column Total	410687 33.9	321313 26.5	146566 12.1	332860 27.5				1211426 100.0

Number of Missing Observations: 45055

AH107AF af.The system of preventive maintenance by XSVC Imputed
Service

	Count Col Pct	Army	Navy	Marine orps	C e	Air e	Forc	Row Total
1		1	2	3		4		
1	20233 4.9	30479 9.5	12827 8.8	28565 8.6				92103 7.6
2	112085 27.1	113257 35.4	42308 29.0	103331 31.0				370981 30.6
3	189763 45.8	120277 37.5	66886 45.8	152101 45.6				529027 43.6
4	70694 17.1	42917 13.4	16741 11.5	39568 11.9				169919 14.0
5	21380 5.2	13413 4.2	7173 4.9	9886 3.0				51851 4.3
Column Total	414154 34.1	320342 26.4	145935 12.0	333451 27.5				1213881 100.0

Number of Missing Observations: 42600

AH107AG ag.Leadership regularly participates in by XSVC Imputed
Service

	Count Col Pct	Army	Navy	Marine orps	C e	Air e	Forc	Row Total
1		1	2	3		4		
1	11097 2.7	3701 1.2	3408 2.3	5362 1.6				23568 1.9
2	36293 8.8	19978 6.2	7593 5.2	21305 6.4				85169 7.0
3	200182 48.6	127329 39.8	68463 46.7	145040 43.6				541014 44.7
4	132548 32.2	134128 41.9	52073 35.5	124579 37.5				443329 36.6
5	31950 7.8	35164 11.0	14957 10.2	36217 10.9				118287 9.8
Column Total	412070 34.0	320300 26.4	146494 12.1	332503 27.4				1211367 100.0

Number of Missing Observations: 45114

AH107AH ah.The safety officer(s) has high status by XSVC
Imputed Service

	Count Col Pct	Army	Navy	Marine orps	C e	Air e	Forc	Row Total
1		1	2	3		4		
1	19924 4.8	9044 2.8	4783 3.3	10293 3.1				44044 3.6
2	48968 11.8	26062 8.2	14478 10.0	30508 9.2				120016 9.9
3	227349 55.0	149819 46.9	76250 52.6	173500 52.0				626919 51.8
4	89916 21.8	98473 30.8	37438 25.8	90801 27.2				316628 26.1
5	27089 6.6	36313 11.4	12052 8.3	28235 8.5				103689 8.6
Column Total	413246 34.1	319711 26.4	145002 12.0	333337 27.5				1211296 100.0

Number of Missing Observations: 45185

AH107AI ai.Hazards that are not fixed right away by XSVC
Imputed Service

	Count Col Pct	Army	Navy	Marine orps	C e	Air e	Forc	Row Total
1		1	2	3		4		
1	28687 7.0	35351 11.1	13578 9.3	35116 10.6				112732 9.3

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

2	112671 27.4	115128 36.0	46202 31.6	116248 34.9	390250 32.2
3	194187 47.2	122682 38.4	66851 45.7	139164 41.8	522884 43.2
4	62359 15.2	36031 11.3	14935 10.2	35431 10.6	148756 12.3
5	13633 3.3	10497 3.3	4699 3.2	6743 2.0	35572 2.9
Column Total	411537 34.0	319690 26.4	146265 12.1	332702 27.5	1210193 100.0

Number of Missing Observations: 46288

AH107AJ aj.Personnel take part when accident or by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	7005 1.7	2014 .6	1437 1.0	6331 1.9	16787 1.4
2	24752 6.0	14614 4.6	5255 3.6	10301 3.1	54922 4.5
3	193545 47.0	125861 39.4	64756 44.2	149308 44.9	533471 44.1
4	155826 37.8	144193 45.1	59069 40.3	135042 40.7	494131 40.8
5	31046 7.5	33055 10.3	15911 10.9	31221 9.4	111233 9.2
Column Total	412173 34.0	319737 26.4	146430 12.1	332204 27.4	1210544 100.0

Number of Missing Observations: 45937

AH107AK ak.The training provided through my supe by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	7457 1.8	1857 .6	1526 1.0	2373 .7	13214 1.1
2	21228 5.1	11941 3.7	5241 3.6	11871 3.6	50282 4.2
3	185733 45.0	111422 34.9	59079 40.4	123374 37.0	479608 39.6
4	164679 39.9	155239 48.7	62243 42.6	156723 47.1	538883 44.5
5	33667 8.2	38422 12.0	18167 12.4	38737 11.6	128993 10.7
Column Total	412764 34.1	318881 26.3	146256 12.1	333079 27.5	1210980 100.0

