



Inspector General
United States
Department of Defense

Evaluation of the
DoD Safety Program

June 12, 2008
Report No. IE-2008-008

DoD Civilian
Safety Survey



DEPARTMENT OF DEFENSE OFFICE OF INSPECTOR GENERAL

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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)

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Evaluation of the DoD Safety Program

Civilian Safety Survey Results

June 2008

Inspections & Evaluations

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 civilian 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 to 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 civilian personnel, 73,255 received the survey and 46,410 responded -- a 67 percent (weighted) response rate. The survey contained 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

Civilian survey responses were compared with responses from the NSC Safety Barometer database of 232 organizations to produce comparative percentile values (benchmarks). The overall Civilian percentile score was a moderate 56 out of a possible 100, meaning 44 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than DoD Civilians. Civilian scores on the main safety program categories ranged from a low 31 percent for Personnel Participation to a moderate 61 percent for Safety Support Climate. Civilian average response scores were above the mean (50 percent) for 21 of the 46 standard items in the survey. Overall, the perceptions of DoD civilian members ranked 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: Civilian 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 Civilian 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.

A handwritten signature in black ink, appearing to read "Wm Bram Morrison, III", is positioned above the typed name.

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

TABLE OF CONTENTS
EVALUATION OF THE DOD SAFETY PROGRAM:
CIVILIAN SAFETY SURVEY RESULTS

1	Evaluation of the DoD Safety Program — Project Overview.....	1
1.1	Introduction.....	1
1.2	Evaluation Purpose	1
1.3	Historical Perception – A Chronology of Significant Events.....	1
1.4	Evaluation Context	3
1.5	Evaluation Process	3
1.5.1	Safety Surveys	4
1.5.1.1	Leveraging NSC’s Safety Barometer Survey Process.	5
1.5.1.2	Other Partnerships.....	5
1.5.2	Data Analysis and Results	5
1.5.2.1	Data-set Benchmarking Analysis and Results	5
1.5.2.2	Results Communication.....	6
1.6	Prevention Model.....	6
2	Summary—Civilian Safety Survey.....	8
2.1	Overview.....	8
2.2	Results.....	8
2.2.1	Summary of Results	8
2.2.2	Use of Results	10
3	Civilian Safety Survey Results	11
3.1	Introduction.....	11
3.1.1	Background	11
3.1.2	Purpose	11
3.2	The National Safety Council Partnership	11
3.3	Survey Administration.....	12
3.3.1	Survey Form.....	12
3.3.2	Web-based Survey	12
3.4	Survey Analysis	12
3.4.1	Survey Questions	12
3.4.2	Survey Analysis	13
3.5	Results.....	13
3.5.1	Results for the Total Population as Compared to the NSC Database.....	13
3.5.2	Highest Performing Items	20
3.5.3	Lowest Performing Items.....	21
3.5.4	Average Response Scores of Customized Items.....	23
3.6	Percentile Scores of Program Categories.....	24
3.7	Comparison of Survey Responses by Personnel Subgroups.....	25
3.7.1	Comparison by Grade	25
3.7.2	Comparison by Work Location	27
3.7.3	Comparison by Branch of Service	29
3.7.3.1	Standardized Items	29
3.7.3.2	Program Categories by Branch of Service	31

3.7.3.3 Work Locations by Branch of Service	32
3.7.3.4 Customized Items	34
3.8 Army	37
3.9 Navy.....	45
3.10 Marine Corps	51
3.11 Air Force	59
3.12 DoD Civilians (Not in a Service)	64
4 Conclusions.....	71
4.1 Overview	71
4.2 Path Forward.....	71
4.3 List of Report Conclusions	72
Appendices	
Appendix A Source Documents	75
A-1 SecDef Memorandum Directing a 50% Reduction in Preventable Accidents....	75
A-2 Defense Safety Oversight Council Charter as Amended	76
A-3 Strategic Planning Guidance Directing a 75% Reduction in Accidents	77
A-4 Signed Announcement Memorandum	80
A-5 SecDef Memorandum (Jun 06)	81
A-6 USD (AT&L) Memorandum (Nov 06).....	82
A-7 SecDef Memorandum on Zero Preventable Accidents (May 07).....	83
Appendix B Scope and Methodology	84
Appendix C Safety Barometer Survey Form.....	85
Appendix D Response Frequency and Percentage Distributions	89
Appendix E NSC Methods and Data Analysis.....	98
Appendix F Response Distributions by Grade	101
Appendix G Response Distributions by Work Locations.....	113
Appendix H Response Distributions by Service.....	126
Appendix I Acronyms	140
Appendix J Report Distribution.....	141

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 civilian 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 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 – 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.

During and following information collection

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



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 DoD civilian perception survey presented in this report was sent to all DoD civilian service members representing all grades below the Senior Executive Service.

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 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 DoD IG 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.

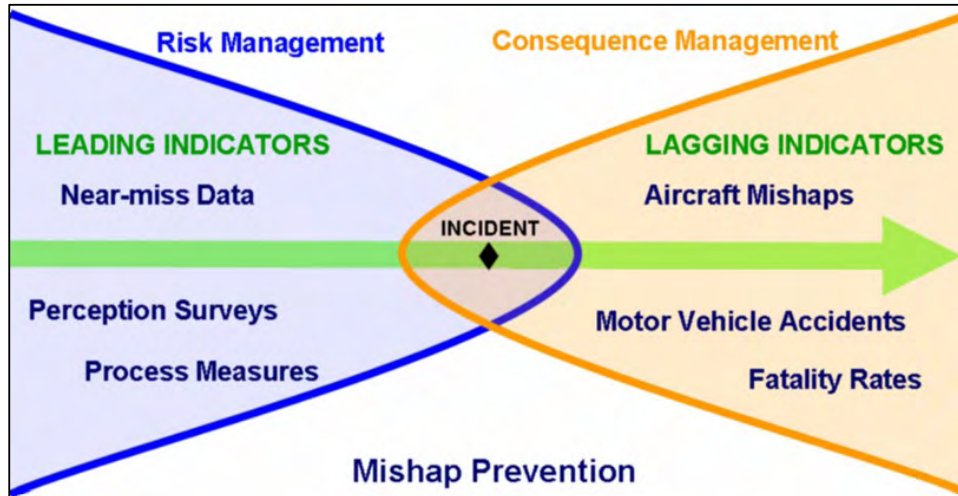
1.5.2.2 Results Communication

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 – Civilian 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 73,255 civilians selected to receive the survey, 46,410 eligible respondents completed the survey. The weighted response rate was 63 percent.

This survey was designed to assess the overall safety climate of the Department of Defense as perceived by Department personnel. 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 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.

Civilian survey responses were compared with responses from the 232 participating organizations in the National Safety Council Database to produce comparative percentile values. The overall DoD civilian percentile score was a moderate 56 out of a possible 100, meaning 44 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than DoD civilian respondents. Civilian scores on the five standard safety program categories ranged from a low 31 for Personnel Participation to a moderate 61 for Safety Support Climate. Civilian average response scores were at or above the mean (50th percentile) for 21 of the 46 standard items.

The safety program items with comparative percentile scores below 50 percent should receive attention. DoD Civilians scored below the mean on the 25 Safety Barometer items listed below. They are presented in order from lowest (8) to highest (49) percentile score.

- ◆ *Personnel believing that their actions can protect other personnel*

- ◆ *Personnel identifying and eliminating hazards*
- ◆ *Personnel following lockout/tagout procedures*
- ◆ *Effectiveness of command safety officer in improving safety conditions*
- ◆ *Personnel being involved in safety practices*
- ◆ *Leadership participating in safety activities on a regular basis*
- ◆ *Leadership setting annual safety goals*
- ◆ *Leadership publishing a policy on the value of personnel safety*
- ◆ *Presence of safety training in new personnel orientation*
- ◆ *Leadership stressing the importance of safety in communications*
- ◆ *Belief that personnel understand safety regulations*
- ◆ *Personnel taking part in the development of safety requirements*
- ◆ *Frequency of safety meeting occurrence*
- ◆ *Supervisors maintaining a high safety performance standard*
- ◆ *Belief that leadership does more than law requires*
- ◆ *Supervisors understanding personnel's job safety problems*
- ◆ *Belief that leadership insists supervisors think safety*
- ◆ *Supervisors acting on personnel safety suggestions*
- ◆ *Availability of safety officer to provide assistance*
- ◆ *Perception that the safety officer has high status*
- ◆ *Supervisors providing helpful safety training*
- ◆ *Frequency of detailed and regularly scheduled inspections*
- ◆ *Supervisors integrating safety into the performance of duties*
- ◆ *Belief that leadership shows it cares about personnel safety*
- ◆ *Supervisors enforcing safe job procedures*

Regarding the four customized survey items on the topic of off-duty safety, over 58 percent of respondents believe their supervisor is concerned for their welfare and safety off-duty as well as on-duty. Nearly half the respondents feel it is the DoD's responsibility to be concerned about off-duty safety for personnel and their families, and almost 42 percent feel most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training. About 13 percent of respondents report the increased stress levels and operations tempo in the workplace are causing increased accidents off duty.

For all program categories and overall, the highest grades GS/GM 14-15 and WG 12-15 had slightly more positive perceptions than respective lower grades. However, there was relatively little difference comparing perceptions by grade. Some variation in perceptions among work locations were found, with those in Ship and Flightline work locations having the most positive perceptions and those in Outdoor/Field, Office and Other having the least positive perceptions. Branch of Service analyses show that Air Force civilians generated the most positive safety program perceptions, with an overall percentile score of 72, followed by Navy and Army with overall scores of 55 and 53, respectively. DoD Civilians not working for any branch of Service had an overall score of 44, while Marine Corps civilians generated the lowest overall score of 37.

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 Civilian Safety Survey Results

3.1 Introduction

This report documents the results of the civilian portion of the DoD Safety Perception Survey. This survey was designed to assess the overall health of the safety climate of the Armed Services, both on- and off-duty, including active duty (Report IE 2008-007), civilian, 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 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 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 DoD civilian 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 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 DoD Civilian 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 DoD civilian respondents.

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

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	92	15.4%	53.6%	20.0%	8.2%	2.8%	0.70
SSC	C Priority of safety issues relative to performing duties	78	18.0%	47.0%	21.8%	10.2%	3.0%	0.67
SSC	AI Belief that hazards not fixed right away will still be addressed	78	9.5%	37.8%	40.9%	9.7%	2.1%	0.43
SP	AO Supervisors investigating safety incidents	76	10.6%	42.1%	41.6%	4.5%	1.1%	0.57
LP	AD Leadership setting a positive safety example	73	10.9%	45.0%	36.8%	5.6%	1.8%	0.58
LP	AL Leadership including safety in job promotion reviews	72	8.1%	30.7%	49.1%	9.6%	2.6%	0.32
SSC	AP Perception that good environmental conditions are kept	69	8.5%	48.3%	23.1%	15.2%	5.0%	0.40
SSA	AB Occurrence of emergency response procedures testing	68	10.7%	41.3%	33.8%	11.7%	2.5%	0.46
SSA	AF Quality of preventative maintenance system operation	68	6.1%	30.2%	47.9%	12.7%	3.2%	0.23
SP	L Supervisors behaving in accord with safety procedures	65	24.3%	52.6%	17.7%	4.2%	1.2%	0.95
SSC	V Safety standard level relative to standard duty performance level	63	4.5%	23.5%	50.8%	18.5%	2.7%	0.09
PP	AJ Personnel take part when accident or incident investigations occur	62	7.1%	41.0%	45.6%	5.1%	1.0%	0.48
SSA	O Thoroughness of near miss accident/incident investigation	62	10.9%	35.5%	45.4%	6.3%	1.8%	0.47
LP	T Leadership providing adequate safety staff	61	12.0%	45.0%	35.7%	5.9%	1.6%	0.60
SSA	U Effectiveness of recognition programs in promoting safe behavior	56	5.0%	23.7%	52.4%	15.8%	3.2%	0.12
PP	AQ Personnel using necessary personal protective equipment	55	7.5%	33.4%	47.4%	10.2%	1.5%	0.35
SSA	M Presence of personnel well-trained in emergency response	54	11.0%	44.2%	33.8%	8.9%	2.1%	0.53
SSC	Z Belief that leadership is sincere in safety efforts	52	18.0%	55.0%	22.2%	3.6%	1.2%	0.85
SP	AN Supervisors reducing personnel's fear of reporting safety problems	52	14.7%	44.9%	33.1%	5.7%	1.7%	0.65
OC	B Frequency of personnel/leadership interactions	52	12.1%	49.8%	22.7%	12.4%	3.0%	0.56
PP	S Personnel using standardized precautions for hazardous materials	50	15.3%	45.6%	36.8%	1.8%	0.5%	0.74
SP	R Supervisors enforcing safe job procedures	49	15.3%	52.5%	27.7%	3.6%	0.9%	0.78
SSC	J Belief that leadership shows it cares about personnel safety	49	15.8%	50.1%	25.8%	5.7%	2.7%	0.71
SP	AE Supervisors integrating safety into the performance of duties	48	10.1%	42.2%	39.2%	7.2%	1.2%	0.53
SSA	F Frequency of detailed and regularly scheduled inspections	47	10.8%	44.8%	34.2%	8.3%	1.9%	0.54
SP	AK Supervisors providing helpful safety training	46	8.3%	42.2%	40.8%	7.2%	1.5%	0.49
SSC	AH Perception that the safety officer has high status	46	7.5%	29.5%	51.2%	9.6%	2.3%	0.30
SSA	AM Availability of safety officer to provide assistance	45	10.5%	41.3%	39.7%	6.6%	2.0%	0.52
SP	AA Supervisors acting on personnel safety suggestions	45	10.5%	40.5%	40.3%	7.3%	1.4%	0.51
SSC	AR Belief that leadership insists supervisors think safety	42	11.6%	44.5%	39.0%	3.9%	1.0%	0.62
SP	W Supervisors understanding personnel's job safety problems	40	10.6%	47.9%	36.7%	3.8%	1.1%	0.63
SSC	P Belief that leadership does more than law requires	40	6.9%	30.0%	40.1%	19.4%	3.5%	0.17
SP	E Supervisors maintaining a high safety performance standard	38	17.1%	46.3%	29.9%	4.7%	2.0%	0.72
SSA	H Frequency of safety meeting occurrence	34	7.1%	32.1%	37.2%	19.8%	3.8%	0.19
PP	AT Personnel taking part in the development of safety requirements	34	4.7%	27.9%	47.0%	18.0%	2.4%	0.15
PP	Q Belief that personnel understand safety regulations	33	17.6%	65.3%	14.1%	2.6%	0.4%	0.97
LP	G Leadership stressing the importance of safety in communications	33	9.4%	38.3%	28.3%	20.2%	3.7%	0.30
SSA	Y Presence of safety training in new personnel orientation	30	15.1%	42.3%	33.7%	7.0%	1.9%	0.62
LP	N Leadership publishing a policy on the value of personnel safety	29	12.8%	46.9%	31.2%	7.5%	1.7%	0.62
LP	AS Leadership setting annual safety goals	29	8.4%	32.8%	48.9%	8.0%	1.9%	0.38
LP	AG Leadership participating in safety activities on a regular basis	27	7.9%	36.6%	45.8%	8.4%	1.4%	0.41
PP	D Personnel being involved in safety practices	26	6.8%	36.7%	39.0%	14.7%	2.8%	0.30
SSA	AC Effectiveness of command safety officer in improving safety conditions	20	7.7%	36.9%	48.3%	5.5%	1.6%	0.43
PP	X Personnel following lockout/tagout procedures	19	9.1%	30.3%	53.8%	5.5%	1.4%	0.40
PP	A Personnel identifying and eliminating hazards	15	16.0%	55.3%	20.4%	7.0%	1.4%	0.78
PP	K Personnel believing that their actions can protect other personnel	8	21.4%	61.0%	15.7%	1.5%	0.4%	1.02
CUS	AX Supervisor concern for personnel safety off-duty	N/A	14.6%	43.8%	30.8%	7.0%	3.7%	0.59
CUS	AW DoD's responsibility concerning off-duty safety	N/A	11.1%	37.3%	32.4%	15.1%	4.0%	0.37
CUS	AV Off-duty vehicular accidents due to bad decisions, not safety training	N/A	8.5%	33.2%	46.8%	8.9%	2.6%	0.36
CUS	AU Stress level/operations tempo increasing accidents off-duty	N/A	5.7%	30.2%	51.1%	10.7%	2.3%	0.26

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 DoD Civilian respondents. A comparative percentile score of 50 indicates that half (or 116) of the 232 organizations scored lower than DoD Civilian 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 do not have a comparative percentile score because they are not part of the NSC database.

Figure 3A. Percent Distribution of Responses

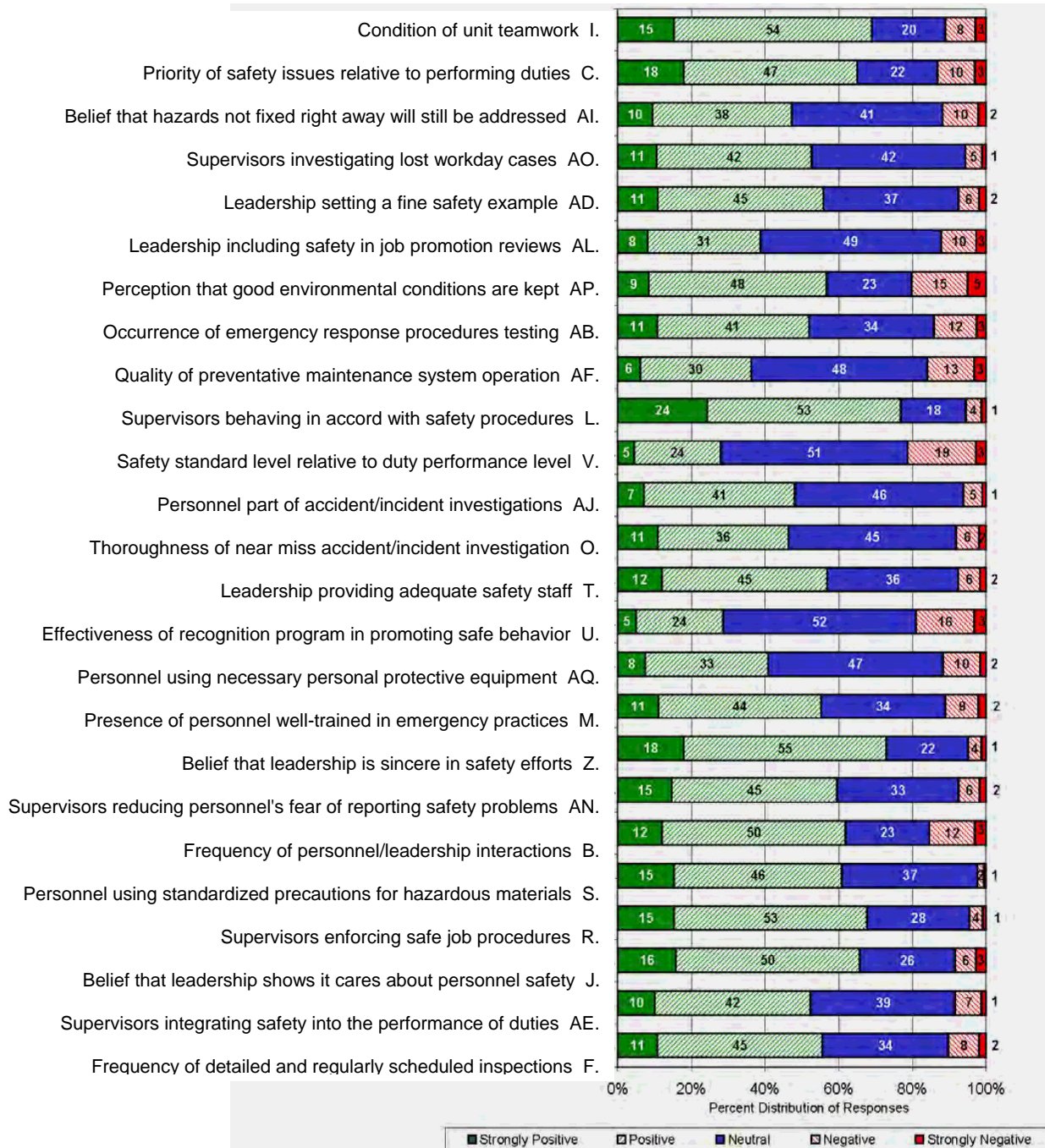


Figure 3B. Percent Distribution of Responses (continued)

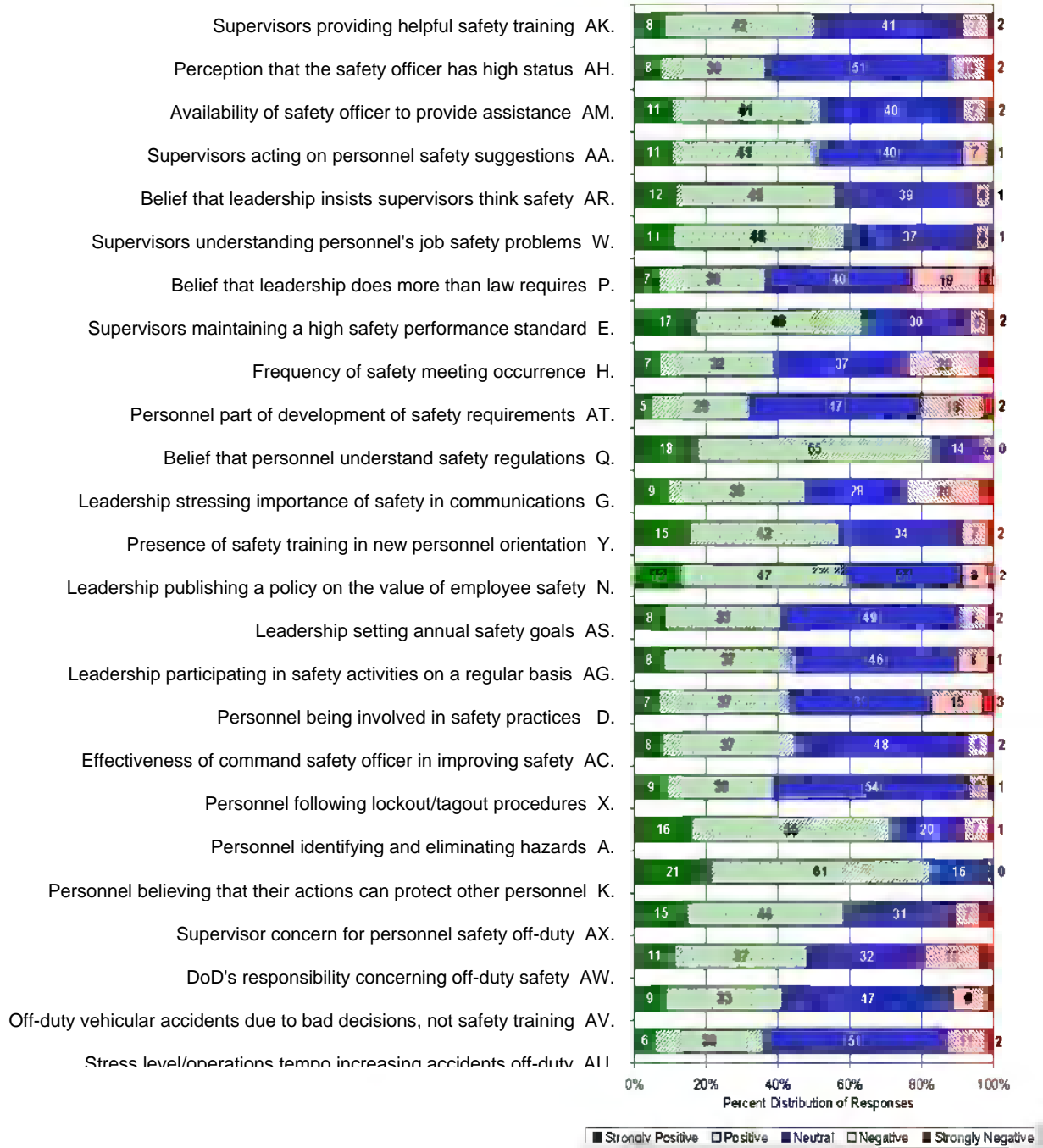
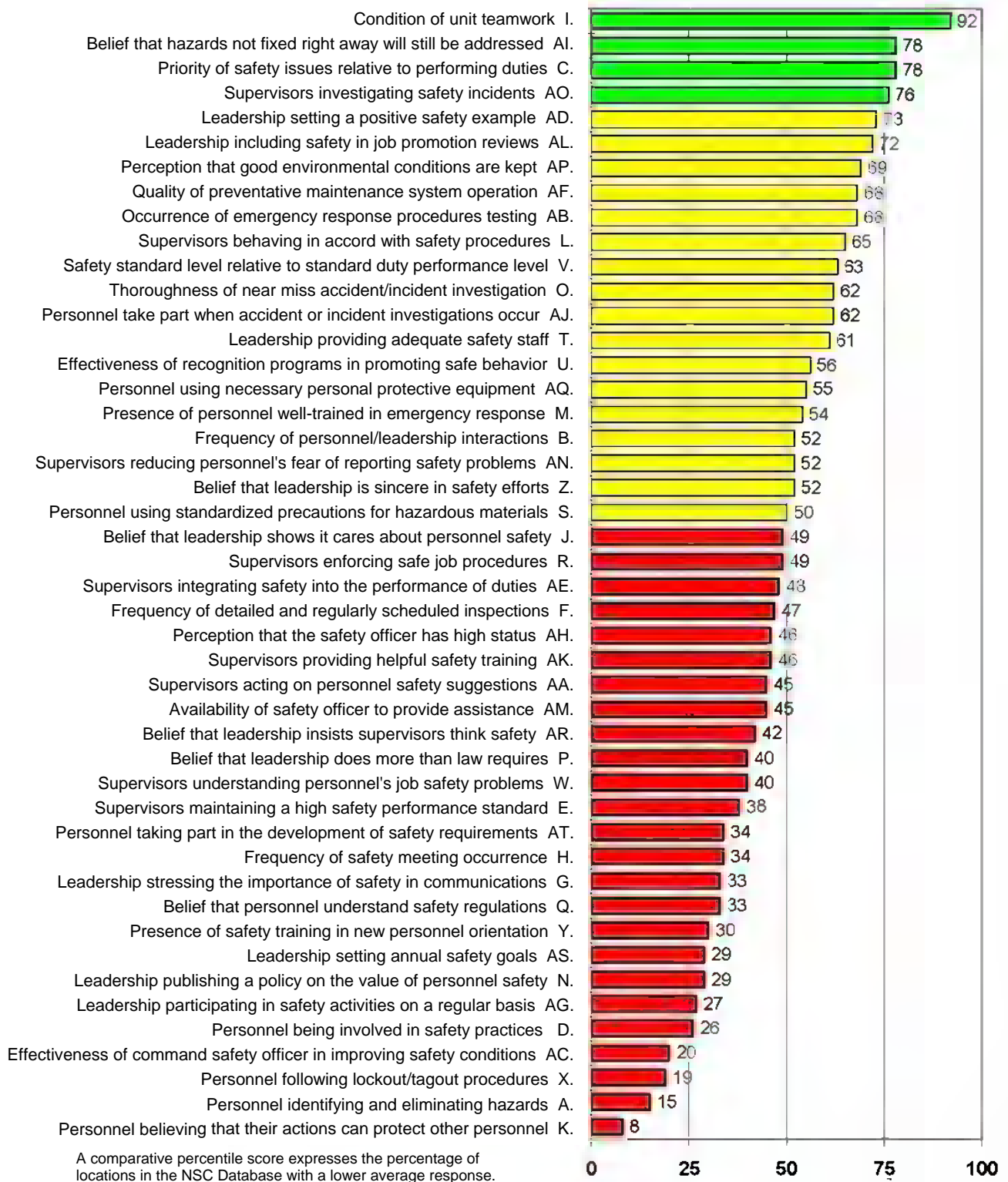


Figure 4 is a graphic representation of the comparative percentile scores. The vertical line at the 50th percentile marks the mean score, which shall be considered as average performance in this report. Therefore, items with bars that meet or surpass this mark are performing at or above average compared 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. Percentile Scores of Safety Program Items



The majority of DoD civilian 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 had below average scores. Only one item achieved a high score above 80, item I "Good teamwork exists within our unit." Four items generated very low comparative 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 A "It is common for personnel to take part in identifying and eliminating worksite hazards" (15), and item K "I can protect myself and other personnel through my actions while on duty" (8).

The following two sections analyze the survey results in two ways. The comparative percentile scores and the percent distribution of responses (that is, how many answered strongly 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 received comparative percentile scores of 65 and above. These ten break down to three Safety Support Climate items, two items each for the Leadership Participation, Supervisor Participation, and Safety Support Activities categories, and one item in the Organizational Climate category.

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

- AO Supervisors investigating safety incidents (76)*
- AD Leadership setting a positive safety example (73)*
- AL Leadership including safety in job promotion reviews (72)*
- L Supervisors behaving in accord with safety procedures (65)*

In Figure 3A, for these two categories (LP and SP), the most highly rated items are 77 percent of respondents indicated supervisors behave in accordance with safety procedures (Item L). 56 percent felt leadership sets a positive safety example through their words and actions (AD) and 53 percent felt their supervisor always investigates safety incidents (AO). Nearly 40 percent of Civilian respondents indicated leadership considers a person's safety performance when determining promotions (AL). For three of these four items, an additional 36-49 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, rarely with the upper percentiles. Although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate an item was not sufficiently visible from the perspective of personnel, or the element was not considered relevant by personnel.