Number of Missing Observations: 45501

AH107AL al.It is well known that leadership igno by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	31960 7.7	32660 10.2	13505 9.2	39024 11.7	117149 9.6
2	100788 24.3	103102 32.2	40152 27.3	98291 29.5	342333 28.2
3	211865 51.2	137096 42.8	72296 49.2	155889 46.8	577147 47.5
4	52389 12.7	34673 10.8	13380 9.1	31345 9.4	131787 10.9
5	17128 4.1	12808 4.0	7703 5.2	8473 2.5	46112 3.8

Column Total	414129 34.1	320339 26.4	147037 12.1	333022 27.4	1214528 100.0
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Number of Missing Observations: 41954

AH107AM am.The safety officer is readily availab by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	14223 3.5	5621 1.8	3175 2.2	5085 1.5	28104 2.3
2	34871 8.5	21074 6.6	6213 4.2	12656 3.8	74813 6.2
3	209513 50.9	132335 41.5	69179 47.1	141410 42.5	552437 45.7
4	120080 29.2	119788 37.6	50510 34.4	138157 41.6	428535 35.4
5	33059 8.0	40114 12.6	17674 12.0	35112 10.6	125959 10.4
Column Total	411745 34.0	318932 26.4	146751 12.1	332420 27.5	1209848 100.0

Number of Missing Observations: 46633

AH107AN an.Personnel are afraid to report safety by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	35886 8.7	44370 14.0	18633 12.7	46241 13.9	145130 12.0
2	127442 30.8	123794 39.0	49581 33.9	125981 37.9	426798 35.3
3	195923 47.3	110537 34.8	61178 41.8	127564 38.4	495201 40.9
4	42305 10.2	29402 9.3	11517 7.9	25388 7.6	108612 9.0
5	12261 3.0	9596 3.0	5285 3.6	7008 2.1	34150 2.8
Column Total	413816 34.2	317698 26.3	146194 12.1	332183 27.5	1209891 100.0

Number of Missing Observations: 46590

AH107AO ao.My supervisor always investigates saf by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	7504 1.8	2321 .7	1433 1.0	2906 .9	14164 1.2
2	24972 6.1	12773 4.0	4384 3.0	11047 3.3	53175 4.4
3	208854 50.7	121263 38.2	66102 45.1	147632 44.5	543851 45.0
4	133924 32.5	141378 44.5	55524 37.9	132151 39.8	462977 38.3
5	36618 8.9	40068 12.6	19234 13.1	38035 11.5	133955 11.1
Column Total	411872 34.1	317803 26.3	146676 12.1	331771 27.5	1208122 100.0

Number of Missing Observations: 48359

AH107AP ap.Ventilation, lighting, noise, and oth by XSVC Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1		2	3	4	

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

1	11719 2.8	8296 2.6	4458 3.0	10142 3.1	34615 2.9
2	37071 8.9	25452 8.0	14780 10.1	29017 8.7	106320 8.8
3	162136 39.1	94759 29.7	53620 36.6	102651 30.9	413165 34.1
4	170979 41.2	151564 47.5	57871 39.5	158663 47.8	539078 44.5
5	32879 7.9	38742 12.2	15867 10.8	31541 9.5	119029 9.8
Column Total	414783 34.2	318813 26.3	146595 12.1	332014 27.4	1212206 100.0

Number of Missing Observations: 44275

AH107AQ aq.A lot of personnel don't use the pers by XSVC
Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	23860 5.8	29977 9.4	11965 8.1	35036 10.6	100839 8.3
2	98817 23.9	114161 35.8	43098 29.3	116626 35.2	372702 30.8
3	192326 46.5	113758 35.7	63848 43.4	134186 40.5	504118 41.6
4	82792 20.0	48207 15.1	21838 14.9	37929 11.4	190766 15.8
5	16073 3.9	12473 3.9	6261 4.3	7801 2.4	42608 3.5
Column Total	413868 34.2	318576 26.3	147010 12.1	331578 27.4	1211033 100.0

Number of Missing Observations: 45449

AH107AR ar.Leadership insists that supervisors t by XSVC
Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	5009 1.2	2057 .6	1939 1.3	2122 .6	11128 .9
2	11636 2.8	7838 2.5	2781 1.9	6655 2.0	28910 2.4
3	173318 41.9	100332 31.6	55267 37.7	108269 32.6	437186 36.1
4	168852 40.9	157840 49.7	64653 44.1	157206 47.3	548552 45.3
5	54484 13.2	49506 15.6	21990 15.0	57947 17.4	183927 15.2
Column Total	413299 34.2	317574 26.3	146629 12.1	332200 27.5	1209702 100.0

Number of Missing Observations: 46780

AH107AS as.Leadership annually sets safety goals by XSVC
Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	10707 2.6	4034 1.3	2354 1.6	5704 1.7	22798 1.9
2	30043 7.3	19800 6.2	8042 5.5	20504 6.2	78389 6.5
3	216469 52.8	140655 44.3	68992 47.1	151974 45.9	578090 48.0
4	117692 28.7	116375 36.7	50403 34.4	113240 34.2	397710 33.0
5	34998 8.5	36359 11.5	16734 11.4	39614 12.0	127706 10.6

Column Total	409908 34.0	317222 26.3	146525 12.2	331037 27.5	1204692 100.0
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Number of Missing Observations: 51789

AH107AT at.Personnel rarely take part in the dev by XSVC
Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	19298 4.7	20443 6.4	8660 5.9	19605 5.9	68005 5.6
2	90766 21.9	102931 32.3	42110 28.7	94114 28.3	329922 27.2
3	212346 51.3	138364 43.4	73986 50.4	165859 49.9	590555 48.7
4	77913 18.8	48216 15.1	16690 11.4	42142 12.7	184960 15.3
5	13736 3.3	8608 2.7	5296 3.6	10777 3.2	38418 3.2
Column Total	414060 34.2	318562 26.3	146743 12.1	332496 27.4	1211860 100.0

Number of Missing Observations: 44621

AH107AU au.The increased stress levels and opera by XSVC
Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	19977 4.8	20142 6.3	7815 5.3	20955 6.3	68890 5.7
2	79384 19.3	88889 27.8	37350 25.5	75746 22.8	281369 23.2
3	207040 50.2	134976 42.2	65344 44.6	162214 48.8	569573 47.1
4	79546 19.3	58941 18.4	25731 17.6	57412 17.3	221630 18.3
5	26088 6.3	16580 5.2	10201 7.0	16053 4.8	68922 5.7
Column Total	412035 34.0	319529 26.4	146441 12.1	332379 27.5	1210384 100.0

Number of Missing Observations: 46097

AH107AV av.Most off-duty vehicular accidents are by XSVC
Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1	9918 2.4	6520 2.0	3620 2.5	6899 2.1	26957 2.2
2	19006 4.6	16553 5.2	4606 3.1	18173 5.5	58339 4.8
3	153527 37.1	95317 29.7	51889 35.3	115801 34.8	416533 34.3
4	148166 35.8	132440 41.3	56467 38.4	129677 38.9	466750 38.4
5	83431 20.2	69748 21.8	30424 20.7	62625 18.8	246227 20.3
Column Total	414047 34.1	320579 26.4	147005 12.1	333175 27.4	1214806 100.0

Number of Missing Observations: 41676

AH107AW aw.It is not the Department of Defense's by XSVC
Imputed Service

Count Col Pct	Army	Navy	Marine orps	C Air e Forc	Row Total
1		2	3	4	

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

	1	72744 17.6	60736 19.0	25544 17.4	58764 17.7	217787 18.0	AH107AX		1	2	3	4	Row Total
	2	108672 26.3	104930 32.8	38729 26.4	113210 34.1	365542 30.2		1	10548 2.6	6827 2.1	3015 2.1	4495 1.4	24885 2.1
	3	160239 38.8	103143 32.3	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 9.3	29374 8.8	128541 10.6		3	142455 34.5	90073 28.2	43053 29.5	84286 25.4	359867 29.7
	5	20050 4.9	16364 5.1	10377 7.1	16468 5.0	63258 5.2		4	162659 39.3	142241 44.5	55905 38.3	147054 44.3	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 Observations: 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							Number of Missing Observations: 45586						
Imputed Service													

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

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Inspector General, Department of the Air Force

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Defense Security Service
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Defense Threat Reduction Agency
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Non-Defense Federal Organizations and Individuals

National Safety Council

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Senate Committee on Armed Services
Senate Committee on Governmental Affairs
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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

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

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Forward questions or comments concerning the evaluation of the DoD Safety Program and other activities conducted by the Inspections & Evaluations Directorate to:

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