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

- C Priority of safety issues relative to performing duties (78)***
- AI Belief that hazards not fixed right away will still be addressed (78)***
- AP Perception that good environmental conditions are kept (69)***
- AB Occurrence of emergency response procedures testing (68)***
- AF Quality of preventative maintenance system operation (68)***

Nearly two thirds of respondents felt safety does not take a back seat to performing duties (C). Over half of the respondents indicated ventilation, lighting, noise, and other environmental conditions are kept at good levels (AP) and emergency response procedures are tested frequently (AB). Nearly half believed hazards that are not fixed right away by supervisors are not ignored (AI). Over one third of respondents reported the system of preventive maintenance for facilities, tools, and machinery operates at a good level (AF).

Except for priority of safety issues relative to performing duties (C) and perception that good environmental conditions are kept (AP), these items also generated more than 30 percent neutral “neither agree nor disagree” responses. Again, elevated neutral responses often indicate an item was not sufficiently visible from the personnel perspective.

The Organizational Climate item rated most highly is:

- I Condition of unit teamwork (92)***

Nearly 70 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.

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

- AG Leadership participating in safety activities on a regular basis (27)***
- AS Leadership setting annual safety goals (29)***
- N Leadership publishing a policy on the value of personnel safety (29)***

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

Of these, the highest rate of negative responses (Fig. 3B) was nearly 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:

- E Supervisors maintaining a high safety performance standard (38)**
- W Supervisors understanding personnel's job safety problems (40)**
- AA Supervisors acting on personnel safety suggestions (45)**
- AK Supervisors providing helpful safety training (46)**
- AE Supervisors integrating safety into the performance of duties (48)**
- R Supervisors enforcing safe job procedures (49)**

Approximately 9 percent of respondents felt supervisors do not provide helpful safety training (AK) and their supervisor seldom acts on personnel safety suggestions (AA).

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

- K Personnel believing that their actions can protect other personnel (8)**
- A Personnel identifying and eliminating hazards (15)**
- X Personnel following lockout/tagout procedures (19)**
- D Personnel being involved in safety practices (26)**
- Q Belief that personnel understand safety regulations (33)**
- AT Personnel taking part in the development of safety requirements (34)**

More than 20 percent of respondents reported personnel rarely take part in the development of safety requirements for their jobs (AT), and nearly 18 percent indicated personnel are not involved in development or revision of safety practices (D).

The below average 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 (30)**
- H Frequency of safety meeting occurrence (34)**
- AM Availability of safety officer to provide assistance (45)**
- F Frequency of detailed and regularly scheduled inspections (47)**

Nearly 24 percent of respondents felt safety meetings are held less often than they should be (H),

while about 10 percent reported detailed inspections of the facilities are not made at regular, frequent intervals (F).

The below average Safety Support Climate items are:

- P** Belief that leadership does more than law requires (40)*
- AR** Belief that leadership insists supervisors think safety (42)*
- AH** Perception that the safety officer has high status (46)*
- J** Belief that leadership shows it cares about personnel safety (49)*

Approximately 23 percent of respondents believed leadership does no more than the law requires to keep personnel safe (P).

There were no Organizational Climate items with below average percentile scores.

It is interesting to note that DoD civilian respondents generated elevated neutral responses (>30 percent) for fully 33 of the 46 standard items in the Safety Barometer. Although neutral responses are not necessarily negative, the elevated neutral response rates may indicate the items or their related programs are not sufficiently visible from the civilian 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, only supervisor concern for personnel safety off-duty (AX) generated a relatively strong average response score above 0.50, while the perception of stress level/operations tempo contributing to accidents off-duty (AU) generated the least positive score.

Over 58 percent of respondents believed their supervisor is concerned for their welfare and safety off-duty as well as on-duty (AX). Nearly half the respondents felt it is DoD's responsibility to be concerned about off-duty safety for personnel and their families (AW). Almost 42 percent felt most off-duty vehicular accidents are due to bad decisions regarding

alcohol or speed, not lack of safety training (AV). About 13 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty (AU), while about 36 percent did not relate increased stress/tempo with increased off-duty accidents.

All 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 an item is not sufficiently visible from the personnel perspective or the element is not considered relevant by personnel.

3.6 Percentile Scores of Program Categories

Civilian average response scores for the five standard Safety Barometer program categories were also compared with establishments in the NSC database. As shown in Table 2 and graphically in Figure 5, percentile scores for program categories range from moderately low to moderate. Three of the five standard program categories received percentile scores at or above 50, which indicates above average performance in that area. Among the program categories, Safety Support Climate generated the highest program category percentile score with a moderate 61. Personnel Participation received the lowest category score of 31, while Leadership Participation, Supervisor Participation, and Safety Support Activities generated percentile scores within a few points of the database average. Finally, the overall Safety Barometer percentile score was a moderate 56, indicating that 44 percent of the database organizations achieved a higher overall score than did Civilian 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	0.46	46
Supervisor Participation	0.63	0.65	54
Personnel Participation	0.66	0.58	31
Safety Support Activities	0.41	0.41	50
Safety Support Climate	0.39	0.47	61
Customized Items*	n/a	0.39	n/a
OVERALL	0.48	0.52	56

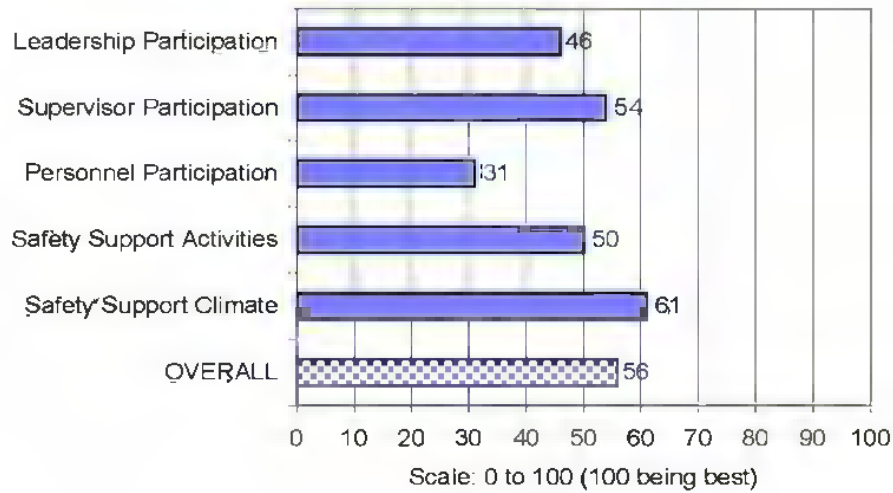
¹ National Safety Council (NSC) Database consists of the 232 organizations that have participated in an NSC safety perception survey.

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:

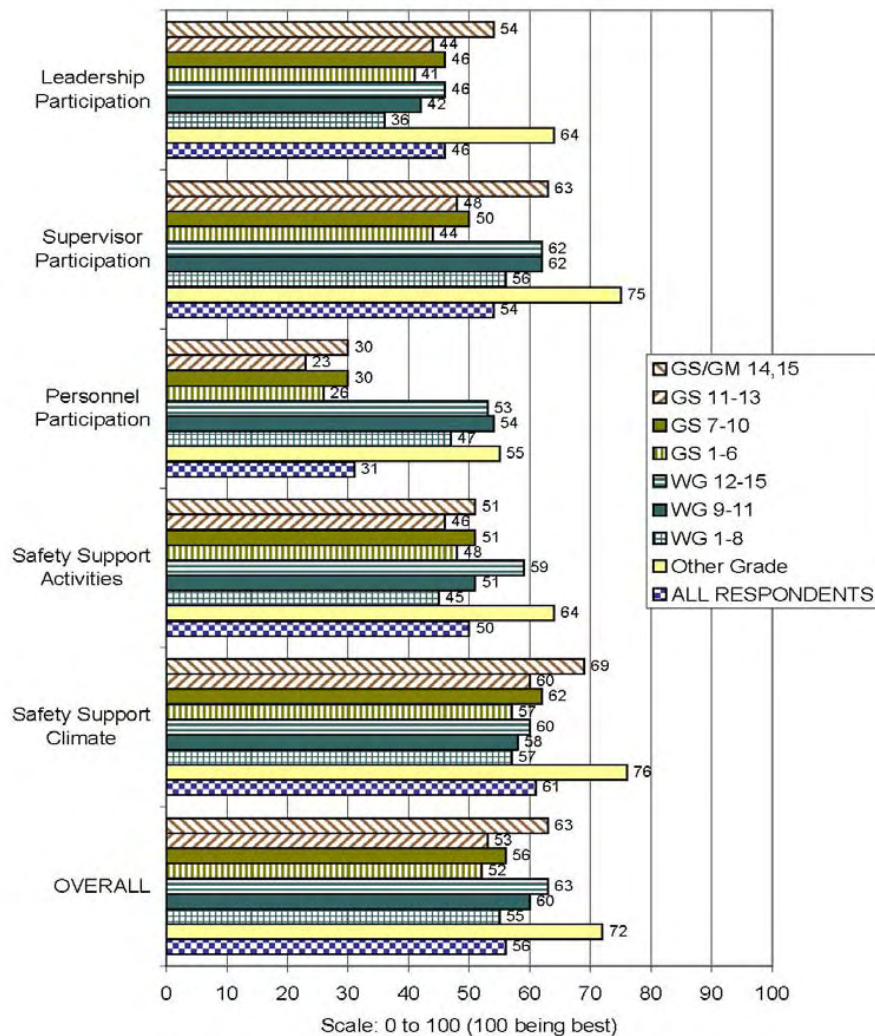
<i>Grade</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
GS/GM 14,15	39,231	5.9%
GS 11-13	248,906	37.5%
GS 7-10	113,514	17.1%
GS 1-6	90,645	13.7%
WG 12-15	7,858	1.2%
WG 9-11	63,988	9.6%
WG 1-8	44,659	6.7%
Other Grade	55,075	8.3%

The weighted¹ response distributions for each survey item by grade are presented in Appendix F. Personnel responses within grades were also compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 6 compares the safety perceptions of the eight Civilian grades according to program category.

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.

Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents generally report the most positive safety program perceptions, while lower-ranking respondents consistently generate the least positive responses. However, while GS/GM 14-15 had slightly higher perceptions than other GS grades overall and WG 12-15 had slightly higher perceptions than other WG grades overall, there was relatively little difference comparing perceptions by grade. Those in the “Other Grade” category had the highest perceptions overall and for each program category. 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 to decrease the safety perception gap. Figure 6 shows a pattern of slightly more positive safety perceptions for the highest grades, but there is relative uniformity overall.

Figure 6. Program Category Percentile Scores by Grade



3.7.2 Comparison by Work Location

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

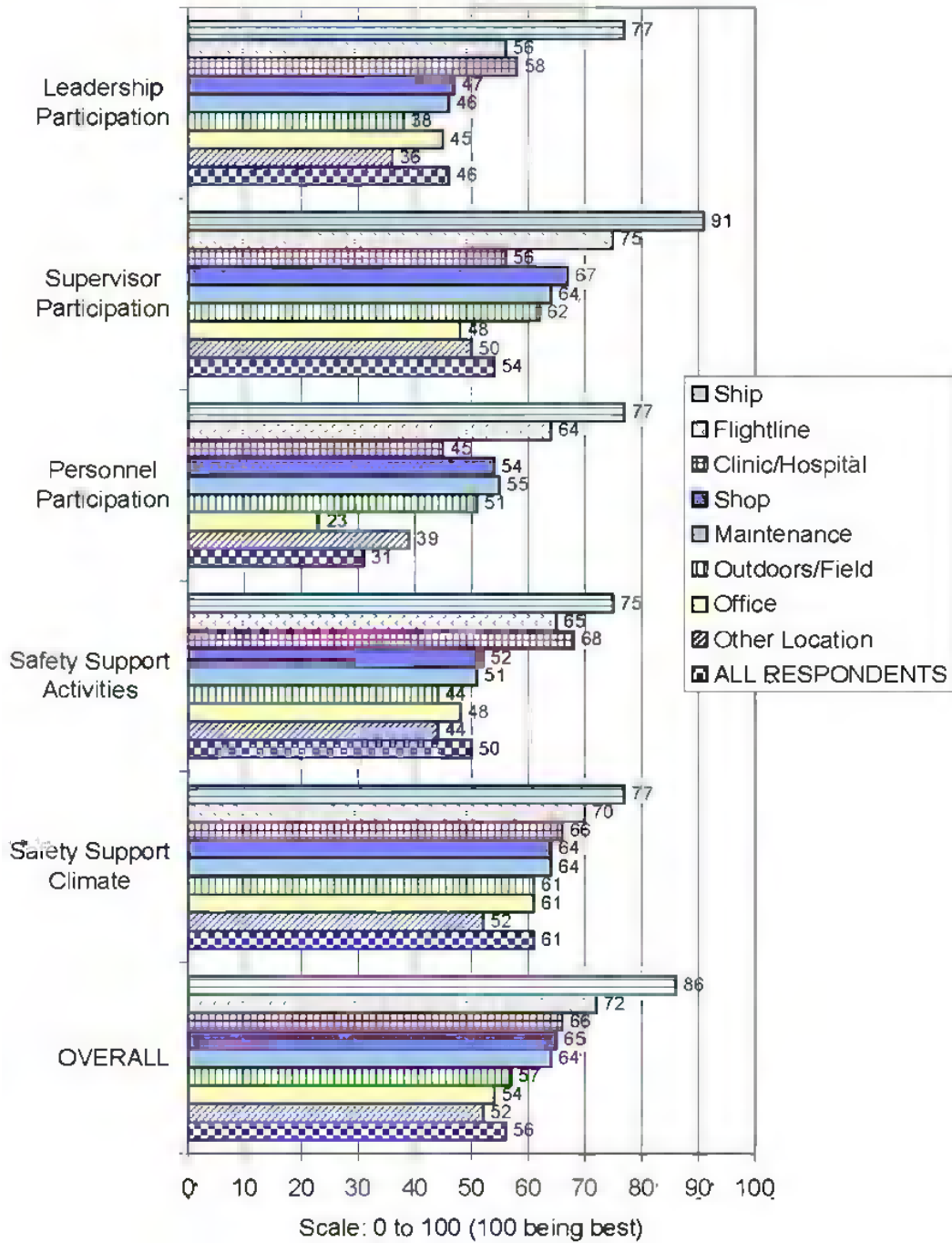
<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>	<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Office	412,812	62.2%	Ship	10,373	1.6%
Shop	59,603	9.0%	Clinic/Hospital	23,871	3.6%
Maintenance	40,082	6.0%	Other	49,205	7.4%
Outdoors/Field	25,787	3.9%	Not Indicated	26,348	4.0%
Flightline	15,795	2.4%			

The weighted² response distributions for each survey item by work location are in Appendix G. Personnel responses within work locations were compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 7 compares the safety perceptions by work location, according to program category.

Ship and Flightline personnel reported the most positive safety program perceptions with generally above average perceptions. Clinic/Hospital, Shop, and Maintenance personnel were slightly less positive, but they were still above the database average for most program categories and overall. Outdoors/Field, Office, and Other personnel consistently generated the least positive responses. Office personnel responses were particularly low in the Personnel Participation category. Relative similarity among work locations would indicate the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity.

² 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

The chart below shows the breakout of where the civilian respondents were assigned. Those civilians not assigned to a specific branch of Service are referred to as “DoD” Civilians in this section. For purposes of comparison, the “DoD” Civilians category will be considered another branch of Service.

<i>Branch of Service</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Army	221,343	33.3%
Navy	151,336	22.8%
Marine Corps	13,166	2.0%
Air Force	152,021	22.9%
DoD	116,941	17.6%
Not Indicated	8,978	1.4%

The weighted³ response distributions for each survey item by branch of Service are presented in Appendix H. Personnel responses by branch of Service were also compared with establishments in the NSC database to generate percentile scores for the 46 standard survey items. Each branch of service will be addressed in greater detail in their respective branch-specific results discussions.

3.7.3.1 Standardized Items

Safety item percentile scores for each branch of Service are presented 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 are listed to highlight strengths of each branch of Service in the branch-specific sections of this report.

Only one item was distinguished as better performing by all branches: condition of unit teamwork (I). Two additional items were identified as better performing by three branches of Service, namely priority of safety issues relative to production (C) and belief that hazards not fixed right away will still be addressed (AI). In contrast, 13 below average items were identified as priority items by all branches, with 12 additional items rated below average by three branches. Although there is some commonality in the areas needing improvement, the personnel in each Civilian branch of Service demonstrate a unique perspective on their Service’s safety program.

³ 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.

Table 3. Program Item Percentile Scores¹ by Branch of Service

Item Letter and Statement	Comparative Percentile Score ¹					
	ALL RESPONDENTS	Army	Navy	Marine Corps	Air Force	DoD
I Condition of unit teamwork	92	91	93	80	93	90
C Priority of safety issues relative to performing duties	78	76	79	73	83	89
AI Belief that hazards not fixed right away will still be addressed	78	76	78	67	87	76
AO Supervisors investigating safety incidents	76	73	77	54	86	69
AD Leadership setting a positive safety example	73	72	71	60	86	67
AL Leadership including safety in job promotion reviews	72	72	72	50	79	62
AP Perception that good environmental conditions are kept	69	70	65		72	69
AB Occurrence of emergency response procedures testing	68	63	68	58	73	68
AF Quality of preventative maintenance system operation	68	65	63	51	77	65
L Supervisors behaving in accord with safety procedures	65	62	69	59	75	57
V Safety standard level relative to standard duty performance level	63	59	63	63	70	55
AJ Personnel take part when accident or incident investigations occur	62	62	65	51	66	54
O Thoroughness of near miss accident/incident investigation	62	59	63	54	69	56
T Leadership providing adequate safety staff	61	55	57		76	50
U Effectiveness of recognition programs in promoting safe behavior	56	54	56	54	63	52
AQ Personnel using necessary personal protective equipment	55	54	57	54	64	51
M Presence of personnel well-trained in emergency response	54	53	50	44	65	54
Z Belief that leadership is sincere in safety efforts	52	47	52	37	68	41
AN Supervisors reducing personnel's fear of reporting safety problems	52	48	60	38	64	42
B Frequency of personnel/leadership interactions	52	54	46	36	65	42
S Personnel using standardized precautions for hazardous materials	50	46	59	42	63	32
R Supervisors enforcing safe job procedures	49	47	45	32	69	40
J Belief that leadership shows it cares about personnel safety	49	47	48	32	64	40
AE Supervisors integrating safety into the performance of duties	48	46	45	25	73	38
F Frequency of detailed and regularly scheduled inspections	47	38	43	37	65	39
AK Supervisors providing helpful safety training	46	41	41	31	68	36
AH Perception that the safety officer has high status	46	46	42	40	60	40
AM Availability of safety officer to provide assistance	45	48	39	31	61	35
AA Supervisors acting on personnel safety suggestions	45	40	48	37	62	37
AR Belief that leadership insists supervisors think safety	42	41	43	25	61	28
W Supervisors understanding personnel's job safety problems	40	34	40	21	59	21
P Belief that leadership does more than law requires	40	38	42	25	60	22
E Supervisors maintaining a high safety performance standard	36	37	35	25	56	29
H Frequency of safety meeting occurrence	34	33	33	31	44	30
AT Personnel taking part in the development of safety requirements	34	33	33	27	43	28
Q Belief that personnel understand safety regulations	33	26	28	30	51	21
G Leadership stressing the importance of safety in communications	33	31	35	19	46	19
Y Presence of safety training in new personnel orientation	30	20	32	16	48	20
N Leadership publishing a policy on the value of personnel safety	29	25	24	10	40	21
AS Leadership setting annual safety goals	29	26	28	19	44	25
AG Leadership participating in safety activities on a regular basis	27	24	23	16	40	18
D Personnel being involved in safety practices	26	27	20	19	36	18
AC Effectiveness of command safety officer in improving safety conditions	20	19	18	14	31	15
X Personnel following lockout/tagout procedures	19	13	23	15	27	15
A Personnel identifying and eliminating hazards	15	14	13	10	29	6
K Personnel believing that their actions can protect other personnel	8	7	8	10	15	4

¹ A comparative percentile score expresses the percentage of organizations in the NSC Database with lower average responses. Scores range from 0 to 100.

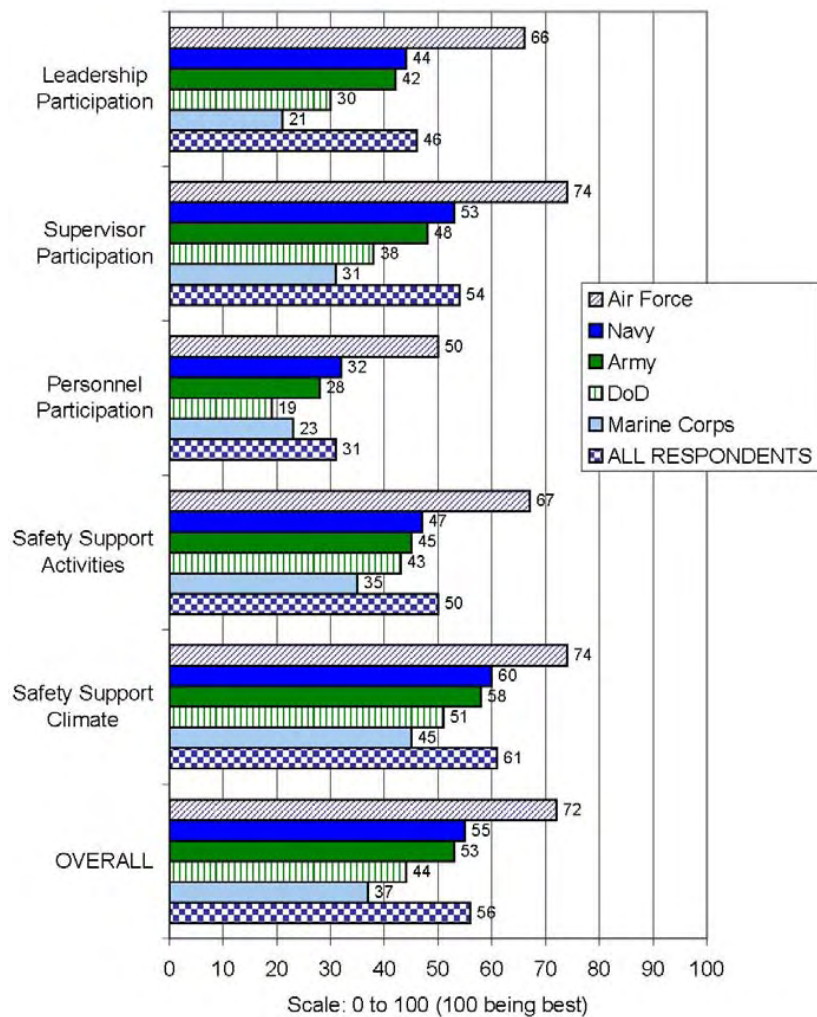
For each branch of service, the components identified as better performing are shaded green.

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 Civilian respondent scores are also included for comparison. As illustrated in Figure 8, the Air Force generated the highest percentile scores for all program categories and overall (72), followed by the Navy and the Army with overall scores of 55 and 53, respectively. DoD Civilians had an overall score of 44, while the Marine Corps generated the lowest overall score of 37. The relative pattern of scores was identical for all program categories except Personnel Participation, for which Civilians had particularly low scores.

Figure 8. Program Category Percentile Scores by Branch of Service

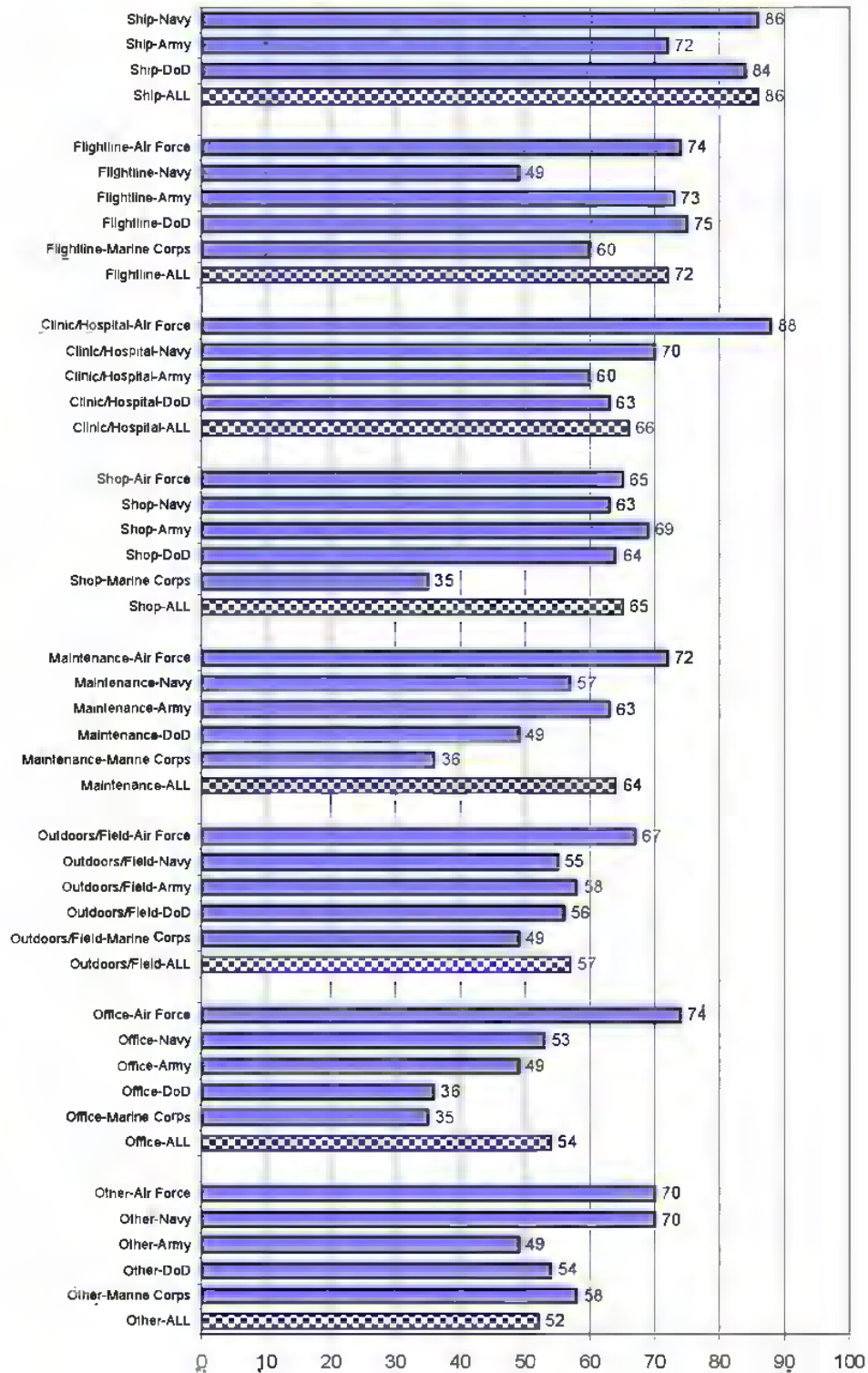


3.7.3.3 Work Locations by Branch of Service

Figure 9 graphically compares the overall safety perceptions of Service branches within each Civilian work location. Due to the small sample size, Ship-Air Force, Ship-Marine Corps, and Clinic/Hospital-Marine Corps are not included in the analysis. As found in the program category analysis, the Air Force tended to generate the highest percentile scores for each work location followed by the Navy and the Army, while DoD and Marine Corps generally had the lowest scores.

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

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. Air Force generated the most positive score (1) for three items and overall. Marine Corps generated the most positive score for one item. DoD received the lowest rank overall and for three of the four customized items.

Among custom items, supervisor concern for personnel safety off-duty (AX) generated a relatively strong average response, scoring at or above 0.50 for all branches of Service except DoD. No other item generated strong average response scores above 0.50 for any branch of Service.

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	DoD	ALL RESPONDENTS
AX Supervisor concern for personnel safety off-duty	0.57 (2)	0.54 (3)	0.50 (4)	0.73 (1)	0.47 (5)	0.59
AW DoD's responsibility concerning off-duty safety	0.35 (2)	0.31 (3)	0.28 (4)	0.48 (1)	0.30 (4)	0.37
AV Off-duty vehicular accidents due to bad decisions, not safety training	0.34 (3)	0.36 (2)	0.28 (4)	0.49 (1)	0.27 (5)	0.36
AU Stress level/operations tempo increasing accidents off-duty	0.27 (3)	0.28 (2)	0.31 (1)	0.25 (4)	0.25 (4)	0.26
Customized Items Category	0.38 (2)	0.37 (3)	0.34 (4)	0.49 (1)	0.32 (5)	0.39

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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*...they aren't statistics, their
Parents, Spouses,
Brothers and Sisters,
Sons and Daughters."*

Honorable
Gordon England

Combat Power

*Lagging
Indicators*

*Leading
Indicators*

Begins with Safety

Category	Frequency	Ratio
Death	489	1
Hospitalization	16,137	33
Ambulatory/Outpatient	1,858,200	3,800
Minor or No Injury	≈ 40,000	
Unsafe Acts, Near Misses	≈ 400,000	

DoD Injury Pyramid - 2004 Frequency

Cover design by the U.S. Army Combat Readiness Center

3.8 Army

Figure 10 graphically presents the Army civilians' comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the 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, 18 items met or surpassed the 50th percentile mark. Only one item had a high comparative percentile score at or above 80. The 9 highest scoring items for the Army had percentile scores at or above 63 and are listed below (with percentile scores):

- I Condition of unit teamwork (91)***
- AI Belief that hazards not fixed right away will still be addressed (76)***
- C Priority of safety issues relative to performing duties (76)***
- AO Supervisors investigating safety incidents (73)***
- AL Leadership including safety in job promotion reviews (72)***
- AD Leadership setting a positive safety example (72)***
- AP Perception that good environmental conditions are kept (70)***
- AF Quality of preventative maintenance system operation (65)***
- AB Occurrence of emergency response procedures testing (63)***

As indicated by the red shading, Army civilians generated 28 items with scores below the 50th percentile (representing below average performance). Five items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that should be used to determine improvement priorities. These items are listed below, from lowest to highest percentile score:

- K Personnel believing that their actions can protect other personnel (7)***
- A Personnel identifying and eliminating hazards (14)***
- X Personnel following lockout/tagout procedures (15)***
- AC Effectiveness of command safety officer in improving safety conditions (19)***
- Y Presence of safety training in new personnel orientation (20)***
- AG Leadership participating in safety activities on a regular basis (24)***
- N Leadership publishing a policy on the value of personnel safety (25)***
- AS Leadership setting annual safety goals (26)***
- Q Belief that personnel understand safety regulations (26)***
- D Personnel being involved in safety practices (27)***
- G Leadership stressing the importance of safety in communications (31)***
- H Frequency of safety meeting occurrence (33)***

- W** *Supervisors understanding personnel's job safety problems (34)*
- AT** *Personnel taking part in the development of safety requirements (35)*
- E** *Supervisors maintaining a high safety performance standard (37)*
- F** *Frequency of detailed and regularly scheduled inspections (38)*
- P** *Belief that leadership does more than law requires (38)*
- AA** *Supervisors acting on personnel safety suggestions (40)*
- AR** *Belief that leadership insists supervisors think safety (41)*
- AK** *Supervisors providing helpful safety training (41)*
- S** *Personnel using standardized precautions for hazardous materials (46)*
- AH** *Perception that the safety officer has high status (46)*
- AE** *Supervisors integrating safety into the performance of duties (46)*
- Z** *Belief that leadership is sincere in safety efforts (47)*
- J** *Belief that leadership shows it cares about personnel safety (47)*
- R** *Supervisors enforcing safe job procedures (47)*
- AM** *Availability of safety officer to provide assistance (48)*
- AN** *Supervisors reducing personnel's fear of reporting safety problems (48)*

Figure 11 compares the Army civilian results against all Civilian respondents. All five program categories and the overall score for the Army are lower than the All Respondents results. Army percentile scores range from a moderate score of 58 for Safety Support Climate to a low score of 28 for Personnel Participation. The overall Army percentile score is a moderate 53, indicating that 47 percent of the database organizations achieved a higher overall score than did the Army. This compares to a moderate 56 for all Civilian respondents.

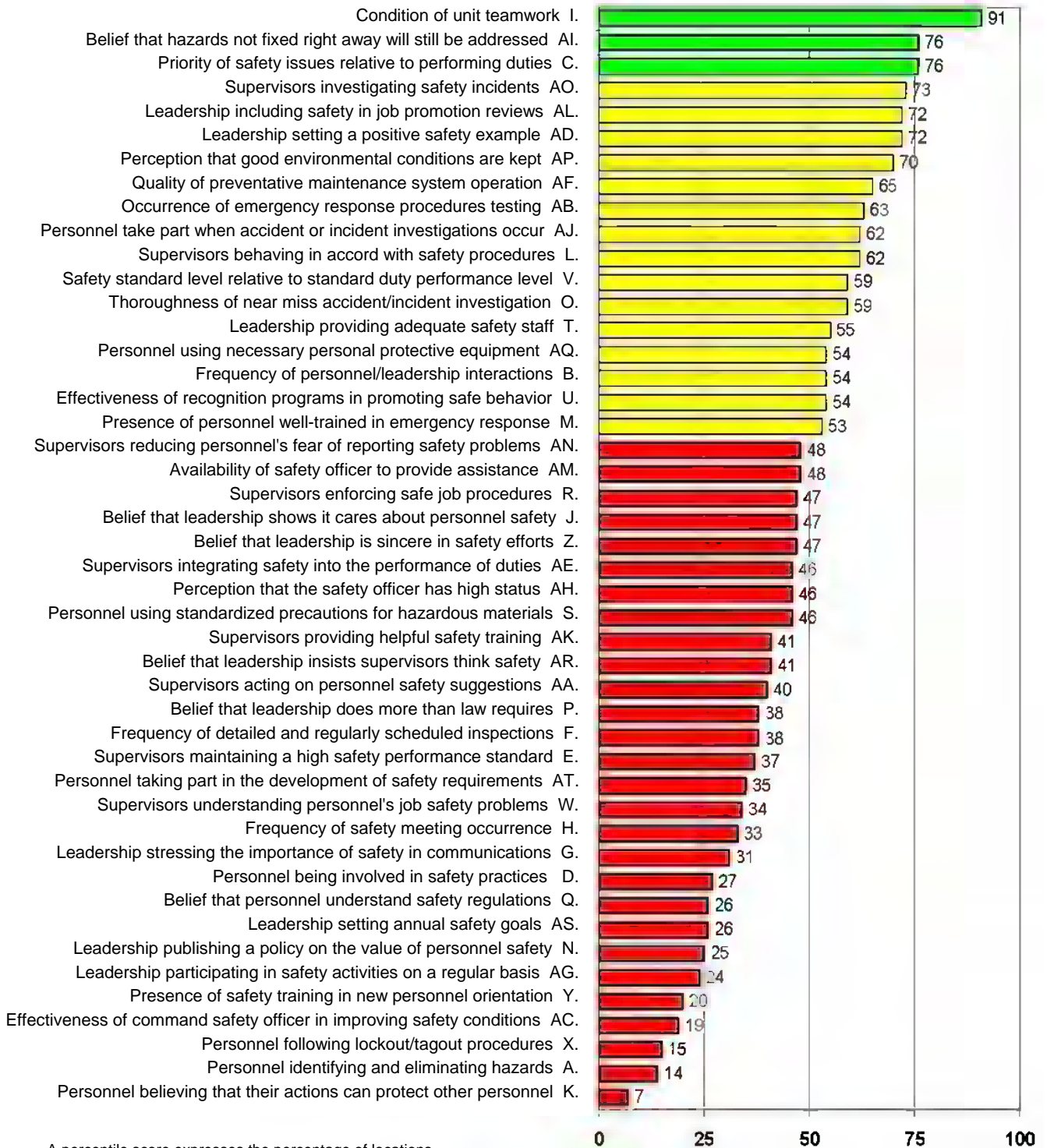
Figure 12 compares the safety perceptions of the Army Civilian grades according to program category. These grades are GS/GM 14-15, GS 11-13, GS 7-10, GS 1-6, WG 12-15, WG 9-11, WG 1-8, and Other. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents in general reported more positive safety program perceptions overall and for all program categories. However, differences were very slight comparing one grade to another and there were many exceptions. For example, the WG 12-15 grade reported lower perceptions overall than WG 9-11 or WG 1-8 respondents. For Personnel Participation, all GS categories were lower than all WG categories. Relative similarity among grade perceptions would indicate the Army Civilian safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may decrease the safety perception gap. Figure 12 shows a general pattern of somewhat more positive safety perceptions with higher GS grades, although the differences are slight and there are many exceptions.

Figure 13 compares the Army civilians' safety perceptions by work location, according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field,

Flightline, Ship, Clinic/Hospital, and Other.

Flightline, Ship, and Shop personnel reported the most positive safety program perceptions for the Army. With one exception, each of these three locations generated above average percentile scores for all program categories and overall. Office and Other staff generated the lowest perceptions, with below average perceptions for each program category except Safety Support Climate. Relative similarity among work locations would indicate that the Army Civilian 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



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

Figure 11. Program Category Percentile Scores - Army

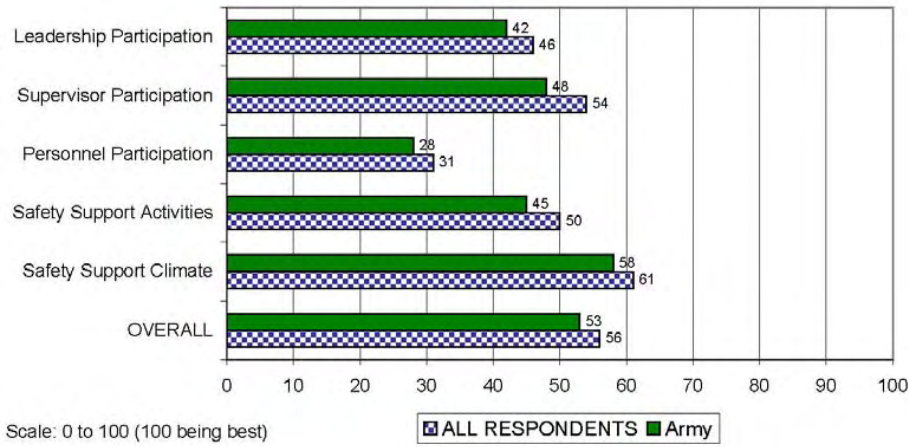


Figure 12. Program Category Percentile Scores by Grade - Army

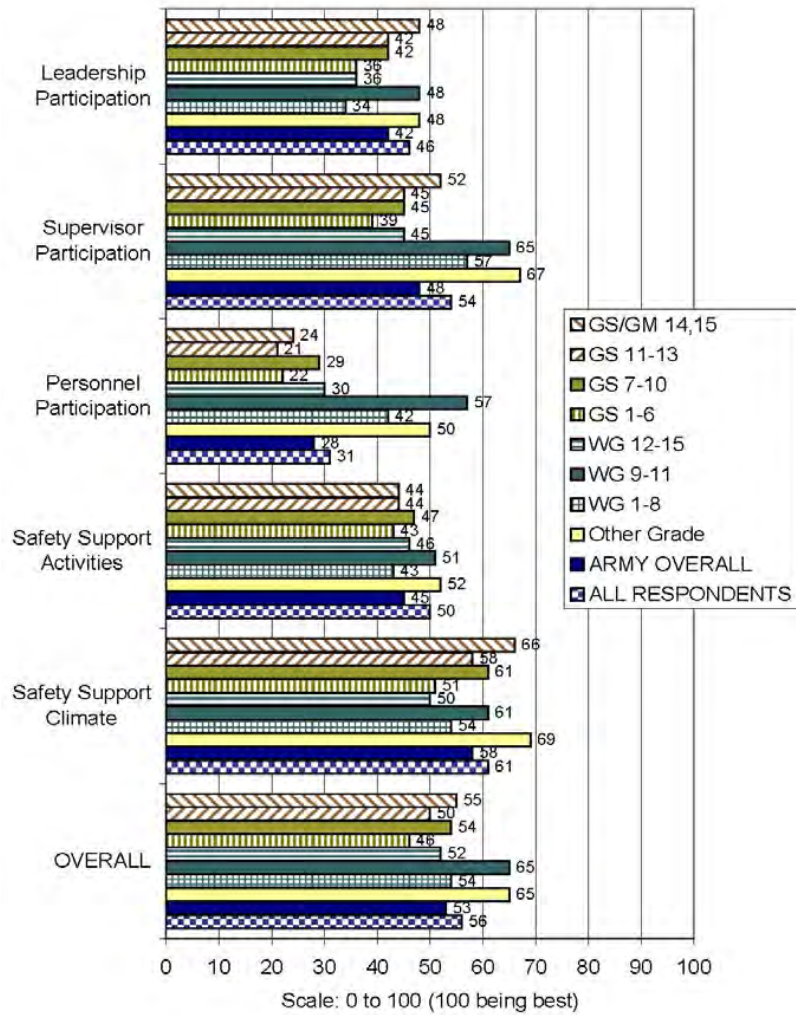
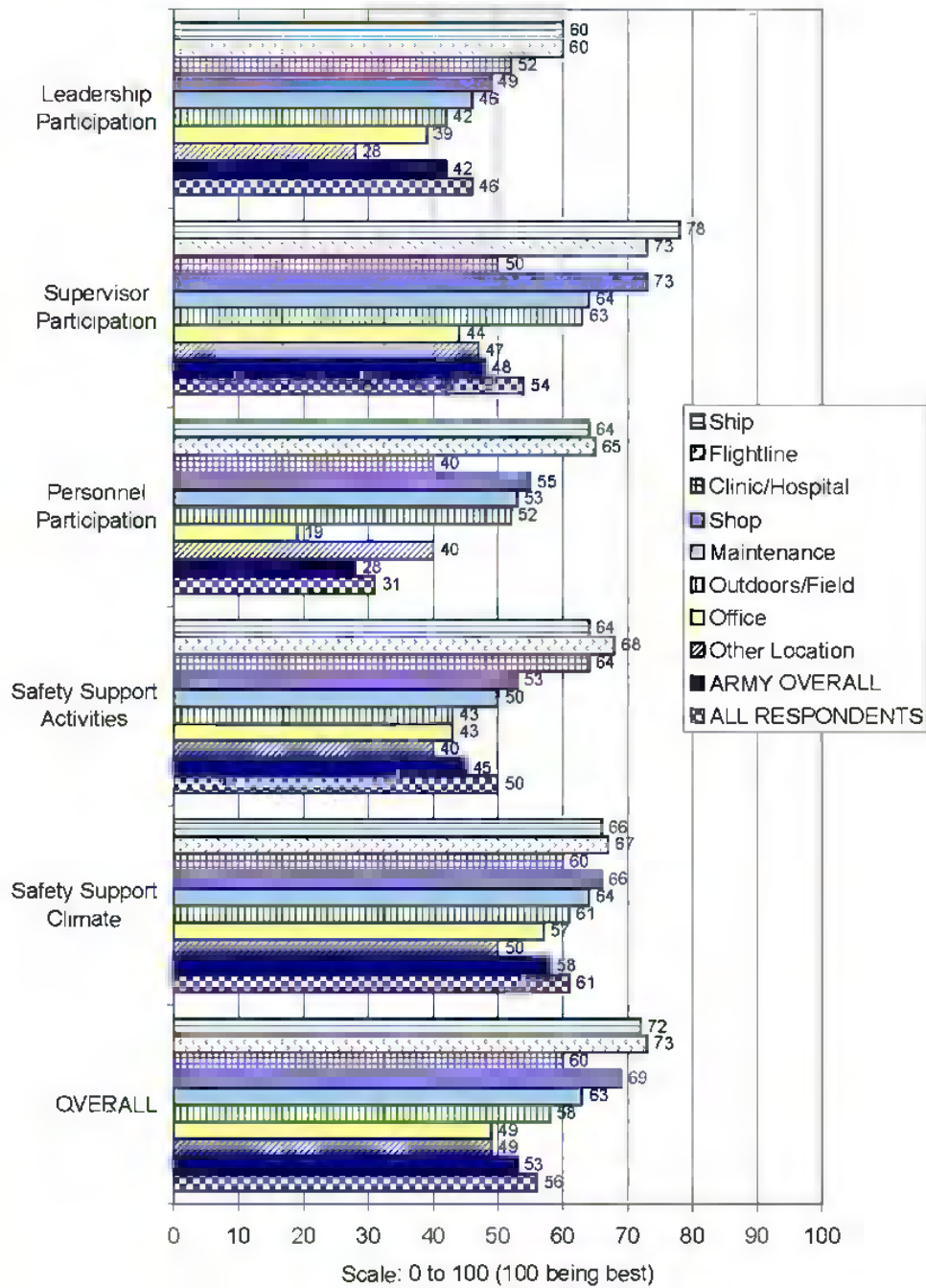



Figure 13. Program Category Percentile Scores by Work Location - Army



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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 civilians' comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the 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, 20 items met or surpassed the 50th percentile mark. Only one item achieved a high comparative percentile score at or above 80. The 10 highest scoring items for the Navy had percentile scores at or above 65 and are listed below (with percentile scores):

- I Condition of unit teamwork (93)***
- C Priority of safety issues relative to performing duties (79)***
- AI Belief that hazards not fixed right away will still be addressed (78)***
- AO Supervisors investigating safety incidents (77)***
- AL Leadership including safety in job promotion reviews (72)***
- AD Leadership setting a positive safety example (71)***
- L Supervisors behaving in accord with safety procedures (69)***
- AB Occurrence of emergency response procedures testing (68)***
- AP Perception that good environmental conditions are kept (65)***
- AJ Personnel take part when accident or incident investigations occur (65)***

As indicated by the red shading, the Navy generated 26 items with scores below the 50th percentile (representing below average performance). Among these, four items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that should 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 (8)***
- A Personnel identifying and eliminating hazards (13)***
- AC Effectiveness of command safety officer in improving safety conditions (18)***
- D Personnel being involved in safety practices (20)***
- X Personnel following lockout/tagout procedures (23)***
- AG Leadership participating in safety activities on a regular basis (23)***
- N Leadership publishing a policy on the value of personnel safety (24)***
- Q Belief that personnel understand safety regulations (28)***
- AS Leadership setting annual safety goals (28)***
- Y Presence of safety training in new personnel orientation (32)***
- H Frequency of safety meeting occurrence (33)***

- AT** *Personnel taking part in the development of safety requirements (33)*
- E** *Supervisors maintaining a high safety performance standard (35)*
- G** *Leadership stressing the importance of safety in communications (35)*
- AM** *Availability of safety officer to provide assistance (39)*
- W** *Supervisors understanding personnel's job safety problems (40)*
- AK** *Supervisors providing helpful safety training (41)*
- AH** *Perception that the safety officer has high status (42)*
- P** *Belief that leadership does more than law requires (42)*
- AR** *Belief that leadership insists supervisors think safety (43)*
- F** *Frequency of detailed and regularly scheduled inspections (43)*
- R** *Supervisors enforcing safe job procedures (45)*
- AE** *Supervisors integrating safety into the performance of duties (45)*
- B** *Frequency of personnel/leadership interactions (46)*
- J** *Belief that leadership shows it cares about personnel safety (48)*
- AA** *Supervisors acting on personnel safety suggestions (48)*

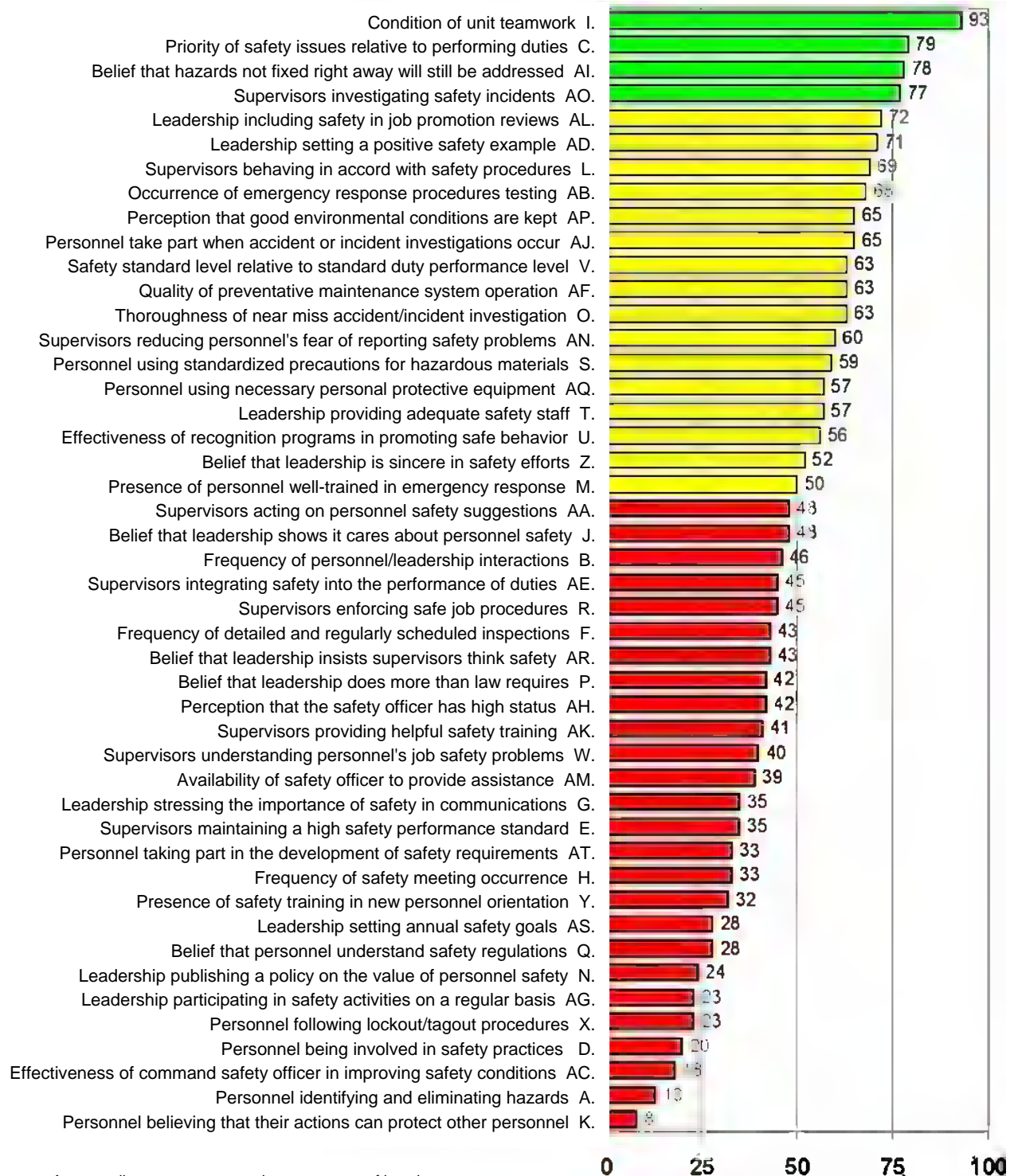
Figure 15 compares the Navy civilian results against all Civilian respondents. All five program categories and the overall score for the Navy are slightly below the All Respondents results with the exception of Personnel Participation, for which the Navy is slightly above the All Respondent results. Navy percentile scores range from an above average score of 60 for Safety Support Climate to a moderately low score of 32 for Personnel Participation. The overall Navy percentile score is an above average 55, indicating that 45 percent of the database organizations achieved a higher overall score than did the Navy. This is nearly identical to the All Civilian respondents score of 56.

Figure 16 compares the safety perceptions of the Navy Civilian grades according to program category. These grades are GS/GM 14-15, GS 11-13, GS 7-10, GS 1-6, WG 12-15, WG 9-11, WG 1-8, and Other. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents for the GS grades reported the most positive safety program perceptions overall and for all program categories, while lower-ranking GS respondents consistently generated the least positive responses. For WG respondents, there is little difference among the three WG categories. The Other grade consistently reported the most positive perceptions of all grades overall and for most program categories. Relative similarity among grade perceptions would indicate the Navy Civilian safety program is uniformly administered across grades, while notable differences suggest improved communication and increased contact among these groups may decrease the safety perception gap.

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

Ship personnel reported the most positive safety program perceptions, with moderately high to high scores in the 70s, 80s, and 90s. The next highest perceptions overall were Clinic/Hospital and Other, followed by Shop and Maintenance. The lowest perceptions overall and for many program categories were for Flightline respondents. Relative similarity among work locations would indicate the Navy Civilian 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



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

Figure 15. Program Category Percentile Scores - Navy

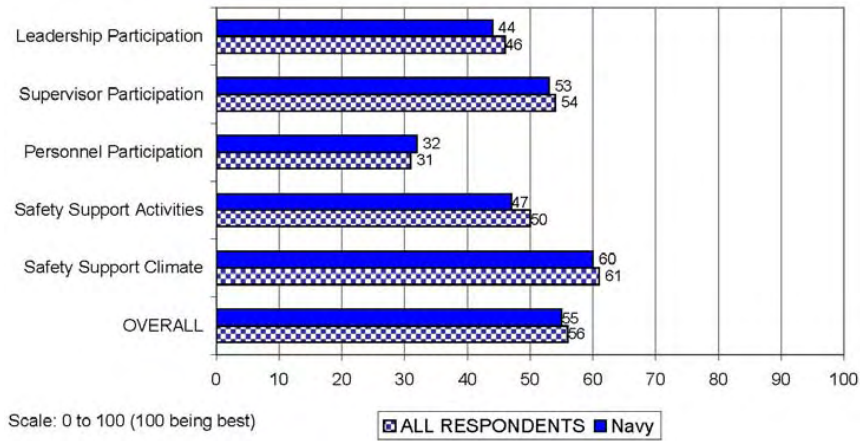


Figure 16. Program Category Percentile Scores by Grade - Navy

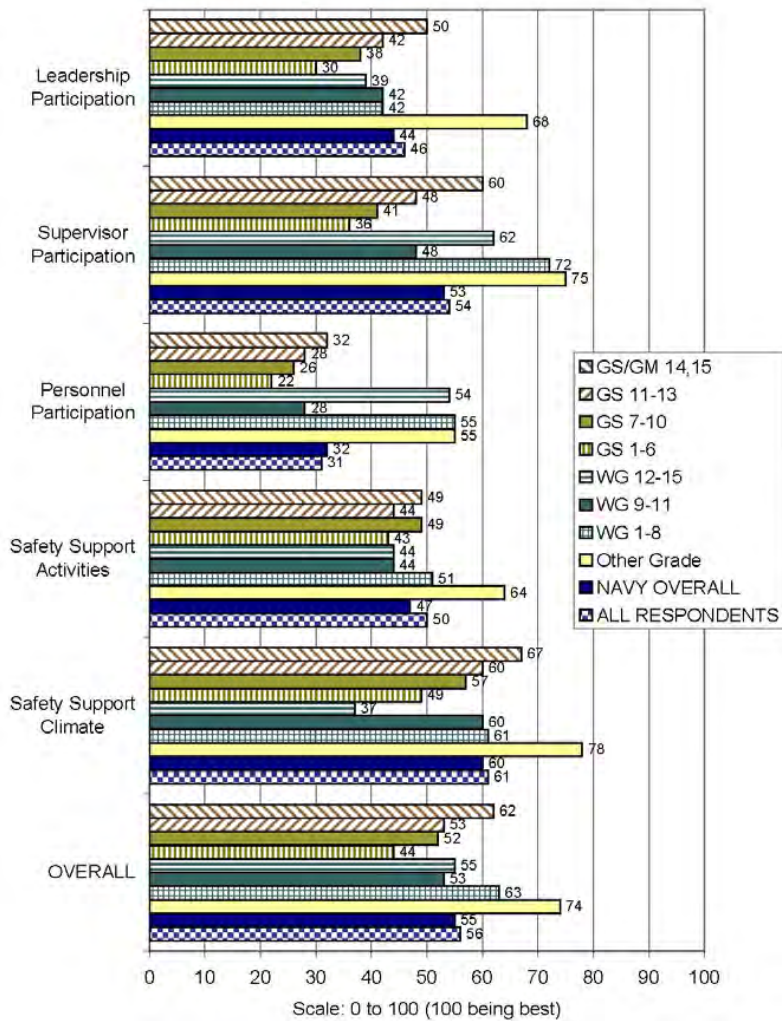
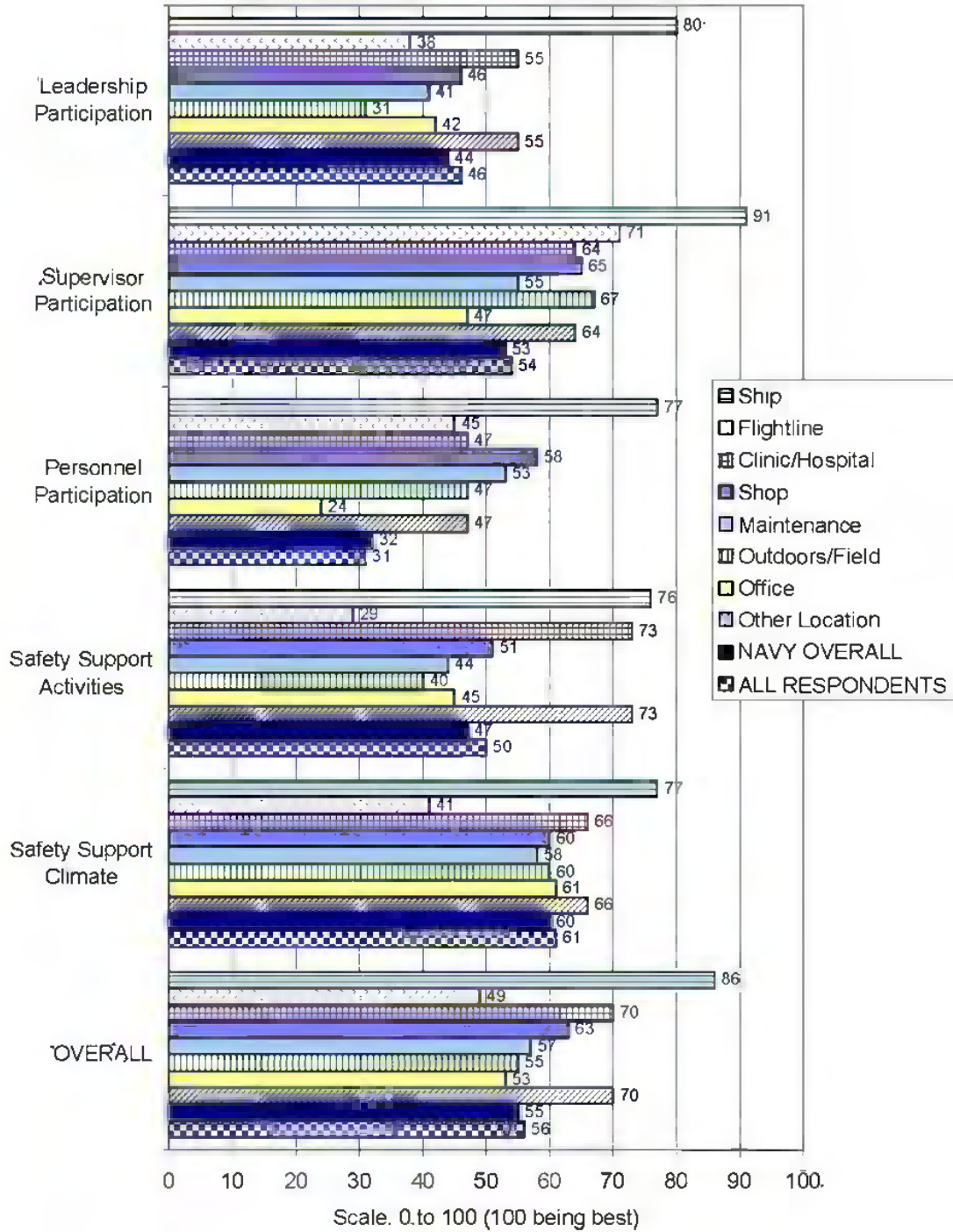


Figure 17. Program Category Percentile Scores by Work Location - Navy



3.10 Marine Corps

Figure 18 graphically presents the Marine Corps civilians' comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the 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, 14 items met or surpassed the 50th percentile mark. Only one item achieved a high comparative percentile score at or above 80. The 7 highest scoring items for the Marine Corps civilians had percentile scores at or above 58 and are listed below (with percentile scores):

- I Condition of unit teamwork (80)***
- C Priority of safety issues relative to performing duties (73)***
- AI Belief that hazards not fixed right away will still be addressed (67)***
- V Safety standard level relative to standard duty performance level (63)***
- AD Leadership setting a positive safety example (60)***
- L Supervisors behaving in accord with safety procedures (59)***
- AB Occurrence of emergency response procedures testing (58)***

As indicated by the red shading, the Marine Corps civilians generated 32 items with scores below the 50th percentile (representing below average performance). Among these, 10 items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that should 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 (10)***
- A Personnel identifying and eliminating hazards (10)***
- N Leadership publishing a policy on the value of personnel safety (10)***
- AC Effectiveness of command safety officer in improving safety conditions (14)***
- X Personnel following lockout/tagout procedures (15)***
- Y Presence of safety training in new personnel orientation (16)***
- AG Leadership participating in safety activities on a regular basis (16)***
- D Personnel being involved in safety practices (19)***
- AS Leadership setting annual safety goals (19)***
- G Leadership stressing the importance of safety in communications (19)***
- W Supervisors understanding personnel's job safety problems (21)***
- E Supervisors maintaining a high safety performance standard (25)***

- AR** *Belief that leadership insists supervisors think safety (25)*
- AE** *Supervisors integrating safety into the performance of duties (25)*
- AT** *Personnel taking part in the development of safety requirements (27)*
- Q** *Belief that personnel understand safety regulations (30)*
- AK** *Supervisors providing helpful safety training (31)*
- AM** *Availability of safety officer to provide assistance (31)*
- H** *Frequency of safety meeting occurrence (31)*
- R** *Supervisors enforcing safe job procedures (32)*
- J** *Belief that leadership shows it cares about personnel safety (32)*
- P** *Belief that leadership does more than law requires (35)*
- B** *Frequency of personnel/leadership interactions (36)*
- Z** *Belief that leadership is sincere in safety efforts (37)*
- F** *Frequency of detailed and regularly scheduled inspections (37)*
- AA** *Supervisors acting on personnel safety suggestions (37)*
- AN** *Supervisors reducing personnel's fear of reporting safety problems (38)*
- T** *Leadership providing adequate safety staff (40)*
- AH** *Perception that the safety officer has high status (40)*
- S** *Personnel using standardized precautions for hazardous materials (42)*
- M** *Presence of personnel well-trained in emergency response (44)*
- AP** *Perception that good environmental conditions are kept (46)*

Figure 19 compares the Marine Corps civilian results against all Civilian respondents. For all five program categories and the overall score, the Marine Corps results are substantially lower than the All Respondents results. Marine Corps results are below the database average of 50 for all program categories. Marine Corps percentile scores range from a moderate score of 45 for Safety Support Climate to a low score of 21 for Leadership Participation. The overall Marine Corps percentile score is a below average score of 37, indicating that 63 percent of the database organizations achieved a higher overall score than did the Marine Corps. This compares to a moderate 56 for all Civilian respondents.

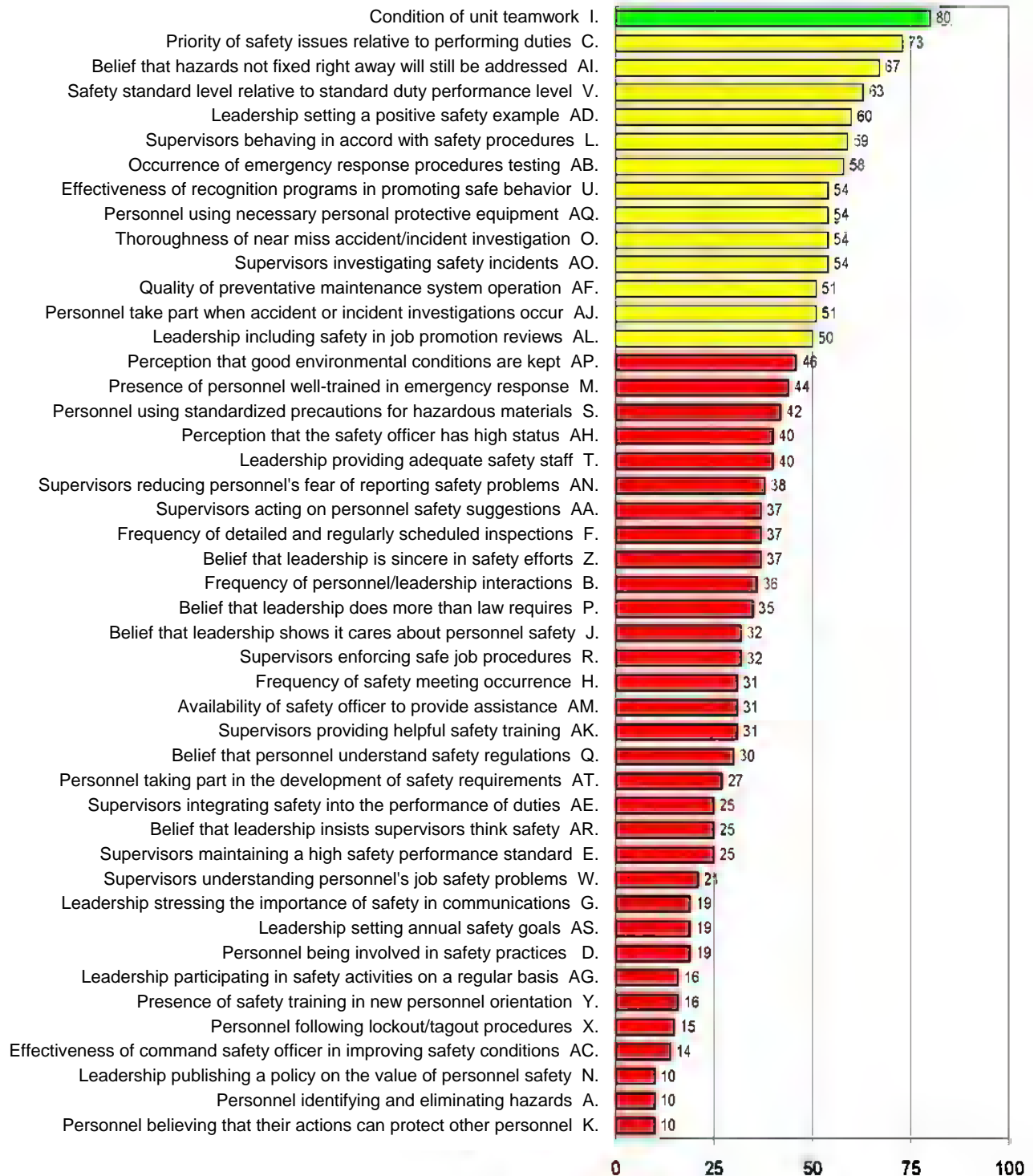
Figure 20 compares the safety perceptions of the Marine Corps Civilian grades according to program category. These pay grades are GS/GM 14-15, GS 11-13, GS 7-10, GS 1-6, WG 9-11, WG 1-8, and Other. To avoid making inaccurate generalizations based on an inadequate or absent sample, specific results were not computed for the WG 12-15 category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents reported the most positive safety program perceptions overall and for most program categories, while lower-ranking respondents generally had the least positive responses. Besides the Other grade category, GS/GM 14-15, GS 11-13 and WG 9-11 had the highest perceptions overall and were generally similar to each other. GS 7-10, GS 1-6, and WG 1-8 were generally lower and similar to each other as well. One exception was for the Personnel Participation category, for

which scores for GS grades were particularly low overall. Relative similarity among grade perceptions would indicate the Marine Corps Civilian safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may decrease the safety perception gap.

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

Flightline personnel reported the most positive safety program perceptions overall, though there was some variation among program categories. Flightline had the highest perceptions regarding Personnel Participation and Safety Support Activities. However, they had relatively lower perceptions regarding Supervisor Participation. Next highest perceptions overall were for the Other and Outdoors/Field locations. The remaining locations had perceptions relatively similar to each other overall. 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



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

Figure 19. Program Category Percentile Scores - Marine Corps

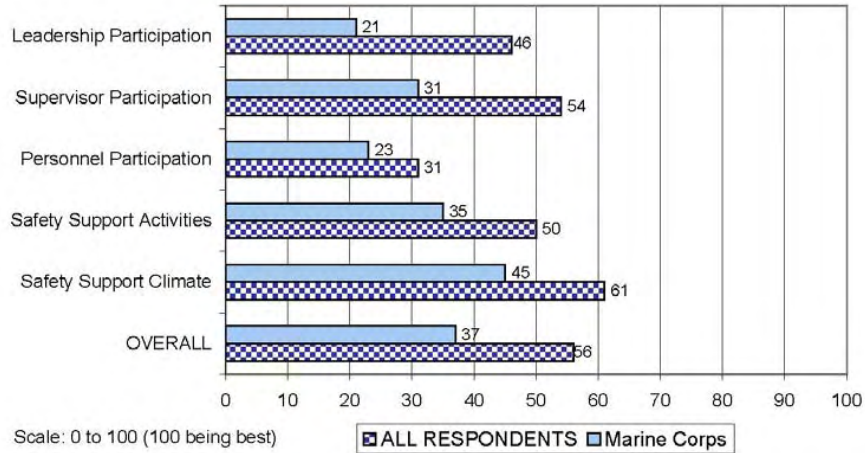


Figure 20. Program Category Percentile Scores by Grade - Marine Corps

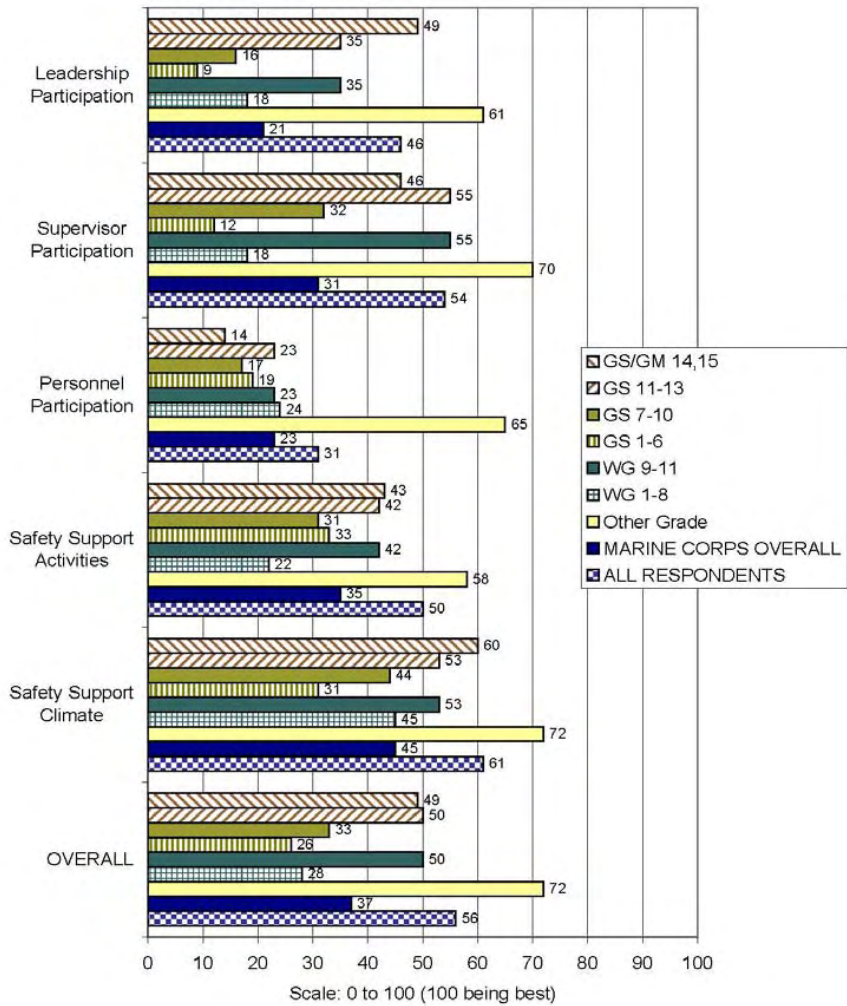
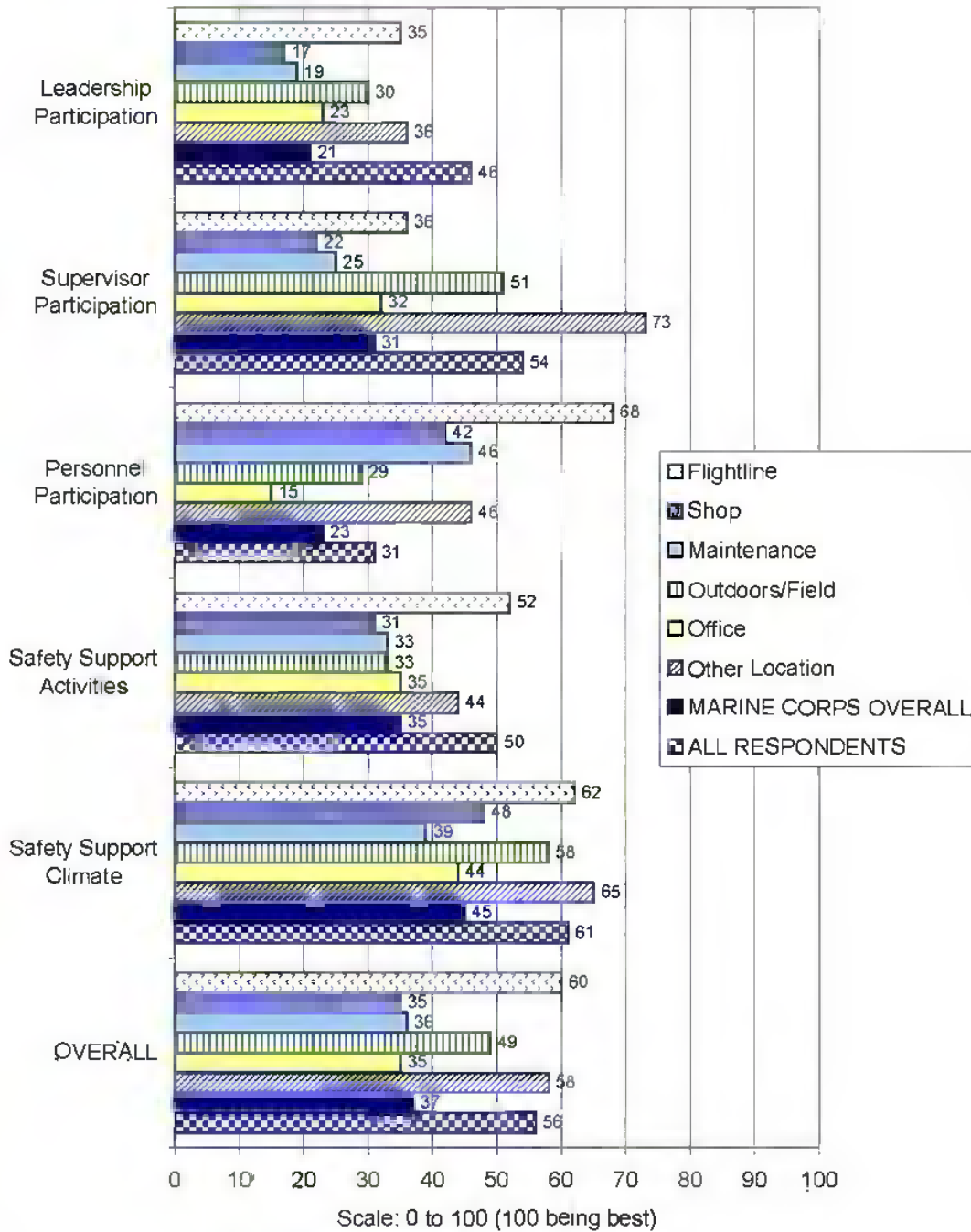


Figure 21. Program Category Percentile Scores by Work Location - Marine Corps



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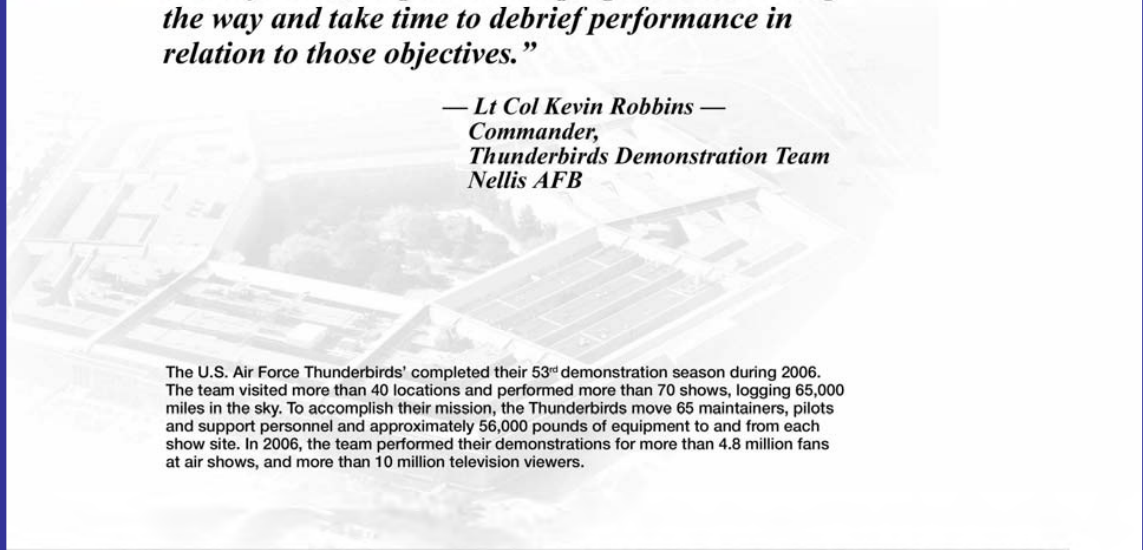
World Class Organizations ...



**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 civilians' comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the 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, 33 items met or surpassed the 50th percentile mark. Five items achieved a high comparative percentile score at or above 80. The 9 highest scoring items for the Air Force had percentile scores at or above 75 and are listed below (with percentile scores):

- I Condition of unit teamwork (93)*
- AI Belief that hazards not fixed right away will still be addressed (87)*
- AO Supervisors investigating safety incidents (86)*
- AD Leadership setting a positive safety example (86)*
- C Priority of safety issues relative to performing duties (83)*
- AL Leadership including safety in job promotion reviews (79)*
- AF Quality of preventative maintenance system operation (77)*
- T Leadership providing adequate safety staff (76)*
- L Supervisors behaving in accord with safety procedures (75)*

As indicated by the red shading, the Air Force generated only 13 items with scores below the 50th percentile (representing below average performance). Among these items, one had a very low score of 20 or below. Items with below average percentiles (<50) are potential target areas that should 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)*
- X Personnel following lockout/tagout procedures (27)*
- A Personnel identifying and eliminating hazards (29)*
- AC Effectiveness of command safety officer in improving safety conditions (31)*
- D Personnel being involved in safety practices (36)*
- N Leadership publishing a policy on the value of personnel safety (40)*
- AG Leadership participating in safety activities on a regular basis (40)*
- AS Leadership setting annual safety goals (44)*
- H Frequency of safety meeting occurrence (44)*
- AT Personnel taking part in the development of safety requirements (45)*
- G Leadership stressing the importance of safety in communications (46)*
- Y Presence of safety training in new personnel orientation (48)*

P Belief that leadership does more than law requires (48)

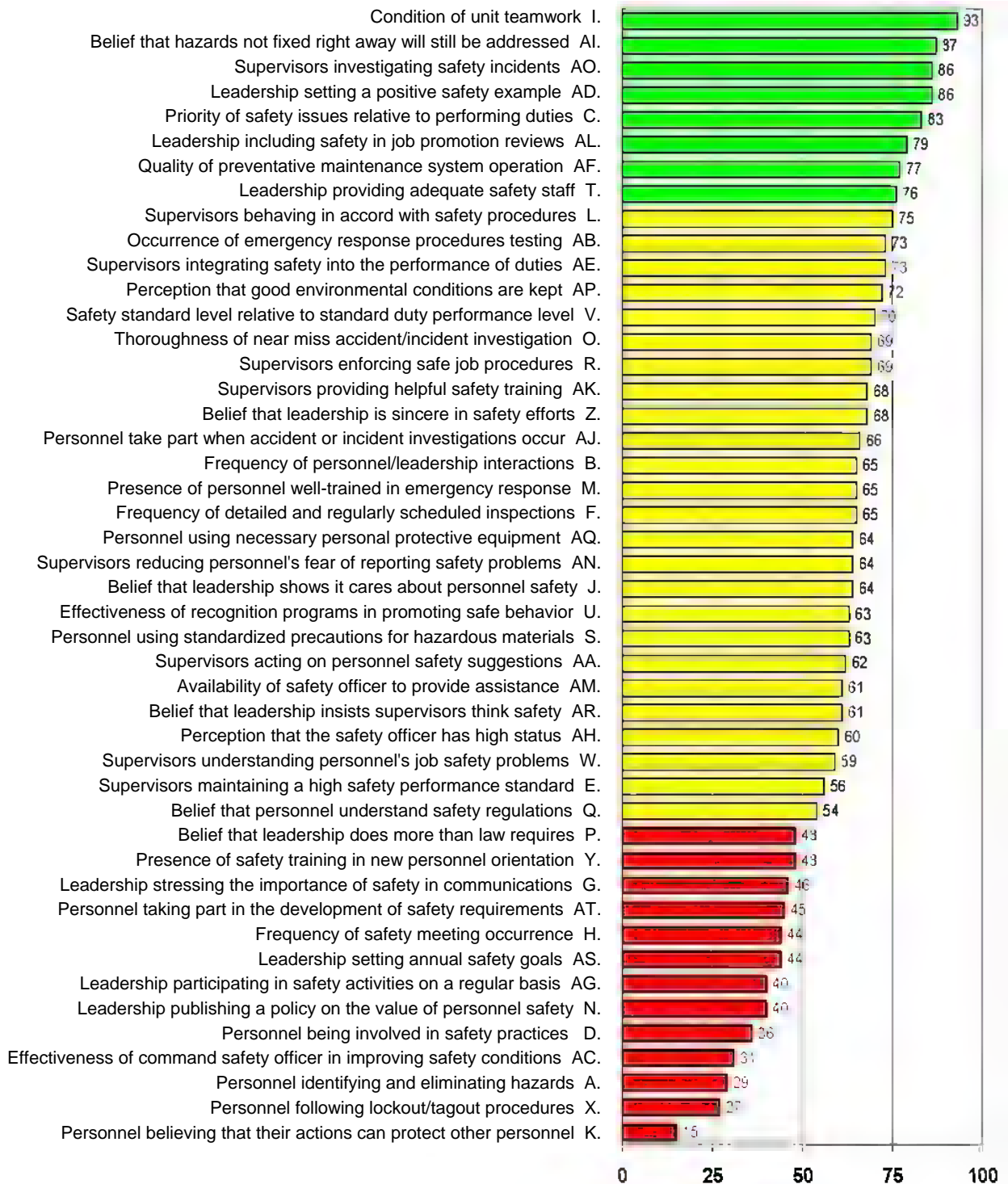
Figure 23 compares the Air Force civilian results against all Civilian respondents. For all five program categories and the overall score, the Air Force results were substantially higher than the All Respondents results. Air Force results were at or above the database average of 50 for all program categories and the overall score. Air Force percentile scores ranged from a moderately high score of 74 for Supervisor Participation and Safety Support Climate to an average score of 50 for Personnel Participation. The overall Air Force percentile score was a moderately high 72, indicating that only 28 percent of the database organizations achieved a higher overall score than did the Air Force. This compares to a moderate 56 for all Civilian respondents.

Figure 24 compares the safety perceptions of the Air Force Civilian grades according to program category. These grades are GS/GM 14-15, GS 11-13, GS 7-10, GS 1-6, WG 12-15, WG 9-11, WG 1-8, and Other. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents generally reported the most positive safety program perceptions overall and for all program categories, while lower-ranking respondents generally had the least positive responses. The highest perceptions were found for the GS/GM 14-15 category overall and for all program categories except Personnel Participation. The remaining GS categories had relatively similar perceptions overall. The WG 12-15 category had scores several points higher than the other WG categories overall and for most program categories. Relative similarity among grade perceptions would indicate the Air Force safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may decrease the safety perception gap.

Figure 25 compares the safety perceptions by work location according to program category. These seven 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.

Clinic/Hospital personnel reported the most positive safety program perceptions overall and for each program category, with scores generally in the 80s except for Personnel Participation. The remaining six locations had scores that were fairly similar to each other, ranging generally in the 50s, 60s or 70s. Personnel Participation scores were especially low for Office personnel, with a score of only 42. Conversely, Office scores were fairly high regarding Leadership Participation compared to personnel from other locations. Relative similarity among work locations would indicate the Air Force 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



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

Figure 23. Program Category Percentile Scores - Air Force

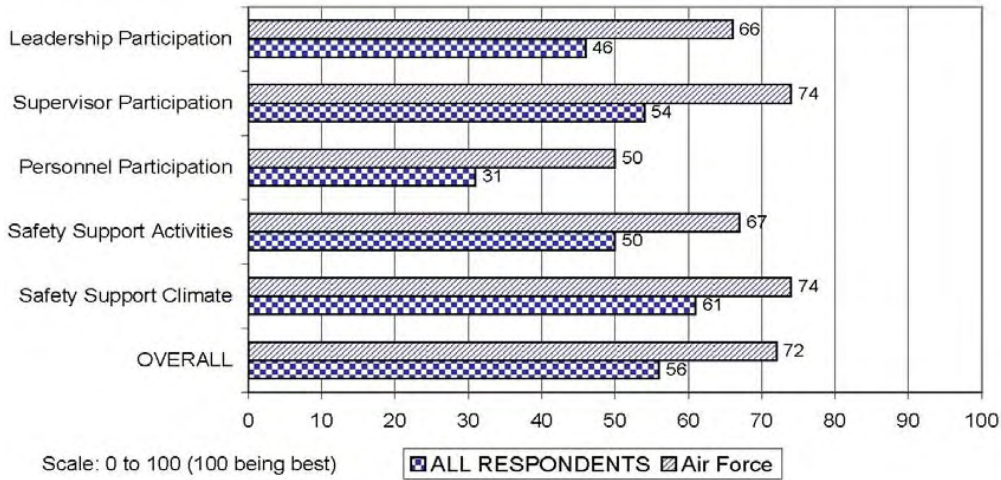


Figure 24. Program Category Percentile Scores by Grade - Air Force

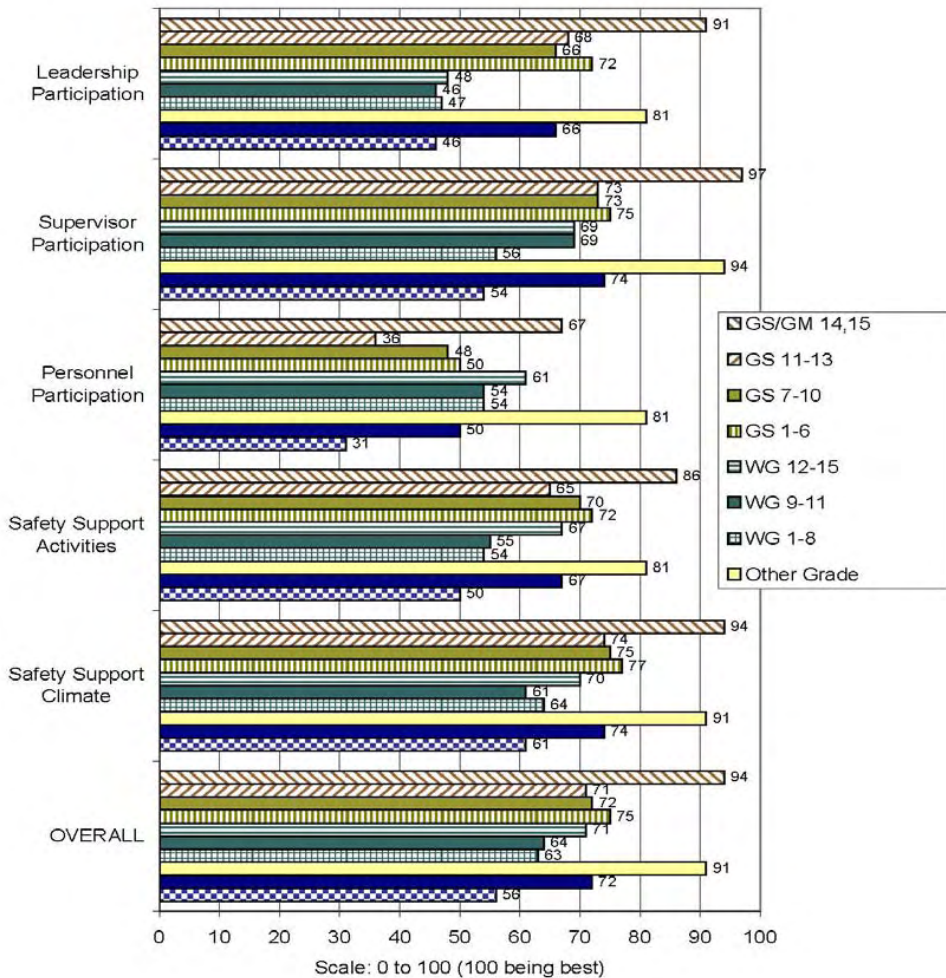
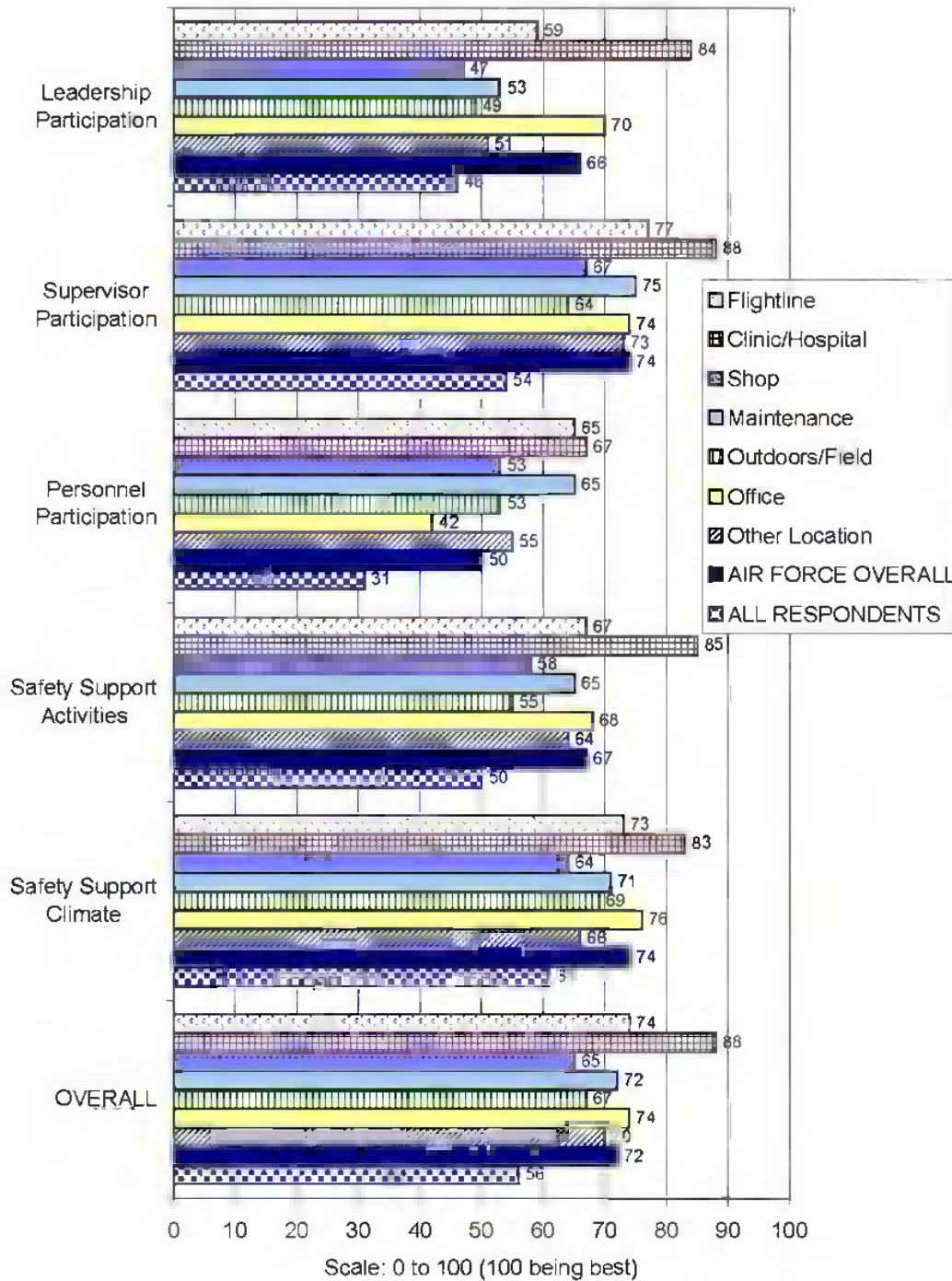


Figure 25. Program Category Percentile Scores by Work Location - Air Force



3.12 DoD Civilians (Not in a Service)

In this section of the report, the term “DoD” refers to those Civilian personnel who do not work specifically in any of the four branches of Service. Results for these personnel are discussed in this section. Figure 26 graphically presents DoD’s comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the 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 26, 17 items met or surpassed the 50th percentile mark. Only one item achieved a high comparative percentile score at or above 80. The 10 highest scoring items for DoD had percentile scores at or above 57 and are listed below (with percentile scores):

- I Condition of unit teamwork (90)*
- AI Belief that hazards not fixed right away will still be addressed (76)*
- AP Perception that good environmental conditions are kept (69)*
- AO Supervisors investigating safety incidents (69)*
- C Priority of safety issues relative to performing duties (69)*
- AB Occurrence of emergency response procedures testing (68)*
- AD Leadership setting a positive safety example (67)*
- AF Quality of preventative maintenance system operation (65)*
- AL Leadership including safety in job promotion reviews (62)*
- L Supervisors behaving in accord with safety procedures (57)*

As indicated by the red shading, DoD generated 29 items with scores below the 50th percentile (representing below average performance). Among these, eight items have a very low score of 20 or below. Items with below average percentiles (<50) are potential target areas that should 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 (4)*
- A Personnel identifying and eliminating hazards (6)*
- AC Effectiveness of command safety officer in improving safety conditions (15)*
- X Personnel following lockout/tagout procedures (15)*
- AG Leadership participating in safety activities on a regular basis (18)*
- D Personnel being involved in safety practices (18)*
- G Leadership stressing the importance of safety in communications (19)*
- Y Presence of safety training in new personnel orientation (20)*
- Q Belief that personnel understand safety regulations (21)*

- N Leadership publishing a policy on the value of personnel safety (21)***
- W Supervisors understanding personnel's job safety problems (21)***
- AS Leadership setting annual safety goals (25)***
- AR Belief that leadership insists supervisors think safety (28)***
- AT Personnel taking part in the development of safety requirements (28)***
- E Supervisors maintaining a high safety performance standard (29)***
- H Frequency of safety meeting occurrence (30)***
- S Personnel using standardized precautions for hazardous materials (32)***
- P Belief that leadership does more than law requires (33)***
- AM Availability of safety officer to provide assistance (35)***
- AK Supervisors providing helpful safety training (36)***
- AA Supervisors acting on personnel safety suggestions (37)***
- AE Supervisors integrating safety into the performance of duties (38)***
- F Frequency of detailed and regularly scheduled inspections (39)***
- R Supervisors enforcing safe job procedures (40)***
- J Belief that leadership shows it cares about personnel safety (40)***
- AH Perception that the safety officer has high status (40)***
- Z Belief that leadership is sincere in safety efforts (41)***
- AN Supervisors reducing personnel's fear of reporting safety problems (42)***
- B Frequency of personnel/leadership interactions (42)***

Figure 27 compares DoD results against all Civilian respondents. For all five program categories and the overall score, DoD results are lower than the All Respondents results. DoD results are below the database average of 50 for all program categories and the overall score, with the exception of the Safety Support Climate category. DoD percentile scores range from a slightly above average score of 51 for Safety Support Climate to a low score of 19 for Personnel Participation. The overall DoD percentile score is a below average 44, indicating that 56 percent of the database organizations achieved a higher overall score than did the DoD. This compares to a moderate 56 for all Civilian respondents.

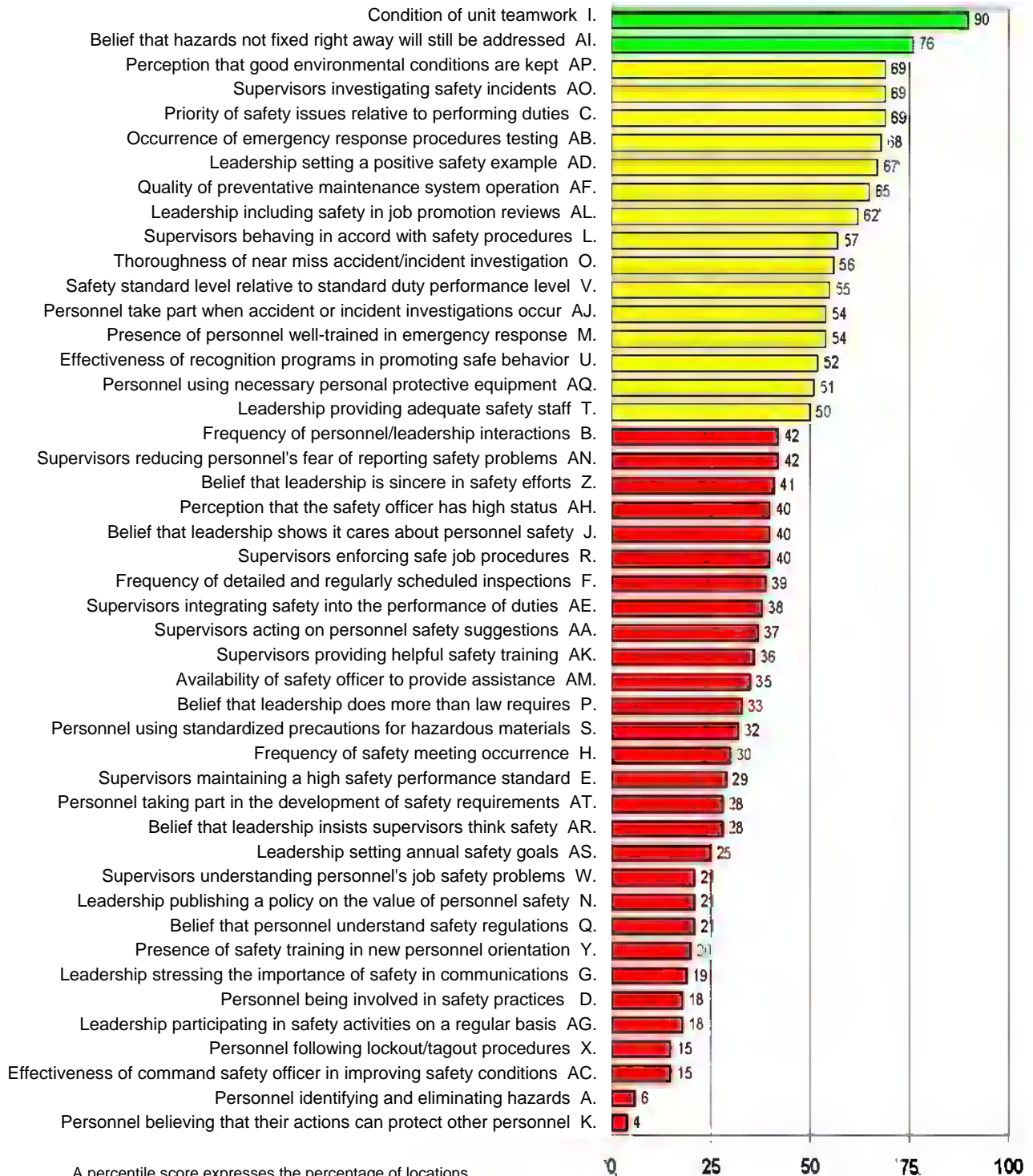
Figure 28 compares the safety perceptions of the DoD Civilian grades according to program category. These grades are GS/GM 14-15, GS 11-13, GS 7-10, GS 1-6, WG 9-11, WG 1-8, and Other. To avoid making inaccurate generalizations based on an inadequate or absent sample, specific results were not computed for the WG 12-15 category. Unlike many organizations that have conducted the Safety Barometer, in which higher-ranking respondents generally report the most positive safety program perception while lower-ranking respondents generally have the least positive responses, for DoD Civilians this was not consistently the case. For the WG grades, WG 9-11 consistently had higher scores than the WG 1-8 grade. However, for the GS grades, higher grades of GS/GM14-15 and GS 11-13 generally had lower perceptions. Higher GS grades had particularly low scores for the Personnel Participation category. Relative

similarity among grade perceptions would indicate the DoD Civilian safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may decrease the safety perception gap.

Figure 29 compares the safety perceptions by work location according to program category. These eight work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other.

Ship personnel reported the most positive safety program perceptions overall and for each program category except Safety Support Activities, with scores generally in the 70s, 80s and 90s. Flightline had the next highest perceptions overall and for most program categories, followed by Shop and Clinic/Hospital. Office had the lowest perceptions overall and for most program categories. Perceptions for Office personnel were particularly low regarding Personnel Participation, with a score of only 12. Relative similarity among work locations would indicate the safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 26. Percentile Scores of Safety Program Items - DoD



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

Figure 27. Program Category Percentile Scores - DoD

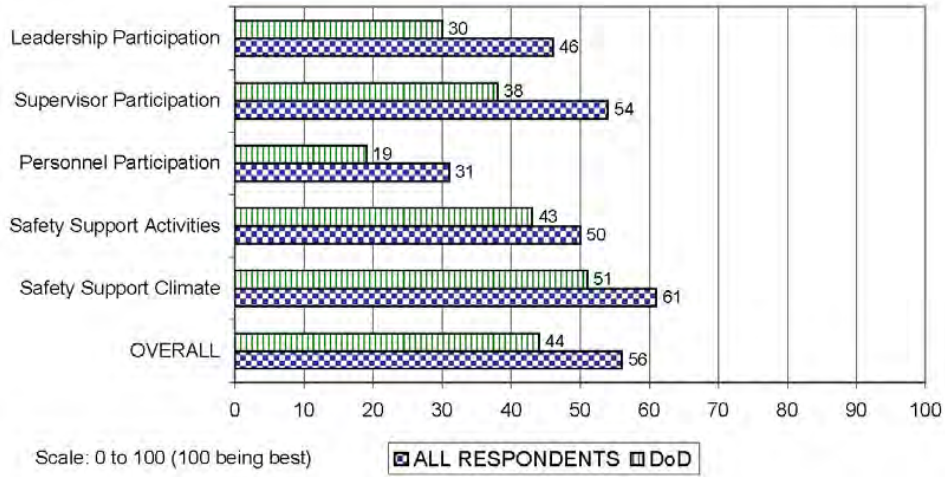


Figure 28. Program Category Percentile Scores by Grade - DoD

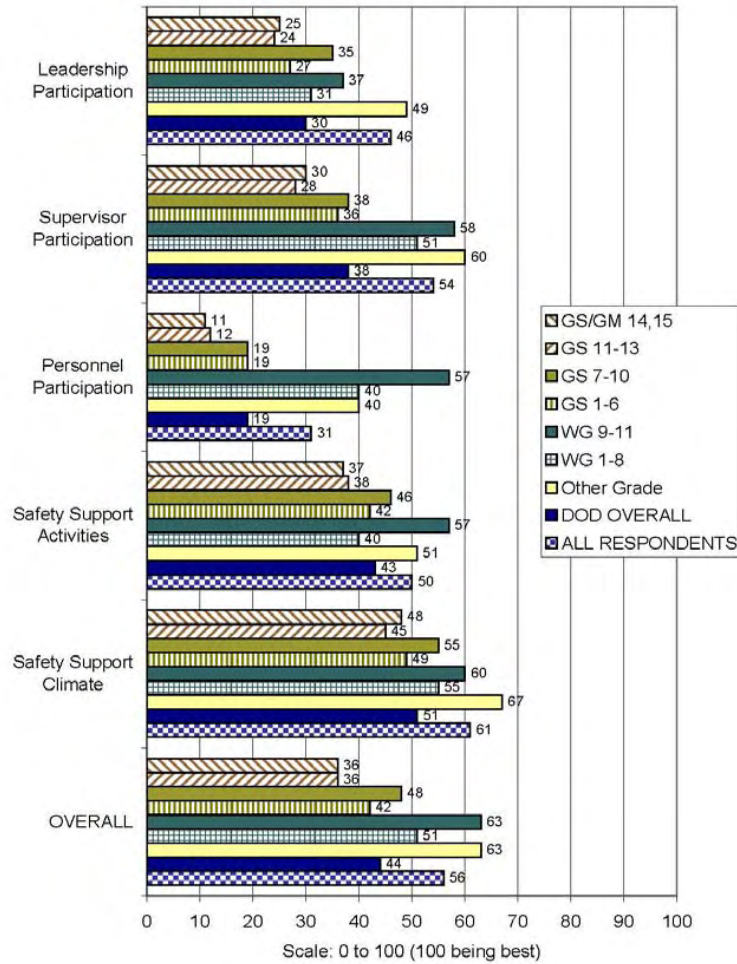
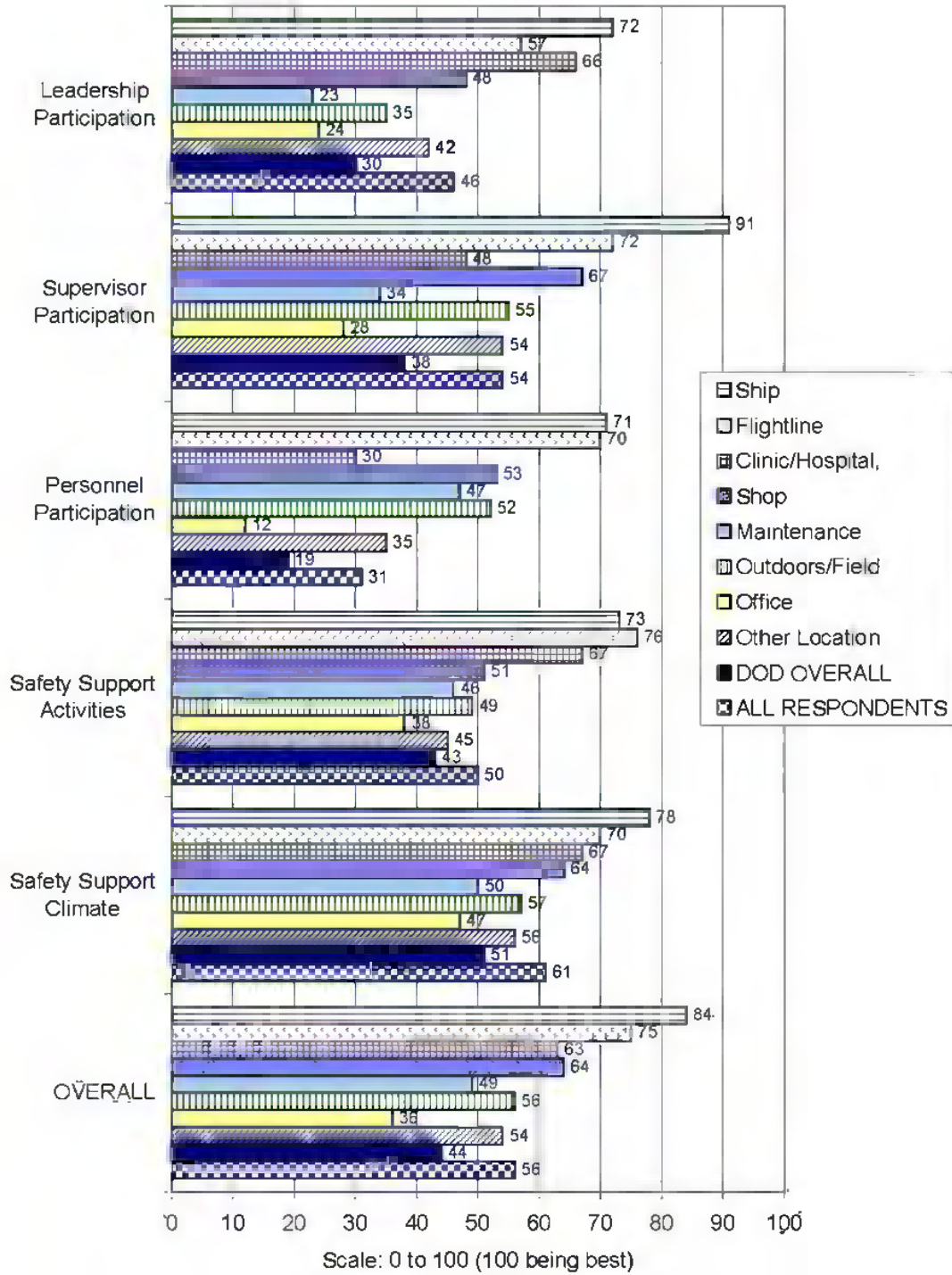


Figure 29. Program Category Percentile Scores by Work Location - DoD



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4 Conclusions

4.1 Overview

This document describes the results of the safety perception survey for the Civilian part of the surveyed population. The report is one of four published by the DoD OIG documenting survey results associated with the “Evaluation of the DoD Safety Program.”

These results can be used to analyze perceptions of civilian 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 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 the results of action plans using appropriate indicators, to include this survey instrument; determine an implementation timetable 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 civilian 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 56 out of 100, meaning that 44 percent of the database organizations achieved a higher overall score than did civilian respondents.

Comparative percentile scores for the five standard safety program categories ranged from a low 31 for Personnel Participation to a moderate 61 for Safety Support Climate. Two other categories had percentile scores at or above the average of 50 – Supervisor Participation and Safety Support Activities.

Closer examination shows Civilian respondents scored at or above average (the 50th percentile) for 21 of 46 standard items. Only one item generated a high score above 80. It is recommended that safety program items with percentiles 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 Civilian respondents are presented below, from lowest to highest percentile score.

- K*** ***Personnel believing that their actions can protect other personnel (8)***
- A*** ***Personnel identifying and eliminating hazards (15)***
- X*** ***Personnel following lockout/tagout procedures (19)***
- AC*** ***Effectiveness of command safety officer in improving safety conditions (20)***
- D*** ***Personnel being involved in safety practices (26)***
- AG*** ***Leadership participating in safety activities on a regular basis (27)***
- N*** ***Leadership publishing a policy on the value of personnel safety (29)***
- AS*** ***Leadership setting annual safety goals (29)***
- Y*** ***Presence of safety training in new personnel orientation (30)***
- Q*** ***Belief that personnel understand safety regulations (33)***
- G*** ***Leadership stressing the importance of safety in communications (33)***
- H*** ***Frequency of safety meeting occurrence (34)***
- AT*** ***Personnel taking part in the development of safety requirements (34)***
- E*** ***Supervisors maintaining a high safety performance standard (38)***
- W*** ***Supervisors understanding personnel's job safety problems (40)***
- P*** ***Belief that leadership does more than law requires (40)***
- AR*** ***Belief that leadership insists supervisors think safety (42)***
- AM*** ***Availability of safety officer to provide assistance (45)***
- AA*** ***Supervisors acting on personnel safety suggestions (45)***
- AK*** ***Supervisors providing helpful safety training (46)***

- AH Perception that the safety officer has high status (46)***
- F Frequency of detailed and regularly scheduled inspections (47)***
- AE Supervisors integrating safety into the performance of duties (48)***
- R Supervisors enforcing safe job procedures (49)***
- J Belief that leadership shows it cares about personnel safety (49)***

Regarding the four customized survey statements on the topic of off-duty safety, over 58 percent of respondents believed their supervisor is concerned for their welfare and safety, both off and on duty. Nearly half the respondents felt it is DoD's responsibility to be concerned about off-duty safety for personnel and their families, and almost 42 percent felt most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training. About 13 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty.

For all five program categories and overall, the highest grades GS/GM14-15 and WG 12-15 had slightly more positive perceptions than respective lower grades. However, there was relatively little difference comparing perceptions by grade. Those in the "Other Grade" category had the highest perceptions.

Some variations in perceptions among work locations were found, with those in Ship and Flightline having the most positive perceptions (overall scores of 86 and 72, respectively). Clinic/Hospital, Shop, and Maintenance personnel were slightly less positive, while Outdoors/Field, Office, and Other personnel consistently generated the least positive responses.

Branch of Service analyses show the Air Force civilians generated the highest comparative percentile scores for all program categories and overall (72), followed by the Navy and the Army with overall scores of 55 and 53, respectively. DoD civilians (those not assigned to a Service) had an overall score of 44, while the Marine Corps generated the lowest overall score of 37. The relative pattern of scores was identical for all program categories except Personnel Participation, for which DoD civilians had particularly low scores.

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.

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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.



U06916-03

Appendix A-1

Defense Safety Oversight Council Charter

DEFENSE SAFETY OVERSIGHT COUNCIL CHARTER

I. ESTABLISHMENT, PURPOSE AND SCOPE

A. ESTABLISHMENT

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

B. PURPOSE

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

C. SCOPE OF ACTIVITY

The Council shall:

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

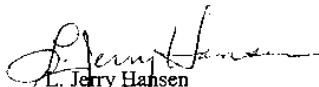
MEMORANDUM FOR UNDERSECRETARY OF DEFENSE (COMPTROLLER)/
CHIEF FINANCIAL OFFICER
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS
DEPUTY UNDER SECRETARY OF DEFENSE FOR
INSTALLATIONS AND ENVIRONMENT
DIRECTOR, JOINT STAFF
INSPECTOR GENERAL OF THE ARMY
NAVAL INSPECTOR GENERAL
INSPECTOR GENERAL OF THE 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



ACQUISITION
TECHNOLOGY
AND LOGISTICS

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


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

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


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

DoD Components will include in all system-related Class A and B mishap investigation reports the system program office analysis of hazards that contributed to the accident and recommendations for 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.

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



Kenneth K. Rice



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-6

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 civilian 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 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 Team and the NSC performed the survey and analysis between January and August 2005. The OIG 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 has 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"/>
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"/>
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"/>

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
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

SAFETYA How much do you agree or disagree with e					SAFETYE How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent	Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
		1	8810	1.3	2.8	2.8	1	17723	2.7
1.4	1.4	2	44650	6.7	14.7	17.5	2	93744	14.1
7.0	8.4	3	130085	19.6	39.0	56.5	3	248175	37.4
20.3	28.7	4	353514	53.2	36.7	93.2	4	233328	35.1
55.3	84.0	5	102401	15.4	6.8	100.0	5	43209	6.5
16.0	100.0	.	24417	3.7	Missing		.	27697	4.2
Missing					Missing				
--		Total	663876	100.0	--		Total	663876	100.0
100.0					100.0				
Mean	3.776	Std dev	.846	Minimum	Mean	3.300	Std dev	.899	Minimum
1.000					1.000				
Maximum	5.000				Maximum	5.000			
Valid cases	639459	Missing cases	24417		Valid cases	636180	Missing cases	27697	

SAFETYB How much do you agree or disagree with e					SAFETYF How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent	Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
		1	19144	2.9	2.0	2.0	1	12455	1.9
3.0	3.0	2	79005	11.9	4.7	6.6	2	29901	4.5
12.4	15.4	3	145298	21.9	29.9	36.6	3	190847	28.7
22.8	38.1	4	317706	47.9	46.3	82.9	4	295195	44.5
49.7	87.9	5	77466	11.7	17.1	100.0	5	109196	16.4
12.1	100.0	.	25259	3.8	Missing		.	26282	4.0
Missing					Missing				
--		Total	663876	100.0	--		Total	663876	100.0
100.0					100.0				
Mean	3.556	Std dev	.957	Minimum	Mean	3.720	Std dev	.869	Minimum
1.000					1.000				
Maximum	5.000				Maximum	5.000			
Valid cases	638617	Missing cases	25259		Valid cases	637594	Missing cases	26282	

SAFETYC How much do you agree or disagree with e					SAFETYF How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent	Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
		1	114897	17.3	1.9	1.9	1	11878	1.8
18.0	18.0	2	299815	45.2	8.3	10.2	2	53005	8.0
47.0	65.0	3	138782	20.9	34.2	44.4	3	217593	32.8
21.8	86.8	4	65051	9.8	44.8	89.2	4	285195	43.0
10.2	97.0	5	19012	2.9	10.8	100.0	5	68580	10.3
3.0	100.0	.	26319	4.0	Missing		.	27624	4.2
Missing					Missing				
--		Total	663876	100.0	--		Total	663876	100.0
100.0					100.0				
Mean	2.331	Std dev	.982	Minimum	Mean	3.543	Std dev	.862	Minimum
1.000					1.000				
Maximum	5.000				Maximum	5.000			
Valid cases	637557	Missing cases	26319		Valid cases	636252	Missing cases	27624	

SAFETYD How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
		1	114897	17.3
18.0	18.0	2	299815	45.2
47.0	65.0	3	138782	20.9
21.8	86.8	4	65051	9.8
10.2	97.0	5	19012	2.9
3.0	100.0	.	26319	4.0
Missing				
--		Total	663876	100.0
100.0				
Mean	2.331	Std dev	.982	Minimum
1.000				
Maximum	5.000			
Valid cases	637557	Missing cases	26319	

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
9.4	9.4	1	60050	9.0
38.3	47.8	2	243884	36.7
28.3	76.1	3	179912	27.1
20.2	96.3	4	128557	19.4
3.7	100.0	5	23645	3.6
Missing		.	27829	4.2
--				
100.0		Total	663876	100.0

Mean 2.704 Std dev 1.012 Minimum 1.000 Maximum 5.000
Valid cases 636047 Missing cases 27829

SAFETYH How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
7.1	7.1	1	45426	6.8
32.1	39.2	2	204056	30.7
37.2	76.4	3	236387	35.6
19.8	96.2	4	125948	19.0
3.8	100.0	5	24064	3.6
Missing		.	27995	4.2
--				
100.0		Total	663876	100.0

Mean 2.810 Std dev .959 Minimum 1.000 Maximum 5.000
Valid cases 635881 Missing cases 27995

SAFETYI How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.8	2.8	1	18077	2.7
8.2	11.1	2	52207	7.9
20.0	31.1	3	126985	19.1
53.6	84.6	4	340199	51.2
15.4	100.0	5	97643	14.7
Missing		.	28765	4.3
--				
100.0		Total	663876	100.0

Mean 3.704 Std dev .923 Minimum 1.000 Maximum 5.000
Valid cases 635112 Missing cases 28765

SAFETYJ How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.7	2.7	1	16910	2.5
5.7	8.4	2	36447	5.5

25.8	34.2	3	163536	24.6
50.0	84.3	4	317346	47.8
15.7	100.0	5	99854	15.0
Missing		.	29784	4.5
--				
100.0		Total	663876	100.0

Mean 3.705 Std dev .893 Minimum 1.000 Maximum 5.000
Valid cases 634092 Missing cases 29784

SAFETYK How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
.4	.4	1	2611	.4
1.5	1.9	2	9571	1.4
15.7	17.6	3	99465	15.0
61.0	78.6	4	387401	58.4
21.4	100.0	5	136084	20.5
Missing		.	28744	4.3
--				
100.0		Total	663876	100.0

Mean 4.015 Std dev .684 Minimum 1.000 Maximum 5.000
Valid cases 635133 Missing cases 28744

SAFETYL How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
24.3	24.3	1	154024	23.2
52.7	76.9	2	334294	50.4
17.7	94.6	3	112335	16.9
4.2	98.8	4	26780	4.0
1.2	100.0	5	7496	1.1
Missing		.	28948	4.4
--				
100.0		Total	663876	100.0

Mean 2.054 Std dev .832 Minimum 1.000 Maximum 5.000
Valid cases 634929 Missing cases 28948

SAFETYM How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.1	2.1	1	13457	2.0
8.9	11.0	2	56487	8.5
33.8	44.8	3	214659	32.3
44.2	89.0	4	280250	42.2
11.0	100.0	5	69782	10.5
Missing		.	29241	4.4
--				

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Total				
100.0		663876	100.0	
Mean	3.530	Std dev	.880	Minimum
1.000				
Maximum	5.000			
Valid cases	634635	Missing cases	29241	

SAFETYQ	How much do you agree or disagree with e			
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.000		1	2420	.4
2.000		2	16158	2.4
3.000		3	89371	13.5
4.000		4	413525	62.3
5.000		5	111427	16.8
Missing		.	30974	4.7
Mean	3.972	Std dev	.673	Minimum
1.000				
Maximum	5.000			
Valid cases	632902	Missing cases	30974	

SAFETYR	How much do you agree or disagree with e			
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.000		1	5905	.9
2.000		2	22701	3.4
3.000		3	173813	26.2
4.000		4	330123	49.7
5.000		5	96033	14.5
Missing		.	35302	5.3
Mean	3.776	Std dev	.780	Minimum
1.000				
Maximum	5.000			
Valid cases	628574	Missing cases	35302	

SAFETYS	How much do you agree or disagree with e			
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.000		1	2928	.4
2.000		2	11536	1.7
3.000		3	232243	35.0
4.000		4	288014	43.4
5.000		5	96864	14.6
Missing		.	32292	4.9
Mean	3.735	Std dev	.752	Minimum
1.000				
Maximum	5.000			
Valid cases	631585	Missing cases	32292	

SAFETYT	How much do you agree or disagree with e			
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.000		1	9823	1.5

Total				
100.0		663876	100.0	
Mean	3.615	Std dev	.863	Minimum
1.000				
Maximum	5.000			
Valid cases	633962	Missing cases	29915	

SAFETYO	How much do you agree or disagree with e			
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.000		1	11564	1.7
2.000		2	40084	6.0
3.000		3	287156	43.3
4.000		4	224380	33.8
5.000		5	68861	10.4
Missing		.	31831	4.8
Mean	3.473	Std dev	.839	Minimum
1.000				
Maximum	5.000			
Valid cases	632045	Missing cases	31831	

SAFETYD	How much do you agree or disagree with e			
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.000		1	43790	6.6
2.000		2	190170	28.6
3.000		3	254388	38.3
4.000		4	122987	18.5
5.000		5	22145	3.3
Missing		.	30397	4.6
Mean	2.826	Std dev	.938	Minimum
1.000				
Maximum	5.000			
Valid cases	633479	Missing cases	30397	

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

5.9	7.4	2	37099	5.6
35.7	43.1	3	224755	33.9
44.9	88.0	4	283230	42.7
12.0	100.0	5	75321	11.3
Missing		.	33648	5.1

Total 663876 100.0				

Mean	3.598	Std dev	.831	Minimum
1.000				
Maximum	5.000			
Valid cases	630229	Missing cases	33648	

SAFETYU How much do you agree or disagree with e				
Valid Value Label	Cum Percent	Value	Frequency	Percent
5.0	5.0	1	31687	4.8
23.6	28.7	2	149219	22.5
52.4	81.0	3	330418	49.8
15.8	96.8	4	99651	15.0
3.2	100.0	5	20027	3.0
Missing		.	32874	5.0

Total 663876 100.0				

Mean	2.884	Std dev	.842	Minimum
1.000				
Maximum	5.000			
Valid cases	631002	Missing cases	32874	

SAFETYV How much do you agree or disagree with e				
Valid Value Label	Cum Percent	Value	Frequency	Percent
4.5	4.5	1	28302	4.3
23.5	28.0	2	148549	22.4
50.8	78.8	3	320417	48.3
18.5	97.3	4	116791	17.6
2.7	100.0	5	16778	2.5
Missing		.	33039	5.0

Total 663876 100.0				

Mean	2.913	Std dev	.836	Minimum
1.000				
Maximum	5.000			
Valid cases	630837	Missing cases	33039	

SAFETYW How much do you agree or disagree with e				
Valid Value Label	Cum Percent	Value	Frequency	Percent
1.1	1.1	1	6996	1.1
3.8	4.9	2	23730	3.6
36.7	41.5	3	230990	34.8
47.9	89.4	4	301964	45.5
10.6	100.0	5	66524	10.0
Missing		.	33671	5.1

Total 663876 100.0				

Mean	3.630	Std dev	.766	Minimum
1.000				
Maximum	5.000			
Valid cases	630205	Missing cases	33671	

SAFETYX How much do you agree or disagree with e				
Valid Value Label	Cum Percent	Value	Frequency	Percent
1.4	1.4	1	8948	1.3
5.5	6.9	2	34201	5.2
53.8	60.7	3	336446	50.7
30.3	90.9	4	189441	28.5
9.1	100.0	5	56683	8.5
Missing		.	38157	5.7

Total 663876 100.0				

Mean	3.401	Std dev	.785	Minimum
1.000				
Maximum	5.000			
Valid cases	625719	Missing cases	38157	

SAFETY Y How much do you agree or disagree with e				
Valid Value Label	Cum Percent	Value	Frequency	Percent
1.9	1.9	1	12185	1.8
7.0	8.9	2	44058	6.6
33.7	42.6	3	211801	31.9
42.3	84.9	4	265984	40.1
15.1	100.0	5	94887	14.3
Missing		.	34962	5.3

Total 663876 100.0				

Mean	3.616	Std dev	.891	Minimum
1.000				
Maximum	5.000			
Valid cases	628915	Missing cases	34962	

SAFETY Z How much do you agree or disagree with e				
Valid Value Label	Cum Percent	Value	Frequency	Percent
1.2	1.2	1	7305	1.1
3.6	4.8	2	22815	3.4
22.2	27.0	3	140167	21.1
55.0	82.0	4	347397	52.3
18.0	100.0	5	113526	17.1
Missing		.	32666	4.9

Total 663876 100.0				

Mean	3.851	Std dev	.793	Minimum
1.000				
Maximum	5.000			
Valid cases	631211	Missing cases	32666	

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

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-----
SAFETYAA How much do you agree or disagree with e
Valid      Cum
Value Label      Value Frequency Percent
Percent Percent

10.5      10.5                1      65940      9.9
40.5      51.0                2     255368     38.5
40.3      91.3                3     253729     38.2
7.3       98.6                4      46192      7.0
1.4      100.0                5       8836      1.3
Missing                    .      33811      5.1
-----
--
100.0
Total      663876     100.0
Mean      2.487      Std dev      .831      Minimum
1.000
Maximum      5.000
Valid cases 630066      Missing cases 33811
-----

```

```

-----
SAFETYAB How much do you agree or disagree with e
Valid      Cum
Value Label      Value Frequency Percent
Percent Percent

10.6      10.6                1      67100      10.1
41.3      51.9                2     259945     39.2
33.9      85.8                3     213275     32.1
11.8      97.5                4      74042     11.2
2.5      100.0                5     15689      2.4
Missing                    .      33825      5.1
-----
--
100.0
Total      663876     100.0
Mean      2.542      Std dev      .920      Minimum
1.000
Maximum      5.000
Valid cases 630052      Missing cases 33825
-----

```

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-----
SAFETYAC How much do you agree or disagree with e
Valid      Cum
Value Label      Value Frequency Percent
Percent Percent

1.6       1.6                1     10113      1.5
5.5       7.1                2     34762      5.2
48.3      55.5                3     303706     45.7
36.9      92.3                4     231740     34.9
7.7      100.0                5      48131      7.3
Missing                    .      35424      5.3
-----
--
100.0
Total      663876     100.0
Mean      3.434      Std dev      .778      Minimum
1.000
Maximum      5.000
Valid cases 628453      Missing cases 35424
-----

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-----
SAFETYAD How much do you agree or disagree with e
Valid      Cum
Value Label      Value Frequency Percent
Percent Percent

1.8       1.8                1     11074      1.7
-----

```

```

5.6       7.3                2     34905      5.3
36.8      44.1                3     230614     34.7
45.0      89.1                4     281815     42.4
10.9     100.0                5     68136      10.3
Missing                    .      37331      5.6
-----
--
100.0
Total      663876     100.0
Mean      3.576      Std dev      .824      Minimum
1.000
Maximum      5.000
Valid cases 626545      Missing cases 37331
-----

```

```

-----
SAFETYAE How much do you agree or disagree with e
Valid      Cum
Value Label      Value Frequency Percent
Percent Percent

1.3       1.3                1      7844      1.2
7.2       8.4                2     45158      6.8
39.2      47.6                3     245904     37.0
42.2      89.9                4     265055     39.9
10.1     100.0                5     63456      9.6
Missing                    .      36461      5.5
-----
--
100.0
Total      663876     100.0
Mean      3.528      Std dev      .819      Minimum
1.000
Maximum      5.000
Valid cases 627416      Missing cases 36461
-----

```

```

-----
SAFETYAF How much do you agree or disagree with e
Valid      Cum
Value Label      Value Frequency Percent
Percent Percent

6.1       6.1                1     38102      5.7
30.2      36.3                2     189032     28.5
47.9      84.2                3     299824     45.2
12.7      96.8                4     79371      12.0
3.2      100.0                5     19857      3.0
Missing                    .      37691      5.7
-----
--
100.0
Total      663876     100.0
Mean      2.767      Std dev      .863      Minimum
1.000
Maximum      5.000
Valid cases 626186      Missing cases 37691
-----

```

```

-----
SAFETYAG How much do you agree or disagree with e
Valid      Cum
Value Label      Value Frequency Percent
Percent Percent

1.4       1.4                1      8877      1.3
8.4       9.8                2     52414      7.9
45.8      55.6                3     286495     43.2
36.6      92.2                4     228699     34.4
7.8      100.0                5     49107      7.4
Missing                    .      38283      5.8
-----

```

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

100.0		Total	663876	100.0
Mean	3.410	Std dev	.807	Minimum
1.000				
Maximum	5.000			
Valid cases	625593	Missing cases	38283	

SAFETYAH How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
2.3	2.3	1	14199	2.1
9.6	11.8	2	59772	9.0
51.1	63.0	3	319728	48.2
29.5	92.5	4	184730	27.8
7.5	100.0	5	46716	7.0
Missing		.	38731	5.8
100.0		Total	663876	100.0
Mean	3.304	Std dev	.830	Minimum
1.000				
Maximum	5.000			
Valid cases	625145	Missing cases	38731	

SAFETYAI How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
9.5	9.5	1	59483	9.0
37.8	47.3	2	236774	35.7
40.8	88.2	3	255690	38.5
9.7	97.9	4	60597	9.1
2.1	100.0	5	13400	2.0
Missing		.	37933	5.7
100.0		Total	663876	100.0
Mean	2.571	Std dev	.870	Minimum
1.000				
Maximum	5.000			
Valid cases	625943	Missing cases	37933	

SAFETYAJ How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.0	1.0	1	6538	1.0
5.1	6.2	2	32162	4.8
45.7	51.8	3	285815	43.1
41.0	92.9	4	256869	38.7
7.1	100.0	5	44625	6.7
Missing		.	37867	5.7
100.0		Total	663876	100.0
Mean	3.481	Std dev	.747	Minimum
1.000				
Maximum	5.000			
Valid cases	626010	Missing cases	37867	

SAFETYAK How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
1.5	1.5	1	9461	1.4
7.2	8.7	2	45244	6.8
40.7	49.5	3	255066	38.4
42.2	91.7	4	264291	39.8
8.3	100.0	5	51873	7.8
Missing		.	37942	5.7
100.0		Total	663876	100.0
Mean	3.485	Std dev	.807	Minimum
1.000				
Maximum	5.000			
Valid cases	625934	Missing cases	37942	

SAFETYAL How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
8.1	8.1	1	50583	7.6
30.7	38.8	2	191933	28.9
49.1	87.9	3	307147	46.3
9.6	97.4	4	59976	9.0
2.6	100.0	5	15994	2.4
Missing		.	38245	5.8
100.0		Total	663876	100.0
Mean	2.679	Std dev	.851	Minimum
1.000				
Maximum	5.000			
Valid cases	625632	Missing cases	38245	

SAFETYAM How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
2.0	2.0	1	12314	1.9
6.6	8.5	2	41067	6.2
39.7	48.3	3	248151	37.4
41.3	89.5	4	257833	38.8
10.5	100.0	5	65530	9.9
Missing		.	38982	5.9
100.0		Total	663876	100.0
Mean	3.517	Std dev	.842	Minimum
1.000				
Maximum	5.000			
Valid cases	624894	Missing cases	38982	

SAFETYAN How much do you agree or disagree with e				
Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
14.7	14.7	1	91412	13.8

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

44.9	59.6	2	279930	42.2
33.1	92.6	3	206059	31.0
5.7	98.3	4	35595	5.4
1.7	100.0	5	10322	1.6
Missing		.	40558	6.1

Total 663876 100.0				

Mean	2.348	Std dev	.857	Minimum
1.000				
Maximum	5.000			
Valid cases	623318	Missing cases	40558	

SAFETYAO How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
1.1	1.1	1	6821	1.0
4.5	5.6	2	28300	4.3
41.6	47.2	3	259738	39.1
42.1	89.4	4	262988	39.6
10.6	100.0	5	66396	10.0
Missing		.	39632	6.0

Total 663876 100.0				

Mean	3.567	Std dev	.784	Minimum
1.000				
Maximum	5.000			
Valid cases	624245	Missing cases	39632	

SAFETYAP How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
5.0	5.0	1	31175	4.7
15.2	20.2	2	94930	14.3
23.1	43.3	3	144466	21.8
48.3	91.5	4	301967	45.5
8.5	100.0	5	53014	8.0
Missing		.	38325	5.8

Total 663876 100.0				

Mean	3.401	Std dev	1.006	Minimum
1.000				
Maximum	5.000			
Valid cases	625551	Missing cases	38325	

SAFETYAQ How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
7.5	7.5	1	46878	7.1
33.3	40.8	2	208846	31.5
47.4	88.3	3	297018	44.7
10.2	98.5	4	63884	9.6
1.5	100.0	5	9680	1.5
Missing		.	37571	5.7

Total 663876 100.0				

Mean	2.855	Std dev	.849	Minimum
1.000				

Total 663876 100.0				

Mean	2.650	Std dev	.821	Minimum
1.000				
Maximum	5.000			
Valid cases	626306	Missing cases	37571	

SAFETYAR How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
1.0	1.0	1	6137	.9
3.9	4.9	2	24515	3.7
39.0	43.9	3	243574	36.7
44.5	88.4	4	278238	41.9
11.6	100.0	5	72833	11.0
Missing		.	38578	5.8

Total 663876 100.0				

Mean	3.619	Std dev	.779	Minimum
1.000				
Maximum	5.000			
Valid cases	625298	Missing cases	38578	

SAFETYAS How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
1.9	1.9	1	11927	1.8
8.0	9.9	2	49953	7.5
48.9	58.8	3	305193	46.0
32.8	91.6	4	204413	30.8
8.4	100.0	5	52483	7.9
Missing		.	39907	6.0

Total 663876 100.0				

Mean	3.378	Std dev	.823	Minimum
1.000				
Maximum	5.000			
Valid cases	623969	Missing cases	39907	

SAFETYAT How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
4.7	4.7	1	29569	4.5
27.9	32.6	2	175053	26.4
47.0	79.6	3	294616	44.4
18.1	97.6	4	113281	17.1
2.4	100.0	5	14831	2.2
Missing		.	36527	5.5

Total 663876 100.0				

Mean	2.855	Std dev	.849	Minimum
1.000				

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
5.7	5.7	1	35704	5.4
30.2	35.9	2	189536	28.5
51.1	87.0	3	320357	48.3
10.7	97.7	4	67183	10.1
2.3	100.0	5	14292	2.2
		.	36804	5.5
Missing				

		Total	663876	100.0
Mean	2.737	Std dev	.812	Minimum
1.000				
Maximum	5.000			

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.6	2.6	1	16447	2.5
8.9	11.5	2	55808	8.4
46.8	58.3	3	293719	44.2
33.2	91.4	4	208262	31.4
8.6	100.0	5	53726	8.1
		.	35915	5.4
Missing				

		Total	663876	100.0
Mean	3.362	Std dev	.858	Minimum
1.000				
Maximum	5.000			

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
11.1	11.1	1	69942	10.5
37.3	48.5	2	234257	35.3
32.4	80.9	3	203526	30.7
15.1	96.0	4	94604	14.3
4.0	100.0	5	25260	3.8
		.	36286	5.5
Missing				

		Total	663876	100.0
Mean	2.635	Std dev	.999	Minimum
1.000				
Maximum	5.000			

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
23.1	23.1	1	151336	22.8
2.0	25.1	2	13166	2.0
Missing				

		Total	663876	100.0

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
3.8	3.8	1	23539	3.5
7.0	10.8	2	44105	6.6
30.8	41.6	3	193038	29.1
43.8	85.4	4	274606	41.4
14.6	100.0	5	91688	13.8
		.	36902	5.6
Missing				

		Total	663876	100.0

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
Mean	3.585	Std dev	.949	Minimum
1.000				
Maximum	5.000			

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
64.8	64.8	1	412812	62.2
9.3	74.1	2	59603	9.0
6.3	80.4	3	40082	6.0
4.0	84.4	4	25787	3.9
2.5	86.9	5	15795	2.4
1.6	88.5	6	10373	1.6
3.7	92.3	7	23871	3.6
7.7	100.0	8	49205	7.4
		.	26348	4.0
Missing				

		Total	663876	100.0
Mean	2.286	Std dev	2.233	Minimum
1.000				
Maximum	8.000			

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
33.8	33.8	1	221343	33.3
25.1	58.9	2	164594	24.8
23.2	82.1	3	152021	22.9
17.9	100.0	4	116941	17.6
		.	8978	1.4
Missing				

		Total	663876	100.0
Mean	2.251	Std dev	1.105	Minimum
1.000				
Maximum	4.000			

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
23.1	23.1	1	151336	22.8
2.0	25.1	2	13166	2.0
Missing				

		Total	663876	100.0

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

All Others		3	490397	73.9
74.9	100.0			
Missing		.	8978	1.4
--			-----	-----
		Total	663876	100.0
100.0				
Mean	2.518	Std dev	.844	Minimum
1.000				
Maximum	3.000			
Valid cases	654899	Missing cases	8978	

XPAYGRPN Crossing NSPS: Constructed Paygrade (NSP)				
Valid	Cum			
Value Label		Value	Frequency	Percent
Percent	Percent			
GS 1-6		1	90645	13.7
13.7	13.7			
GS 7-10		2	113514	17.1
17.1	30.8			
GS 11-13		3	248906	37.5
37.5	68.2			
GS/GM 14,15		4	39231	5.9
5.9	74.2			
WG 1-8		6	44659	6.7
6.7	80.9			
WG 9-11		7	63988	9.6
9.6	90.5			
WG 12-15		8	7858	1.2
1.2	91.7			
Other		9	55075	8.3
8.3	100.0			
--			-----	-----
		Total	663876	100.0
100.0				
Mean	3.759	Std dev	2.373	Minimum
1.000				
Maximum	9.000			
Valid cases	663876	Missing cases	0	

Appendix E – NSC Methods and Data Analysis

The 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 Civilian personnel. The results represent the perceptual context within which the safety program and those who manage it are viewed by its personnel. Accordingly, where the Safety Barometer indicates problems, 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

DoD Civilian 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-Civilian Safety Barometer survey results were compared with those of respondents within the National Safety Council (NSC) Database. The NSC database used for this analysis has been compiled from over 230 establishments that 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 survey statements 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. 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

SAFETYA How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade		8.1	Total 100.0	13.4	17.1	37.8	6.0	6.6	9.7	1.2	
Number of Missing Observations: 25259											
Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-				
Col Pct	,15										
Row	1	2	3	4	6	7	8				
15 Other											
9	Total										
SAFETYA											
1	1928	1457	3346	411	860	474					
333	8810										
.6	1.4	2.3	1.3	1.4	1.1	2.0	.8				
2	5618	7718	18848	3147	2663	3605	372	12278	114897		
2679	44650										
5.2	7.0	6.6	7.0	7.8	8.2	6.3	5.8	4.9	23.7	18.0	
3	18366	21891	56230	9379	5743	8222	1033	24094	299815		
9222	130085										
17.8	20.3	21.5	20.0	23.2	24.4	13.5	13.2	13.5	46.6	47.0	
4	45058	60913	131715	20079	24227	37426	4793	9179	138782		
29304	353514										
56.6	55.3	52.8	55.5	54.4	52.2	57.1	60.3	62.5	17.7	21.8	
5	14412	17681	31847	5480	8910	12346	1466	4356	65051		
10259	102401										
19.8	16.0	16.9	16.1	13.2	14.2	21.0	19.9	19.1	8.4	10.2	
Column	85382	109660	241986	38496	42404	62073	7664	1815	19012		
51796	639459										
8.1	100.0	13.4	17.1	37.8	6.0	6.6	9.7	1.2	3.5	3.0	
Number of Missing Observations: 24417											
Column	85222	109235	241092	38496	42403	61745	7645				
51721	637557										
Total	13.4	17.1	37.8	6.0	6.7	9.7	1.2				
SAFETYB How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade	8.1	Total 100.0									
Number of Missing Observations: 26319											
Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-				
Col Pct	,15										
Row	1	2	3	4	6	7	8				
15 Other											
9	Total										
SAFETYB											
1	3488	3402	6342	707	1466	2579	153				
1006	19144										
1.9	3.0	4.1	3.1	2.6	1.8	3.5	4.2	2.0			
2	9750	13345	31717	4764	5719	8224	753	1128	17723		
4733	79005										
9.1	12.4	11.4	12.2	13.1	12.4	13.5	13.3	9.9	2.2	2.8	
3	19345	24764	57452	7764	9427	13187	2018	6206	93744		
11341	145298										
21.9	22.8	22.6	22.6	23.8	20.2	22.2	21.3	26.5	12.0	14.7	
4	40974	54970	120490	19886	20358	30021	3817	17304	248175		
27190	317706										
52.4	49.7	47.9	50.2	49.9	51.7	48.0	48.5	50.2	33.4	39.0	
5	12003	12946	25436	5341	5412	7878	869	22745	233328		
7580	77466										
14.6	12.1	14.0	11.8	10.5	13.9	12.8	12.7	11.4	43.9	36.7	
Column	85559	109427	241437	38461	42383	61889	7611	4385	43209		
51850	638617										
8.5	6.8	7.9	6.6	4.8	7.0	10.0	9.5	6.8			

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

									8.1	Total 100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2		
51767	Column 636180	85026	108795	240908	38260	42351	61561	7510											
	Total	13.4	17.1	37.9	6.0	6.7	9.7	1.2	Number of Missing Observations: 27624										
8.1	100.0	-----																	
Number of Missing Observations: 27697									SAFETYG How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade										
-----									-----										
SAFETYE	How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade								15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-		
									Col Pct								,15		
									Row										
15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	9	Total	1	2	3	4	6	7	8		
									SAFETYG	-----									
									Col Pct										
									Row										
									1	6768	9041	21267	4537	4133	6680	835			
									SAFETYE	-----									
									Total	8.0	8.3	8.8	11.8	9.8	10.8	11.0			
-----									-----										
									13.2	9.4									
									1	2580	2340	3163	415	1250	1796	187			
									723	12455									
									1.4	2.0	3.0	2.1	1.3	1.1	3.0	2.9	2.4		
									2	4580	5535	9122	1243	2768	4373	506			
									1773	29901									
									3.4	4.7	5.4	5.1	3.8	3.2	6.5	7.1	6.6		
									3	24393	32787	83221	12794	9180	14054	1839			
									12578	190847									
									24.3	29.9	28.6	30.0	34.5	33.3	21.7	22.7	24.1		
									4	38297	50585	109885	16842	20351	29585	3669			
									25982	295195									
									50.3	46.3	44.9	46.3	45.5	43.8	48.1	47.9	48.1		
									5	15362	18030	35873	7157	8764	11985	1424			
									10602	109196									
									20.5	17.1	18.0	16.5	14.9	18.6	20.7	19.4	18.7		
									51613	Column 636047	84583	108834	240765	38418	42271	61968	7594		
									8.1	100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2		
-----									-----										
51658	Column 637594	85212	109276	241265	38452	42313	61792	7625	Number of Missing Observations: 27829										
	Total	13.4	17.1	37.8	6.0	6.6	9.7	1.2	-----										
8.1	100.0	-----																	
Number of Missing Observations: 26282									SAFETYH How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade										
-----									-----										
SAFETYF	How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade								15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-		
									Col Pct								,15		
									Row										
15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	9	Total	1	2	3	4	6	7	8		
									SAFETYH	-----									
									Col Pct										
									Row										
									1	4931	7667	13316	2852	4073	5587	618			
									SAFETYF	-----									
									Total	5.8	7.0	5.5	7.4	9.7	9.0	8.1			
-----									-----										
									12.3	7.1									
									1	2190	1909	3969	639	1002	1257	51			
									862	11878									
									1.7	1.9	2.6	1.8	1.6	1.7	2.4	2.0	.7		
									2	7018	8132	21118	3491	3551	5568	403			
									3725	53005									
									7.2	8.3	8.3	7.5	8.8	9.1	8.4	9.0	5.3		
									3	28234	36771	92879	15017	11413	16927	2279			
									14072	217593									
									27.3	34.2	33.3	33.8	38.5	39.1	27.1	27.3	29.8		
									4	36662	49993	101528	14864	20890	31104	4077			
									26077	285195									
									50.5	44.8	43.3	45.9	42.1	38.7	49.6	50.2	53.4		
									5	10572	12031	21476	4407	5263	7102	827			
									6902	68580									
									13.4	10.8	12.5	11.1	8.9	11.5	12.5	11.5	10.8		
									51725	Column 635881	84787	108779	240557	38425	42204	61769	7637		
									8.1	100.0	13.3	17.1	37.8	6.0	6.6	9.7	1.2		
-----									-----										
51637	Column 636252	84675	108836	240971	38418	42120	61958	7637	Number of Missing Observations: 27995										

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

SAFETYI How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade										Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	
15 Other										Col Pct	,15							
9										Total	1	2	3	4	6	7	8	
SAFETYI										1	648	340	773	59	371	254	110	
SAFETYI										2	1745	1702	3992	511	368	720	30	
SAFETYI										3	15420	18304	43385	6573	3878	4517	802	
SAFETYI										4	50012	65582	149687	23303	25373	38131	4415	
SAFETYI										5	16756	22790	42775	7660	12095	18232	2279	
SAFETYI										Column	84581	108719	240612	38106	42085	61854	7637	
SAFETYI										Total	13.3	17.1	37.9	6.0	6.6	9.7	1.2	
SAFETYI										8.1	100.0	Number of Missing Observations: 28744						

SAFETYJ How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade										Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	
15 Other										Col Pct	,15							
9										Total	1	2	3	4	6	7	8	
SAFETYJ										1	17761	24432	60917	12232	9166	13117	1844	
SAFETYJ										2	42668	58340	132704	19951	19292	30829	3502	
SAFETYJ										3	17573	19932	39087	5174	9156	12208	1604	
SAFETYJ										4	5044	4675	6487	651	3583	3943	545	
SAFETYJ										5	1430	1448	1393	189	971	1470	141	
SAFETYJ										Column	84476	108827	240588	38197	42168	61567	7637	
SAFETYJ										Total	13.3	17.1	37.9	6.0	6.6	9.7	1.2	
SAFETYJ										8.1	100.0	Number of Missing Observations: 28948						

SAFETYK How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade										Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	
15 Other										Col Pct	,15							
9										Total	1	2	3	4	6	7	8	
SAFETYK										1	17761	24432	60917	12232	9166	13117	1844	
SAFETYK										2	42668	58340	132704	19951	19292	30829	3502	
SAFETYK										3	17573	19932	39087	5174	9156	12208	1604	
SAFETYK										4	5044	4675	6487	651	3583	3943	545	
SAFETYK										5	1430	1448	1393	189	971	1470	141	
SAFETYK										Column	84476	108827	240588	38197	42168	61567	7637	
SAFETYK										Total	13.3	17.1	37.9	6.0	6.6	9.7	1.2	
SAFETYK										8.1	100.0	Number of Missing Observations: 29784						

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

9	Total	1	2	3	4	6	7	8	744	11564	2166	1709	2818	233	1773	2003	118
SAFETYM									1.5	1.8	2.6	1.6	1.2	.6	4.2	3.3	1.5
1	2303	2071	4155	518	1738	1680	143										
849	13457								2888	40084	5816	6299	11125	1583	4942	6787	645
1.7	2.1								5.6	6.3	6.9	5.8	4.6	4.2	11.8	11.0	8.4
2	5942	7929	22025	3673	5267	6522	768										
4361	56487								20750	287156	36121	48402	123550	18689	14768	21803	3073
8.5	8.9								40.6	45.4	43.1	44.7	51.5	49.2	35.3	35.4	40.2
3	24818	35314	90323	13847	13144	18449	2426										
16338	214659								19879	224380	29695	39494	80064	12624	15697	23987	2940
31.8	33.8								38.9	35.5	35.4	36.5	33.4	33.2	37.5	38.9	38.5
4	39534	48891	102154	16591	17708	28236	3346										
23792	280250								6883	68861	10079	12295	22235	4849	4629	7031	861
46.3	44.2								13.5	10.9	12.0	11.4	9.3	12.8	11.1	11.4	11.3
5	11932	14488	22002	3508	4232	6737	846										
6037	69782								51145	Column 632045	83877	108200	239792	37977	41808	61610	7637
11.7	11.0								8.1	Total 100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2
51377	Column 634635	84529	108693	240658	38138	42088	61623	7529	Number of Missing Observations: 31831								
8.1	Total 100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2									

Number of Missing Observations: 29241

SAFETYM How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	
SAFETYM								15 Other	Col Pct Row								
15 Other								Count	Col Pct Row								
9	Total							9	Total								
SAFETYM								SAFETYM									
1	2032	1775	3409	577	887	1335	67	1	4478	43790	4998	7190	15770	3703	2939	4359	352
899	10980							8.7	6.9		5.9	6.6	6.6	9.8	7.0	7.1	4.8
1.8	1.7							2	17001	190170	21747	32453	72546	12550	11932	19485	2455
								33.1	30.0		25.8	29.8	30.2	33.1	28.4	31.6	33.2
2	5979	8513	18116	3002	3435	4462	322	3	18775	254388	34358	44273	106031	15287	13824	19177	2662
3437	47267							36.6	40.2		40.8	40.7	44.1	40.3	32.9	31.1	36.0
6.7	7.5							4	9352	122987	19484	20768	40027	5392	10848	15481	1636
								18.2	19.4		23.2	19.1	16.7	14.2	25.8	25.1	22.1
4	37074	50755	112080	17848	19166	31535	3950	5	1693	22145	3566	4063	5875	1040	2444	3168	296
24714	297123							3.3	3.5		4.2	3.7	2.4	2.7	5.8	5.1	4.0
48.2	46.9							51299	Column 633479	84153	108748	240249	37971	41988	61670	7401	
7820	81064							8.1	Total 100.0	13.3	17.2	37.9	6.0	6.6	9.7	1.2	
15.2	12.8							Number of Missing Observations: 30397									
51310	Column 633962	84465	108517	240278	38199	41957	61599	7637									
8.1	Total 100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2									

Number of Missing Observations: 29915

SAFETYQ How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-
SAFETYQ								15 Other	Col Pct Row							
15 Other								Count	Col Pct Row							
9	Total							9	Total							
SAFETYQ								SAFETYQ								
1	690	352	868	132	112	123		1	142	2420	.8	.3	.4	.3	.3	.2
SAFETYQ								.3	.4							

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

738	16158	2	2113	2778	7730	1495	524	678	104	868	11536	2	1452	1900	3193	159	1552	2078	335
1.4	2.6		2.5	2.6	3.2	3.9	1.3	1.1	1.4	1.7	1.8		1.7	1.8	1.3	.4	3.7	3.4	4.4
6041	89371	3	12797	14616	41521	7355	2956	3440	644	12243	232243	3	32646	40227	107829	17836	10051	10096	1315
11.8	14.1		15.2	13.5	17.3	19.4	7.1	5.6	8.6	23.8	36.8		39.0	37.2	45.0	47.2	24.0	16.4	17.4
33233	413525	4	53115	72205	155510	23358	27838	43131	5136	26715	288014	4	35911	49266	97910	13894	21530	38196	4594
64.8	65.3		63.1	66.5	64.7	61.6	66.5	70.2	68.3	51.9	45.6		42.9	45.5	40.9	36.7	51.4	62.1	60.8
11112	111427	5	15402	18655	34549	5576	10420	14083	1630	11288	96864	5	12968	16361	29921	5870	8338	10836	1283
21.7	17.6		18.3	17.2	14.4	14.7	24.9	22.9	21.7	22.0	15.3		15.5	15.1	12.5	15.5	19.9	17.6	17.0
51267	Column 632902 Total	84117	108607	240177	37916	41850	61455	7514	7514	51427	631585 Total	83649	108247	239485	37823	41896	61508	7551	7551
8.1	100.0	13.3	17.2	37.9	6.0	6.6	9.7	1.2	1.2	8.1	100.0	13.2	17.1	37.9	6.0	6.6	9.7	1.2	1.2

Number of Missing Observations: 30974

Number of Missing Observations: 32292

SAFETYR How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

SAFETYT How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-		
Col Pct Row	,15								Col Pct Row	,15									
9	Total	1	2	3	4	6	7	8	9	Total	1	2	3	4	6	7	8		
SAFETYR									SAFETYT										
1	352	5905	1488	942	1317	137	694	819	157	785	9823	1511	1787	3041	322	1034	1276	67	
.7	.9		1.8	.9	.6	.4	1.7	1.3	2.1	1.5	1.6	1.8	1.7	1.3	.9	2.5	2.1	.9	
2	1201	22701	3562	4158	6961	1160	2202	3159	296	2623	37099	4599	5408	13583	1986	3213	5111	576	
2.4	3.6		4.3	3.9	2.9	3.1	5.3	5.2	4.0	5.1	5.9	5.5	5.0	5.7	5.3	7.7	8.3	7.7	
3	11222	173813	22309	29661	75836	11999	8312	12863	1611	14869	224755	29720	38378	95627	14754	11992	16677	2739	
22.1	27.7		26.6	27.6	31.8	31.8	19.9	21.0	21.9	29.0	35.7	35.6	35.5	40.0	39.0	28.9	27.2	36.5	
4	28037	330123	42593	56660	124298	18497	22377	33621	4040	25681	283230	37050	49209	102556	16127	19189	30175	3242	
55.2	52.5		50.8	52.6	52.2	49.1	53.4	54.8	54.9	50.1	44.9	44.3	45.6	42.9	42.6	46.2	49.1	43.2	
5	9943	96033	13852	16228	29703	5885	8287	10881	1254	7351	75321	10717	13248	24251	4626	6076	8165	888	
19.6	15.3		16.5	15.1	12.5	15.6	19.8	17.7	17.0	14.3	12.0	12.8	12.3	10.1	12.2	14.6	13.3	11.8	
50755	Column 628574 Total	83804	107650	238115	37678	41872	61342	7359	7359	51309	630229 Total	83597	108030	239058	37815	41504	61405	7512	7512
8.1	100.0	13.3	17.1	37.9	6.0	6.7	9.8	1.2	1.2	8.1	100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2	1.2

Number of Missing Observations: 35302

Number of Missing Observations: 33648

Page 129 SPSS/PC+ 9/6/ 5

SAFETYU How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

SAFETYS How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	
Col Pct Row	,15								Col Pct Row	,15								
9	Total	1	2	3	4	6	7	8	9	Total	1	2	3	4	6	7	8	
SAFETYU									SAFETYS									
1	314	2928	672	493	632	64	424	303	25	2543	31687	4193	5484	10129	1836	3215	4006	280
.6	.5		.8	.5	.3	.2	1.0	.5	.3	13398	149219	5.0	5.1	4.2	4.9	7.7	6.5	3.7
2			18518	26095	54978	9120	10155	15230	1724									

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

		22.1	24.1	23.0	24.2	24.2	24.9	22.8										
26.2	23.6								3	33784	42592	100643	15543	9360	12194	1504		
24779	330418	43773	57420	136280	21103	17921	25573	3570	15370	230990								
48.5	52.4	52.2	53.1	56.9	56.0	42.7	41.7	47.1	30.0	36.7	40.4	39.5	42.1	41.3	22.5	19.9	19.8	
8362	99651	13983	15518	33329	4783	8232	13678	1765	27091	301964	4	36043	48846	108640	17055	23005	36750	4534
16.4	15.8	16.7	14.3	13.9	12.7	19.6	22.3	23.3	53.0	47.9	43.1	45.3	45.4	45.3	55.2	59.9	59.8	
2004	20027	3387	3677	4655	870	2410	2786	239	6311	66524	5	9095	11221	20554	3958	6325	7901	1160
3.9	3.2	4.0	3.4	1.9	2.3	5.7	4.5	3.2	12.3	10.6	10.9	10.4	8.6	10.5	15.2	12.9	15.3	
51086	Column 631002 Total 100.0	83855	108194	239372	37712	41933	61272	7579	51158	630205	Column Total 100.0	83669	107901	239196	37633	41666	61403	7579
8.1	100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2	8.1	100.0		13.3	17.1	38.0	6.0	6.6	9.7	1.2

Number of Missing Observations: 32874

Number of Missing Observations: 33671

SAFETYV How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade										SAFETYX How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade									
15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-		
Col Pct	Row	,15								Col Pct	Row	,15							
9	Total	1	2	3	4	6	7	8	9	Total	1	2	3	4	6	7	8		
3309	28302	1	3388	5137	8427	1753	2810	3121	356	487	8948	1	1332	1731	2760	456	918	1130	134
6.4	4.5	4.0	4.8	3.5	4.7	6.7	5.1	4.8	1.0	1.4	1.6	1.6	1.2	1.2	2.2	1.8	1.8		
13752	148549	2	17880	26392	51147	7781	11614	17894	2090	2584	34201	2	5317	5361	12262	2573	2365	3464	276
26.8	23.5	21.3	24.4	21.4	20.6	27.7	29.2	27.9	5.1	5.5	6.4	5.0	5.2	6.9	5.7	5.7	3.7		
24008	320417	3	44989	56306	128011	18213	17968	27347	3575	20739	336446	3	50197	62310	148043	21392	16277	15314	2174
46.8	50.8	53.6	52.1	53.5	48.3	42.9	44.7	47.7	41.0	53.8	60.6	58.2	62.3	57.5	39.1	25.0	28.9		
9151	116791	4	14771	17392	46322	8539	8179	11166	1271	19184	189441	4	20305	29826	58769	9723	16044	31834	3756
17.8	18.5	17.6	16.1	19.4	22.7	19.5	18.2	17.0	37.9	30.3	24.5	27.8	24.7	26.1	38.5	52.1	49.9		
1098	16778	5	2839	2811	5406	1406	1325	1697	197	7615	56683	5	5743	7915	15763	3039	6019	9400	1189
2.1	2.7	3.4	2.6	2.3	3.7	3.2	2.8	2.6	15.0	9.1	6.9	7.4	6.6	8.2	14.5	15.4	15.8		
51319	Column 630837 Total 100.0	83867	108038	239313	37691	41895	61225	7490	50610	625719	Column Total 100.0	82894	107142	237596	37183	41623	61142	7529	
8.1	100.0	13.3	17.1	37.9	6.0	6.6	9.7	1.2	8.1	100.0		13.2	17.1	38.0	5.9	6.7	9.8	1.2	

Number of Missing Observations: 33039

Number of Missing Observations: 38157

SAFETYW How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade										SAFETYX How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade									
15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-		
Col Pct	Row	,15								Col Pct	Row	,15							
9	Total	1	2	3	4	6	7	8	9	Total	1	2	3	4	6	7	8		
474	6996	1	1381	1165	1444	205	934	1325	69	1.6	1.9	2.7	2.0	1.6	2.2	3.1	1.3	1.2	
.9	1.1	1.7	1.1	.6	.5	2.2	2.2	.9	.9	2765	44058	2	6082	7069	18235	3918	2495	3433	61
1913	23730	2	3367	4076	7915	872	2042	3234	311	5.4	7.0	7.3	6.6	7.6	10.4	6.0	5.6	.8	
3.7	3.8	4.0	3.8	3.3	2.3	4.9	5.3	4.1	4.1	13428	211801	3	27723	37088	97013	14721	9062	10627	2139

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

26.3	33.7	33.2	34.5	40.6	39.2	21.7	17.4	28.2	3620	46192	4	9336	7954	11776	1403	4642	6716	745	
									7.1	7.3		11.2	7.4	4.9	3.7	11.1	10.9	9.9	
23215	265984	4	34333	45431	93045	13495	19807	33058	3600										
45.6	42.3		41.1	42.3	39.0	35.9	47.4	54.0	47.5	733	8836	5	2081	1441	1735	300	1039	1313	194
										1.4	1.4		2.5	1.3	.7	.8	2.5	2.1	2.6
10718	94887	5	13219	15656	26574	4605	9156	13272	1686										
21.0	15.1		15.8	14.6	11.1	12.3	21.9	21.7	22.2	51240	Column 630066	83569	107705	238798	37666	41814	61718	7555	
										8.1	Total 100.0	13.3	17.1	37.9	6.0	6.6	9.8	1.2	
50960	Column 628915	83625	107405	238779	37569	41801	61196	7579											
8.1	Total 100.0	13.3	17.1	38.0	6.0	6.6	9.7	1.2											

Number of Missing Observations: 33811

Number of Missing Observations: 34962

SAFETYAB How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

SAFETYZ	How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	Col Pct Row	1	2	3	4	6	7	8
											,15							
			9	Total							SAFETYZ	1	2	3	4	6	7	8
												1	2	3	4	6	7	8
			9	Total								1	2	3	4	6	7	8
												1	2	3	4	6	7	8
			1	1528	1259	1786	219	956	1072	71		1	2	3	4	6	7	8
	414	7305		1.8	1.2	.7	.6	2.3	1.7	.9		1	2	3	4	6	7	8
	.8	1.2										1	2	3	4	6	7	8
			2	3132	3912	6612	708	2644	4148	330		1	2	3	4	6	7	8
	1329	22815		3.7	3.6	2.8	1.9	6.3	6.7	4.3		1	2	3	4	6	7	8
	2.6	3.6										1	2	3	4	6	7	8
			3	20392	24926	55911	7632	8559	11906	1646		1	2	3	4	6	7	8
	9196	140167		24.2	23.1	23.4	20.3	20.5	19.3	21.7		1	2	3	4	6	7	8
	18.0	22.2										1	2	3	4	6	7	8
			4	44440	59383	134435	20709	21840	34307	4126		1	2	3	4	6	7	8
	28157	347397		52.8	55.1	56.2	55.0	52.2	55.6	54.4		1	2	3	4	6	7	8
	55.0	55.0										1	2	3	4	6	7	8
			5	14743	18300	40411	8400	7829	10320	1405		1	2	3	4	6	7	8
	12118	113526		17.5	17.0	16.9	22.3	18.7	16.7	18.5		1	2	3	4	6	7	8
	23.7	18.0										1	2	3	4	6	7	8
			50999	Column 630052	83837	107615	238923	37538	41894	61667	7579							
	51215	Column 631211	84235	107780	239155	37668	41827	61753	7579			13.3	17.1	37.9	6.0	6.6	9.8	1.2
	8.1	Total 100.0	13.3	17.1	37.9	6.0	6.6	9.8	1.2			13.3	17.1	37.9	6.0	6.6	9.8	1.2

Number of Missing Observations: 33825

Number of Missing Observations: 32666

SAFETYAC How much do you agree or disagree with by XPAYGRN.Crossing
NSPS:Constructed Paygrade

SAFETYAA	How much do you agree or disagree with by XPAYGRN.Crossing NSPS:Constructed Paygrade	15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	Col Pct Row	1	2	3	4	6	7	8
											,15							
			9	Total							SAFETYAC	1	2	3	4	6	7	8
												1	2	3	4	6	7	8
			9	Total								1	2	3	4	6	7	8
												1	2	3	4	6	7	8
			1	7827	11039	23378	4968	4246	6730	680		1	2	3	4	6	7	8
	7073	65940		9.4	10.2	9.8	13.2	10.2	10.9	9.0		1	2	3	4	6	7	8
	13.8	10.5										1	2	3	4	6	7	8
			2	29368	43712	94620	15735	17065	28485	3643		1	2	3	4	6	7	8
	22739	255368		35.1	40.6	39.6	41.8	40.8	46.2	48.2		1	2	3	4	6	7	8
	44.4	40.5										1	2	3	4	6	7	8
			3	34956	43560	107290	15260	14822	18473	2293		1	2	3	4	6	7	8
	17075	253729		41.8	40.4	44.9	40.5	35.4	29.9	30.3		1	2	3	4	6	7	8
	33.3	40.3										1	2	3	4	6	7	8
			20444	Column 231740	39402	50555	124836	18401	18164	26402	3678							
	40.2	36.9										1	2	3	4	6	7	8
			4	30583	40077	84000	14032	16020	23633	2952		1	2	3	4	6	7	8
												1	2	3	4	6	7	8
			40.2	36.9								1	2	3	4	6	7	8

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

										12.0	10.1	11.6	10.1	7.6	10.1	14.7	13.0	11.8											
5	7889	9497	15419	2938	3481	4721	414			50656	Column 627416	83485	107451	237562	37631	41585	61494	7551											
3774	48131	9.4	8.8	6.5	7.8	8.3	7.7	5.5			Total 100.0	13.3	17.1	37.9	6.0	6.6	9.8	1.2											
7.4	7.7											8.1																	
50840	Column 628453 Total 100.0	83561	107309	238276	37510	41742	61660	7555	Number of Missing Observations: 36461																				
8.1	100.0	13.3	17.1	37.9	6.0	6.6	9.8	1.2	SAFETYAF How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade																				
Number of Missing Observations: 35424										SAFETYAF How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade																			
										Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-												
										15 Other								Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-				
										Col Pct								Row											
																				,15									
																				9									
																				Total	1	2	3	4	6	7	8		
																				SAFETYAF									
																				1	5153	6991	11303	2331	3281	4492	524		
																				4029	38102	6.2	6.5	4.8	6.2	7.9	7.3	7.0	
																				8.0	6.1								
																				2	23251	31961	62945	10858	13800	23959	3370		
																				18887	189032	27.9	29.9	26.5	29.0	33.1	38.9	44.9	
																				37.4	30.2								
																				2	5250	5418	9514	1259	3941	6431	588		
																				2504	34905	6.3	5.1	4.0	3.4	9.5	10.4	7.8	
																				4.9	5.6								
																				3	29730	39221	95610	12601	13534	20268	2974		
																				16677	230614	35.8	36.8	40.2	33.6	32.7	32.9	39.6	
																				32.6	36.8								
																				4	36376	47686	106410	18075	17859	27233	3126		
																				25051	281815	43.8	44.7	44.8	48.2	43.2	44.2	41.6	
																				49.0	45.0								
																				5	10026	12362	23660	5183	4349	5682	652		
																				6221	68136	12.1	11.6	10.0	13.8	10.5	9.2	8.7	
																				12.2	10.9								
																				50460	Column 626186 Total 100.0	83230	107060	237202	37447	41723	61559	7505	
																				8.1	100.0	13.3	17.1	37.9	6.0	6.7	9.8	1.2	
																				Number of Missing Observations: 37691									
51086										Column 626545 Total 100.0										Number of Missing Observations: 37691									
8.2										100.0										NSPS:Constructed Paygrade									
Number of Missing Observations: 37331										SAFETYAG How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade																			
										Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-												
										15 Other								Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-				
										Col Pct								Row											
																				,15									
																				9									
																				Total	1	2	3	4	6	7	8		
																				SAFETYAG									
																				1	1437	1728	2210	364	1211	1140	25		
																				763	8877	1.7	1.6	.9	1.0	2.9	1.9	.3	
																				1.5	1.4								
																				1	1456	1601	1967	444	911	971	46		
																				447	7844	1.7	1.5	.8	1.2	2.2	1.6	.6	
																				.9	1.3								
																				2	6134	7168	18054	3543	3005	4353	378		
																				2524	45158	7.3	6.7	7.6	9.4	7.2	7.1	5.0	
																				5.0	7.2								
																				3	31185	42336	108824	16230	10833	16660	2458		
																				17377	245904	37.4	39.4	45.8	43.1	26.1	27.1	32.6	
																				34.3	39.2								
																				40.5	36.6								
																				4	35014	45463	90754	13622	20718	31491	3776		
																				24217	265055	41.9	42.3	38.2	36.2	49.8	51.2	50.0	
																				47.8	42.2								
																				9.4	7.8								
																				5	9697	10883	17962	3792	6118	8019	894		
																				6091	63456								

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

50415	Column 625593 Total 8.1 100.0	83178	107130	237050	37457	41553	61313	7497	Number of Missing Observations: 37933																					
-----										-----																				
Number of Missing Observations: 38283										-----																				
SAFETYAH How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade										15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-												
-----											Col Pct	,15																		
-----											Row																			
-----											Total	1	2	3	4	6	7	8												
-----											9	1	2	3	4	6	7	8												
-----										SAFETYAH	426	1203	966	1510	209	874	1326	23												
-----											6538	1.4	.9	.6	.6	2.1	2.2	.3												
-----											1																			
-----											914	1957	2301	4722	692	1280	2183	148												
-----											14199	2.4	2.2	2.0	1.8	3.1	3.6	2.0	2422	32162	2	4435	5659	8578	871	3451	5976	769		
-----											2.3																			
-----											4.8	5.1																		
-----											2	6798	9558	22945	4172	4276	7132	805												
-----											59772	8.2	8.9	9.7	11.1	10.3	11.7	10.7	19234	285815	3	37266	49827	120877	17491	15785	22147	3188		
-----											9.6																			
-----											38.2	45.7																		
-----											3	40925	52934	131333	20160	18749	26854	3608												
-----											319728	49.2	49.5	55.4	53.7	45.1	43.9	48.1	23886	256869	4	33063	42891	92209	15592	18137	27968	3124		
-----											51.1																			
-----											47.4	41.0																		
-----											4	26117	33153	63159	9860	13287	21018	2418												
-----											184730	31.4	31.0	26.7	26.3	32.0	34.3	32.2	4385	44625	5	7503	7798	13900	3117	3467	4072	384		
-----											29.5																			
-----											8.7	7.1																		
-----											5	7452	8913	14789	2663	3993	4017	519												
-----											46716	9.0	8.3	6.2	7.1	9.6	6.6	6.9	50352	626010	Column	83471	107141	237075	37280	41714	61489	7489		
-----											7.5																			
-----											8.0	100.0	13.3	17.1	37.9	6.0	6.7	9.8	1.2											
-----											50254	Column 625145 Total 8.0 100.0	83249	106860	236948	37547	41585	61204	7497	Number of Missing Observations: 37867										
-----										-----																				
Number of Missing Observations: 38731										-----																				
SAFETYAI How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade										15 Other	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-												
-----											Col Pct	,15																		
-----											Row																			
-----											Total	1	2	3	4	6	7	8												
-----											9	1	2	3	4	6	7	8												
-----										SAFETYAI	698	1660	1781	2435	387	1178	1229	93												
-----											9461	2.0	1.7	1.0	1.0	2.8	2.0	1.2												
-----											1.4	1.5																		
-----											1	8494	10858	19402	3632	4081	6084	499												
-----											59483	10.2	10.1	8.2	9.7	9.8	9.9	6.6	2541	45244	2	5888	7764	16596	2312	3412	6098	633		
-----											9.5																			
-----											5.0	7.2																		
-----											2	30338	40582	85501	14791	15854	24907	3196												
-----											236774	36.5	37.9	36.1	39.4	38.2	40.6	42.3	18540	255066	3	30806	43635	113445	18468	11642	16310	2220		
-----											37.8																			
-----											36.7	40.7																		
-----											3	32706	43977	110509	16943	13005	18683	2728												
-----											255690	39.3	41.0	46.6	45.2	31.4	30.4	36.1	24027	264291	4	36511	44744	89919	13232	20500	31379	3979		
-----											40.8																			
-----											47.6	42.2																		
-----											4	8921	9722	18459	1770	6701	9523	829												
-----											60597	10.7	9.1	7.8	4.7	16.2	15.5	11.0	4650	51873	5	8542	9318	14406	2906	4957	6495	599		
-----											9.7																			
-----											9.2	8.3																		
-----											5	2737	2047	3220	371	1837	2222	309												
-----											13400	3.3	1.9	1.4	1.0	4.4	3.6	4.1	50455	Column 625934 Total 8.1 100.0	83407	107243	236801	37305	41690	61511	7522			
-----											2.1																			
-----											8.1	100.0	13.3	17.1	37.8	6.0	6.7	9.8	1.2											
-----											50509	Column 625943 Total 8.1 100.0	83194	107185	237090	37507	41478	61419	7561	Number of Missing Observations: 37942										
-----										-----																				
Number of Missing Observations: 38731										-----																				
SAFETYAI How much do you agree or disagree with by XPAYGRFN.Crossing NSPS:Constructed Paygrade										-----																				

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Count		GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	9	Total	1	2	3	4	6	7	8	
15 Other	Col Pct Row								,15	SAFETYAN								
	9	1	2	3	4	6	7	8	9848	1	11052	13854	33958	7401	5376	9011	913	
SAFETYAL	Total									19.8	14.7	13.3	13.0	14.4	19.8	12.9	14.7	12.2
	1	6349	8365	18009	4174	3138	4749	446		2	35034	46747	106403	17164	17774	29491	3687	
	5351	50583	7.6	7.8	7.6	11.2	7.5	7.7	5.9	23631	279930	42.2	43.8	45.1	46.0	42.7	48.1	49.1
	10.7	8.1								47.4	44.9							
	2	24171	31918	72767	12833	12398	17955	2036		3	28845	38129	84705	11732	12237	15220	2077	
	17855	191933	29.0	29.8	30.7	34.4	29.7	29.2	26.9	13114	206059	34.8	35.7	35.9	31.4	29.4	24.8	27.7
	35.6	30.7								26.3	33.1							
	3	41186	54052	125149	18344	16960	26498	3459		4	6085	6326	9020	734	4598	5650	619	
	21498	307147	49.5	50.5	52.8	49.1	40.7	43.0	45.7	2563	35595	7.3	5.9	3.8	2.0	11.1	9.2	8.2
	42.9	49.1								5.1	5.7							
	4	8983	10079	17430	1560	7157	9138	1271		5	1928	1659	2049	281	1616	1918	211	
	4359	59976	10.8	9.4	7.4	4.2	17.2	14.8	16.8	660	10322	2.3	1.6	.9	.8	3.9	3.1	2.8
	8.7	9.6								1.3	1.7							
	5	2582	2655	3590	441	2057	3245	355		Column	82944	106716	236134	37311	41601	61290	7506	
	1069	15994	3.1	2.5	1.5	1.2	4.9	5.3	4.7	49816	623318	13.3	17.1	37.9	6.0	6.7	9.8	1.2
	2.1	2.6								8.0	100.0							
50131	Column Total	83271	107069	236946	37352	41709	61586	7568	1.2	Number of Missing Observations:	40558							
8.0	100.0	13.3	17.1	37.9	6.0	6.7	9.8	1.2										

SAFETYAO How much do you agree or disagree with by XPAYGRPN.Crossing
NSPS:Constructed Paygrade

Number of Missing Observations: 38245

Count		GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	9	Total	1	2	3	4	6	7	8	
15 Other	Col Pct Row								,15	SAFETYAM								
	9	1	2	3	4	6	7	8	304	1	1642	1090	1423	221	993	1026	122	
SAFETYAM	Total									.6	1.1	2.0	1.0	.6	.6	2.4	1.7	1.6
	1	1866	1969	3393	373	1819	1955	81		2	4873	5074	7522	955	2753	4622	289	
	858	12314	2.2	1.8	1.4	1.0	4.4	3.2	1.1	2212	28300	5.9	4.7	3.2	2.6	6.6	7.6	3.9
	1.7	2.0								4.4	4.5							
	2	5675	6657	12836	1812	3947	6297	621		3	32720	45976	114828	16357	12929	17667	2766	
	3221	41067	6.8	6.2	5.4	4.9	9.5	10.2	8.2	16496	259738	39.5	43.0	48.5	43.9	31.2	28.9	37.0
	6.4	6.6								32.8	41.6							
	3	32873	40391	101723	15308	14861	21036	2786		4	33842	43745	91659	15256	19882	30442	3642	
	19173	248151	39.6	37.8	42.9	41.1	35.8	34.2	37.0	24521	262988	40.8	40.9	38.7	41.0	47.9	49.9	48.8
	38.2	39.7								48.8	42.1							
	4	32918	46073	95679	15190	16864	26729	3383		5	9857	10960	21507	4461	4940	7276	652	
	20997	257833	39.6	43.1	40.4	40.8	40.6	43.5	44.9	6743	66396	11.9	10.3	9.1	12.0	11.9	11.9	8.7
	41.9	41.3								13.4	10.6							
	5	9778	11811	23407	4533	4011	5449	661		Column	82934	106846	236939	37250	41497	61033	7470	
	5880	65530	11.8	11.0	9.9	12.2	9.7	8.9	8.8	50277	624245	13.3	17.1	38.0	6.0	6.6	9.8	1.2
	11.7	10.5								8.1	100.0							
50128	Column Total	83110	106902	237038	37216	41502	61467	7532	1.2	Number of Missing Observations:	39632							
8.0	100.0	13.3	17.1	37.9	6.0	6.6	9.8	1.2										

SAFETYAP How much do you agree or disagree with by XPAYGRPN.Crossing
NSPS:Constructed Paygrade

Number of Missing Observations: 38982

Count		GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	9	Total	1	2	3	4	6	7	8	
15 Other	Col Pct Row								,15	SAFETYAP								
	9	1	2	3	4	6	7	8										

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

										SAFETYAQ								
										Count		GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-
										Col	Pct	,15						
										Row	Row	1	2	3	4	6	7	8
1735	3.4	1	5.5	5.1	10913	1108	3238	3823	293	2	1421	3083	3456	8480	1703	2318	3579	475
		31175								24515								
										2.8	3.9	3.7	3.2	3.6	4.6	5.6	5.8	6.4
5920	11.7	2	13.4	14.5	37489	5437	6414	11865	1104	3	15789	33224	42836	103679	15298	12393	17734	2621
		94930								243574								
										31.5	39.0	39.9	40.0	43.7	41.1	29.9	28.8	35.1
10194	20.2	3	23.6	23.7	57756	8319	8943	12577	1642	4	24814	35106	47595	100388	15109	20103	31690	3433
		144466								278238								
										49.4	44.5	42.2	44.5	42.3	40.6	48.5	51.4	46.0
27730	55.0	4	47.1	47.4	115160	18781	19072	27464	3843	5	7834	10553	12362	22747	4909	5718	7794	917
		301967								72833								
										15.6	11.6	12.7	11.5	9.6	13.2	13.8	12.6	12.3
4808	9.5	5	10.5	9.2	16112	3652	3762	5493	643	Column	50201	83192	107057	237133	37208	41409	61627	7470
		53014								625298								
										Total	8.0	13.3	17.1	37.9	6.0	6.6	9.9	1.2
50386	8.1	Column	83123	107140	237430	37296	41429	61221	7525	625551	Number of Missing Observations: 38578							
		Total	13.3	17.1	38.0	6.0	6.6	9.8	1.2	100.0								

										SAFETYAI								
										Count		GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-
										Col	Pct	,15						
										Row	Row	1	2	3	4	6	7	8
4823	9.6	1	7.4	7.9	14895	3282	3329	5237	695	9	655	1930	1584	3567	582	1694	1785	130
		46878								11927								
										1.3	1.9	2.3	1.5	1.5	1.6	4.1	2.9	1.7
20895	41.5	2	29.2	30.9	72805	12597	15624	26452	3079	2	4749	5555	7647	17657	3318	3502	6776	749
		208846								49953								
										9.5	8.0	6.7	7.2	7.5	8.9	8.5	11.0	9.9
18167	36.1	3	50.4	50.7	132794	20009	12149	15509	2152	3	22036	38612	52510	129097	20067	15910	23708	3253
		297018								305193								
										43.9	48.9	46.8	49.1	54.5	53.8	38.6	38.6	43.1
5803	11.5	4	10.6	9.1	15306	1248	8819	12778	1328	4	17881	28404	35345	70643	10001	15898	23481	2761
		63884								204413								
										35.6	32.8	34.4	33.1	29.8	26.8	38.5	38.3	36.6
674	1.3	5	2.4	1.5	1608	251	1636	1702	255	5	4879	8005	9843	15913	3319	4262	5616	646
		9680								52483								
										9.7	8.4	9.7	9.2	6.7	8.9	10.3	9.2	8.6
50361	8.0	Column	83218	107187	237409	37388	41557	61677	7509	623969	82506	106928	236876	37287	41266	61366	7540	
		Total	13.3	17.1	37.9	6.0	6.6	9.8	1.2	100.0	Number of Missing Observations: 39907							
		100.0																

										SAFETYAR								
										Count		GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-
										Col	Pct	,15						
										Row	Row	1	2	3	4	6	7	8
343	.7	1	1.5	.8	1839	188	877	831	25	9	3185	4129	5171	8878	1973	2611	3265	356
		6137								29569								
										6.3	4.7	5.0	4.8	3.7	5.3	6.3	5.3	4.7
										2	16535	21470	29710	62287	10545	11951	20258	2297
		1.0								175053								

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

32.8	27.9	25.8	27.6	26.2	28.1	28.7	32.9	30.4	23391	293719	3	37266	50039	119687	19760	16765	23884	2927	
46.2	46.8	44.8	46.5	50.3	52.7	40.2	38.8	39.0											
20816	294616	3	39692	51919	122459	18220	16146	22055	3310										
41.2	47.0	47.6	48.3	51.5	48.6	38.8	35.8	43.8	16042	208262	4	27597	35553	77107	11489	15137	22436	2902	
31.7	33.2	33.1	33.0	32.4	30.6	36.3	36.4	38.6											
8635	113281	4	15518	18370	39842	6029	9384	14048	1455										
17.1	18.1	18.6	17.1	16.8	16.1	22.6	22.8	19.2	5106	53726	5	7839	9989	17196	3192	3949	5925	529	
10.1	8.6	9.4	9.3	7.2	8.5	9.5	9.6	7.0											
1317	14831	5	2520	2391	4250	695	1478	2040	141										
2.6	2.4	3.0	2.2	1.8	1.9	3.6	3.3	1.9	50612	Column 627961	83275	107680	238016	37490	41741	61634	7513		
8.1	100.0	13.3	17.1	37.9	6.0	6.6	9.8	1.2	8.1	Total 100.0	13.3	17.1	37.9	6.0	6.6	9.8	1.2		

Number of Missing Observations: 35915

Number of Missing Observations: 36527

SAFETYAW How much do you agree or disagree with by XPAYGRFN.Crossing
NSPS:Constructed Paygrade

SAFETYAW How much do you agree or disagree with by XPAYGRFN.Crossing
NSPS:Constructed Paygrade

Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	
15 Other								9								
Col Pct Row								Total								
1	1	2	3	4	6	7	8	1	1	2	3	4	6	7	8	
SAFETYAW								SAFETYAW								
9								9								
SAFETYAW								SAFETYAW								
1	5369	6006	11268	2300	2653	4055	548	1	9667	12300	23737	4220	5690	7688	1086	
3504	35704	6.4	5.6	4.7	6.1	6.4	7.2	5553	69942	11.6	11.4	10.0	11.3	13.7	12.5	14.4
6.9	5.7								11.0	11.1						
2	24149	32441	67992	10832	13571	21312	2136	2	27755	39919	92579	14861	14406	22990	2867	
17103	189536	29.0	30.2	28.6	28.9	32.6	34.7	18881	234257	33.3	37.1	38.9	39.7	34.7	37.4	38.0
33.9	30.2								37.4	37.3						
3	42616	55229	130771	19784	18679	25835	3418	3	29642	35952	77542	11687	13160	17209	1951	
24024	320357	51.2	51.5	55.0	52.7	44.9	45.1	16382	203526	35.6	33.4	32.5	31.2	31.7	28.0	25.9
47.6	51.1								32.5	32.4						
4	8963	11263	23280	3810	5486	8214	1296	4	13233	15273	35234	5050	6510	10366	1311	
4872	67183	10.8	10.5	9.8	10.2	13.2	13.4	7628	94604	15.9	14.2	14.8	13.5	15.7	16.9	17.4
9.7	10.7								15.1	15.1						
5	2164	2398	4537	784	1207	2090	181	5	2957	4176	9157	1634	1744	3255	325	
932	14292	2.6	2.2	1.9	2.1	2.9	3.4	2011	25260	3.6	3.9	3.8	4.4	4.2	5.3	4.3
1.8	2.3								4.0	4.0						
Column 627073	83261	107337	237849	37510	41596	61505	7579	50456	Column 627590	83253	107622	238249	37453	41509	61508	7539
8.0	100.0	13.3	17.1	37.9	6.0	6.6	9.8	8.0	Total 100.0	13.3	17.1	38.0	6.0	6.6	9.8	1.2

Number of Missing Observations: 36286

Number of Missing Observations: 36804

SAFETYAX How much do you agree or disagree with by XPAYGRFN.Crossing
NSPS:Constructed Paygrade

SAFETYAV How much do you agree or disagree with by XPAYGRFN.Crossing
NSPS:Constructed Paygrade

Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	Count	GS 1-6	GS 7-10	GS 11-13	GS/GM 14	WG 1-8	WG 9-11	WG 12-	
15 Other								9								
Col Pct Row								Total								
1	1	2	3	4	6	7	8	1	1	2	3	4	6	7	8	
SAFETYAV								SAFETYAX								
9								9								
SAFETYAV								SAFETYAX								
1	2835	3237	4503	633	1481	2297	236	1	3884	3822	5774	728	3215	4068	520	
1224	16447	3.4	3.0	1.9	1.7	3.5	3.7	1527	23539	4.7	3.6	2.4	2.0	7.8	6.6	6.9
2.4	2.6								3.0	3.8						
2	7737	8861	19523	2416	4410	7092	920	2	6356	7624	13712	1746	3893	6944	792	
4850	55808	9.3	8.2	8.2	6.4	10.6	11.5	3037	44105	7.6	7.1	5.8	4.7	9.4	11.3	10.5
9.6	8.9								6.0	7.0						
3	26411	32646	76631	9998	12496	17125	2005	3	26411	32646	76631	9998	12496	17125	2005	
15725	193038								15725	193038						

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

31.2	30.8	31.7	30.4	32.2	26.8	30.1	27.8	26.5	

22818	4	33281	46837	110254	17930	15953	24472	3060	

45.3	43.8	40.0	43.6	46.3	48.0	38.5	39.8	40.5	

7238	5	13257	16442	31823	6936	5891	8923	1178	

14.4	14.6	15.9	15.3	13.4	18.6	14.2	14.5	15.6	

50345	Column	83189	107371	238195	37338	41448	61533	7555	
626975	Total	13.3	17.1	38.0	6.0	6.6	9.8	1.2	
8.0	100.0								

Number of Missing Observations: 36902

Appendix G – Response Distributions by Work Location

SAFETYA How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Number of Missing Observations: 31418

Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ ne	SAFETYC How much do you agree or disagree with by WORKLOC. Which of the following best describes yo											
									Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/				
SAFETYA	8	Total	1	2	3	4	5	6	7	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
SAFETYA	8	Total	1	2	3	4	5	6	7	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
1159	8682	1	5477	624	376	570	27	136	314	8	9282	113501	1	65424	12725	9243	6263	3709	2691	4165
2.4	1.4	1.3	1.1	.9	2.2	.2	1.3	1.3	1.3	8	19.0	18.0	16.0	21.5	23.2	24.5	23.5	26.2	17.6	17.6
3368	44389	2	31241	3670	2046	1600	974	294	1196	2	20264	296916	2	197980	27127	18026	10135	7060	4565	11759
6.9	7.0	7.6	6.2	5.1	6.2	6.2	2.9	5.1	5.1	2	41.6	47.0	48.5	45.9	45.2	39.6	44.7	44.5	49.7	49.7
8252	128675	3	97780	8543	4604	3321	1763	899	3513	3	10084	137699	3	97633	10198	6636	4834	2483	1348	4483
16.9	20.3	23.9	14.4	11.5	13.0	11.2	8.8	14.9	14.9	3	20.7	21.8	23.9	17.3	16.7	18.9	15.7	13.1	19.0	19.0
27208	350084	4	218544	34909	24189	14732	9864	6424	14215	4	6069	64581	4	38236	6655	4666	3315	1997	1200	2442
55.8	55.3	53.3	58.8	60.6	57.5	62.4	62.7	60.1	60.1	4	12.5	10.2	9.4	11.3	11.7	13.0	12.7	11.7	10.3	10.3
8804	101442	5	56817	11640	8697	5412	3167	2494	4412	5	3039	18779	5	9273	2378	1279	1020	535	454	801
18.0	16.0	13.9	19.6	21.8	21.1	20.0	24.3	18.7	18.7	5	6.2	3.0	2.3	4.0	3.2	4.0	3.4	4.4	3.4	3.4
48791	633273	Column	409859	59386	39911	25635	15795	10247	23649	Column	48737	631476	Column	408547	59083	39850	25567	15784	10259	23649
7.7	100.0	Total	64.7	9.4	6.3	4.0	2.5	1.6	3.7	Total	7.7	100.0	Total	64.7	9.4	6.3	4.0	2.5	1.6	3.7

Number of Missing Observations: 30603

Number of Missing Observations: 32400

SAFETYB How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

SAFETYD How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ ne	SAFETYD How much do you agree or disagree with by WORKLOC. Which of the following best describes yo											
									Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/				
SAFETYB	8	Total	1	2	3	4	5	6	7	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
SAFETYB	8	Total	1	2	3	4	5	6	7	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
2522	19015	1	10401	1987	1222	1108	544	222	1009	8	2373	17565	1	9346	2220	987	1191	391	133	923
5.2	3.0	2.5	3.3	3.1	4.3	3.4	2.1	4.3	4.3	8	4.9	2.8	2.3	3.7	2.5	4.7	2.5	1.3	3.9	3.9
6467	78169	2	50589	7841	4269	3407	1923	579	3092	2	6994	93033	2	61388	7379	5917	4150	2213	993	4000
13.3	12.4	12.4	13.2	10.7	13.3	12.2	5.6	13.1	13.1	2	14.3	14.8	15.1	12.5	14.9	16.3	14.1	9.7	16.9	16.9
10667	144448	3	97363	12203	8370	4800	3659	2106	5279	3	16251	246188	3	178548	17691	11183	7324	4308	3388	7493
21.9	22.8	23.8	20.5	21.0	18.8	23.2	20.4	22.4	22.4	3	33.3	39.1	43.8	29.9	28.2	28.8	27.4	33.0	31.7	31.7
22606	313989	4	204137	29524	20651	12476	7430	5659	11505	4	18729	230771	4	135789	26592	17915	10396	7188	4447	9715
46.3	49.6	49.9	49.7	51.9	48.7	47.1	54.8	48.8	48.8	4	38.4	36.6	33.3	44.9	45.2	40.9	45.7	43.3	41.1	41.1
6540	76838	5	46648	7870	5307	3801	2217	1769	2687	5	4453	42847	5	22517	5372	3659	2387	1617	1313	1529
13.4	12.1	11.4	13.2	13.3	14.9	14.1	17.1	11.4	11.4	5	9.1	6.8	5.5	9.1	9.2	9.4	10.3	12.8	6.5	6.5
48802	632459	Column	409139	59425	39819	25593	15772	10335	23572	Column	48802	632459	Column	409139	59425	39819	25593	15772	10335	23572
7.7	100.0	Total	64.7	9.4	6.3	4.0	2.5	1.6	3.7	Total	7.7	100.0	Total	64.7	9.4	6.3	4.0	2.5	1.6	3.7

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

48801	Column 630404	407587	59255	39661	25448	15717	10275	23661	48572	Column 630867	408157	59213	39870	25540	15722	10189	23603
7.7	Total 100.0	64.7	9.4	6.3	4.0	2.5	1.6	3.8	7.7	Total 100.0	64.7	9.4	6.3	4.0	2.5	1.6	3.7

Number of Missing Observations: 33472

Number of Missing Observations: 33010

SAFETYE How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

SAFETYG How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col	Pct Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other	Count Col	Pct Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other	
																			1
SAFETYE	8	Total								SAFETYG	8	Total							
1	1829	12330	5770	1657	1036	750	336	82	870	1	4618	59165	35377	6204	4150	3316	2081	1345	2074
	3.8	2.0	1.4	2.8	2.6	2.9	2.1	.8	3.7		9.5	9.4	8.7	10.5	10.4	12.9	13.3	13.1	8.8
2	3270	29780	15521	3548	2595	2228	930	223	1464	2	17865	242610	154036	23928	16159	10016	6985	4546	9074
	6.7	4.7	3.8	6.0	6.5	8.7	5.9	2.2	6.2		36.8	38.5	37.7	40.5	40.5	39.1	44.6	44.4	38.6
3	13046	189239	137797	13287	8076	5885	3352	1824	5972	3	12929	178283	122841	14172	9724	6970	3586	1876	6183
	26.8	30.0	33.7	22.4	20.3	23.0	21.3	17.8	25.3		26.6	28.3	30.1	24.0	24.4	27.2	22.9	18.3	26.3
4	21377	292783	185778	28780	20511	11144	7604	5794	11794	4	10630	127275	81946	12306	8464	4343	2415	2030	5141
	43.8	46.3	45.4	48.6	51.5	43.5	48.2	56.7	49.9		21.9	20.2	20.1	20.8	21.2	17.0	15.4	19.8	21.9
5	9240	107697	63913	11950	7586	5626	3541	2300	3541	5	2539	23409	13886	2529	1385	975	599	449	1047
	18.9	17.0	15.6	20.2	19.1	21.9	22.5	22.5	15.0		5.2	3.7	3.4	4.3	3.5	3.8	3.8	4.4	4.4
48763	Column 631829	408779	59223	39805	25634	15762	10223	23641	48581	Column 630742	408086	59139	39884	25621	15666	10245	23519		
7.7	Total 100.0	64.7	9.4	6.3	4.1	2.5	1.6	3.7	7.7	Total 100.0	64.7	9.4	6.3	4.1	2.5	1.6	3.7		

Number of Missing Observations: 32047

Number of Missing Observations: 33135

SAFETYF How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

SAFETYH How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col	Pct Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other	Count Col	Pct Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other	
																			1
SAFETYF	8	Total								SAFETYH	8	Total							
1	1425	11800	6221	1058	740	1324	256	199	577	1	3461	44917	24481	5752	3828	3173	1552	1420	1251
	2.9	1.9	1.5	1.8	1.9	5.2	1.6	2.0	2.4		7.1	7.1	6.0	9.7	9.6	12.4	9.9	13.9	5.3
2	3951	52708	34300	4591	3648	2557	1227	736	1698	2	15193	202389	120940	23652	15810	8295	6001	4550	7948
	8.1	8.4	8.4	7.8	9.1	10.0	7.8	7.2	7.2		31.2	32.1	29.7	40.1	39.6	32.5	38.3	44.5	33.8
3	14059	215819	155162	14985	10052	7969	4210	3193	6190	3	16160	234217	170475	15657	9989	6676	4454	2194	8613
	28.9	34.2	38.0	25.3	25.2	31.2	26.8	31.3	26.2		33.2	37.1	41.8	26.5	25.0	26.1	28.4	21.4	36.6
4	22136	282838	172596	31271	20635	11201	8024	4822	12152	4	10891	125090	79588	11284	8310	5550	2936	1757	4774
	45.6	44.8	42.3	52.8	51.8	43.9	51.0	47.3	51.5		22.4	19.8	19.5	19.1	20.8	21.7	18.7	17.2	20.3
5	7001	67702	39877	7308	4795	2490	2005	1239	2987	5	3013	23930	12335	2700	2033	1866	733	313	936
	14.4	10.7	9.8	12.3	12.0	9.7	12.8	12.2	12.7		6.2	3.8	3.0	4.6	5.1	7.3	4.7	3.1	4.0
48718	Column 630543	407819	59043	39971	25561	15676	10234	23522											

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

										Number of Missing Observations: 35028									
Number of Missing Observations: 33334										SAFETYK How much do you agree or disagree with by WORKLOC. Which of the following best describes yo									
SAFETYI How much do you agree or disagree with by WORKLOC. Which of the following best describes yo										SAFETYK How much do you agree or disagree with by WORKLOC. Which of the following best describes yo									
Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
Hospital	Col Pct	Row	1	2	3	4	5	6	7	Hospital	Col Pct	Row	1	2	3	4	5	6	7
SAFETYI	8	Total								SAFETYK	8	Total							
	1	9037	1917	1428	1412	297	245	1203	349	2611	1	1392	355	225	182	41			67
2481	18020	2.2	3.3	3.6	5.5	1.9	2.4	5.1	.7	.4	.3	.6	.6	.7	.3			.3	
5.1	2.9																		
	2	29876	5414	3581	2772	1577	659	2983	801	9502	2	6924	534	460	205	107	143	328	
4963	51824	7.3	9.2	9.1	10.8	10.1	6.4	12.7	1.7	1.5	1.7	.9	1.2	.8	.7	1.4	1.4		
10.2	8.2																		
	3	79613	13322	8284	4601	2855	1758	4828	6196	98708	3	78542	5047	2646	1953	1093	517	2715	
10467	125727	19.5	22.6	21.0	18.0	18.3	17.2	20.5	12.8	15.7	19.3	8.5	6.6	7.6	7.0	5.1	11.5		
21.5	20.0																		
	4	226043	29554	20532	12801	7951	5721	11668	27763	384281	4	249280	36622	25083	14890	9477	5878	15288	
23520	337790	55.4	50.1	52.0	50.1	50.9	56.0	49.6	57.2	61.0	61.1	62.0	63.0	58.2	60.3	58.0	64.9		
48.4	53.6																		
	5	63226	8736	5672	3974	2927	1837	2848	13407	134924	5	71530	16485	11405	8368	4994	3593	5142	
7203	96423	15.5	14.8	14.4	15.5	18.8	18.0	12.1	27.6	21.4	17.5	27.9	28.6	32.7	31.8	35.5	21.8		
14.8	15.3																		
	Column	407795	58943	39496	25559	15607	10219	23530	48516	630026	Column	407669	59043	39820	25597	15712	10131	23539	
48634	629783	7.7	64.8	9.4	6.3	4.1	2.5	1.6	3.7	100.0	7.7	64.7	9.4	6.3	4.1	2.5	1.6	3.7	
7.7	100.0																		

										Number of Missing Observations: 33850									
Number of Missing Observations: 34093										SAFETYL How much do you agree or disagree with by WORKLOC. Which of the following best describes yo									
SAFETYJ How much do you agree or disagree with by WORKLOC. Which of the following best describes yo										SAFETYL How much do you agree or disagree with by WORKLOC. Which of the following best describes yo									
Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
Hospital	Col Pct	Row	1	2	3	4	5	6	7	Hospital	Col Pct	Row	1	2	3	4	5	6	7
SAFETYJ	8	Total								SAFETYL	8	Total							
	1	7255	2154	1722	1339	526	270	1005	10330	152364	1	101338	13024	9171	6361	4001	2796	5343	
2529	16802	1.8	3.7	4.4	5.3	3.4	2.6	4.3	21.3	24.2	24.9	22.0	23.1	24.9	25.4	27.3	22.7		
5.2	2.7																		
	2	20914	3433	3155	1964	1152	405	1624	23503	331992	2	220574	30464	19832	12073	7486	5565	12494	
3641	36288	5.1	5.8	8.0	7.7	7.4	3.9	6.9	48.5	52.7	54.1	51.5	49.9	47.3	47.5	54.3	53.1		
7.5	5.8																		
	3	112731	13129	8173	5758	3374	1645	5694	10383	111611	3	70006	10629	7291	5125	2804	1389	3984	
11715	162218	27.7	22.3	20.7	22.6	21.6	16.0	24.2	21.4	17.7	17.2	18.0	18.4	20.1	17.8	13.6	16.9		
24.1	25.8																		
	4	205023	29939	19931	11826	7674	5864	12273	3201	26535	4	12529	4032	2506	1456	1046	423	1342	
22444	314973	50.4	50.8	50.6	46.4	49.1	56.9	52.2	6.6	4.2	3.1	6.8	6.3	5.7	6.6	4.1	5.7		
46.2	50.1																		
	5	61097	10300	6416	4617	2910	2116	2898	1035	7428	5	3153	968	928	499	409	73	363	
8214	98567	15.0	17.5	16.3	18.1	18.6	20.5	12.3	2.1	1.2	.8	1.6	2.3	2.0	2.6	.7	1.5		
16.9	15.7																		
	Column	407020	58954	39396	25504	15635	10301	23495	48452	629930	Column	407599	59117	39728	25514	15746	10246	23527	
48544	628848	7.7	64.7	9.4	6.3	4.1	2.5	1.6	3.7	100.0	7.7	64.7	9.4	6.3	4.1	2.5	1.6	3.7	
7.7	100.0																		

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

SAFETYM How much do you agree or disagree with by WORKLOC. Which of the following best describes yo										SAFETYO How much do you agree or disagree with by WORKLOC. Which of the following best describes yo													
Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other					
Hospital	Col Pct	Row	1	2	3	4	5	6	7	Hospital	Col Pct	Row	1	2	3	4	5	6	7				
SAFETYM	8 Total									SAFETYO	8 Total												
1	1730 13374	7026	1318	1058	1094	216	174	758	1808 11521	4683	1644	1083	1187	394	172	550	1.2	2.8	2.7	4.7	2.5	1.7	2.3
2	4524 56172	35236	6031	4103	2854	1462	761	1202	4188 39765	19331	5589	4561	2856	1263	581	1397	4.8	9.5	11.5	11.2	8.0	5.7	6.0
3	13655 212741	150248	18687	11516	7883	4163	2137	4451	19272 284667	206694	21570	13674	8332	4209	2895	8019	50.9	36.7	34.5	32.8	26.8	28.4	34.2
4	21439 278071	174754	25857	18722	10702	7829	5352	13417	17055 222749	134121	23299	16026	10167	7192	4435	10453	33.0	39.7	40.4	40.0	45.7	43.6	44.6
5	7259 69319	40223	7206	4151	3021	2020	1678	3762	5767 68381	40987	6643	4326	2874	2667	2098	3020	10.1	11.3	10.9	11.3	17.0	20.6	12.9
Column Total	48606 629676	407488	59099	39550	25552	15690	10102	23589	48090 627083	405816	58745	39670	25415	15725	10182	23440	64.7	9.4	6.3	4.1	2.5	1.6	3.7
7.7	100.0								7.7	100.0													

Number of Missing Observations: 34201

Number of Missing Observations: 36794

SAFETYN How much do you agree or disagree with by WORKLOC. Which of the following best describes yo										SAFETYO How much do you agree or disagree with by WORKLOC. Which of the following best describes yo													
Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other					
Hospital	Col Pct	Row	1	2	3	4	5	6	7	Hospital	Col Pct	Row	1	2	3	4	5	6	7				
SAFETYN	8 Total									SAFETYO	8 Total												
1	1140 10940	5958	1422	687	778	357	45	555	3648 43655	27286	3777	2783	2115	1225	1186	1635	6.7	6.4	7.0	8.3	7.8	11.6	6.9
2	3221 46964	31912	3921	2870	2384	959	369	1329	12765 188931	119472	19053	13063	7906	5800	3724	7146	29.4	32.4	32.9	30.9	36.9	36.4	30.3
3	14697 195668	135573	15685	10729	7212	3924	2048	5800	18551 252428	179373	18152	12547	8269	4822	2639	8074	44.1	30.8	31.6	32.3	30.7	25.8	34.3
4	22468 295090	184650	30469	20217	11564	7741	5401	12578	11204 121957	69821	14777	9454	5891	3019	2065	5725	17.2	25.1	23.8	23.0	19.2	20.2	24.3
5	6961 80280	48833	7462	5250	3525	2712	2245	3292	2178 21989	10949	3111	1905	1419	849	604	974	2.7	5.3	4.8	5.5	5.4	5.9	4.1
Column Total	48486 628941	406926	58959	39753	25462	15693	10108	23555	48346 628959	406901	58870	39753	25600	15715	10218	23554	64.7	9.4	6.3	4.1	2.5	1.6	3.7
7.7	100.0								7.7	100.0													

Number of Missing Observations: 34935

Number of Missing Observations: 34918

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

SAFETYQ How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital	Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital	SAFETYQ	8	Total							
																					1	2	3	4	5	6	7
1	247	2347	1602	195	67	164	13	13	46	538	2928	.3	.8	.2	1.2	.7	.6	.6	1	1256	444	79	309	110	57	135	
2	735	16064	13215	759	499	273	43	60	480	1264	11454	1.2	3.0	3.1	3.4	4.1	1.9	2.3	2	4994	1751	1214	869	641	187	533	
3	4388	88748	73513	3894	2692	1801	680	364	1416	14702	230545	18.1	6.6	6.8	7.0	4.3	3.6	6.0	3	184672	10902	6765	5889	2004	1099	4514	
4	31488	410981	260946	41010	27132	16531	10418	6798	16657	22199	286034	64.2	69.6	68.8	64.6	66.3	66.8	71.0	4	162209	34856	24548	13355	9162	6150	13554	
5	11594	110334	57472	13052	9057	6823	4555	2937	4846	9557	96169	14.1	22.2	23.0	26.7	29.0	28.9	20.7	5	52675	10937	7107	5061	3789	2493	4550	
Column Total	48451	628474	406748	58910	39447	25592	15709	10172	23445	48260	627130	64.7	9.4	6.3	4.1	2.5	1.6	3.7	Column Total	405806	58889	39713	25482	15706	9986	23287	
	7.7	100.0	64.7	9.4	6.3	4.1	2.5	1.6	3.7	7.7	100.0																

Number of Missing Observations: 36747

Number of Missing Observations: 35402

SAFETYR How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital	Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital	SAFETYR	8	Total						
																					1	2	3	4	5	6
1	1013	5821	2399	849	578	413	162	23	384	1642	9771	1.1	1.9	2.2	3.0	1.6	1.8	1.8	1	4522	1132	880	758	244	181	412
2	2168	22488	12972	2246	1946	1260	727	151	1017	4132	36922	4.9	7.2	8.0	9.7	8.5	5.1	5.4	2	19801	4266	3152	2470	1322	522	1255
3	11295	172626	126828	12197	7907	5243	2505	1427	5224	15962	223132	31.5	20.8	20.0	20.6	16.1	14.1	22.3	3	160173	16283	10196	8062	3885	2078	6493
4	24866	327973	207284	32555	22001	13297	8640	6390	12941	20498	281376	51.4	55.6	55.6	52.1	55.5	63.3	55.3	4	176774	28509	19982	10149	7895	5483	12085
5	8777	95137	53698	10715	7172	5295	3546	2103	3830	5943	74549	13.3	18.3	18.1	20.8	22.8	20.8	16.4	5	43258	8655	5302	4044	2296	1908	3143
Column Total	48119	624045	403181	58562	39605	25507	15580	10095	23396	48178	625749	64.6	9.4	6.3	4.1	2.5	1.6	3.7	Column Total	404528	58846	39511	25483	15642	10173	23388
	7.7	100.0	64.6	9.4	6.3	4.1	2.5	1.6	3.7	7.7	100.0															

Number of Missing Observations: 38128

Number of Missing Observations: 39831

SAFETYU How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

SAFETYU How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other		
																	1	2
8	Total								8	Total								
SAFETYU									SAFETYU									
1	2381	31517	18469	3630	2265	1908	892	857	1115	1387	6911	2539	866	743	844	184	127	221
4.9	5.0	4.5	6.2	5.7	7.5	5.7	8.5	4.8	2.9	1.1	.6	1.5	1.9	3.3	1.2	1.2	.9	
2	9875	148464	93470	14948	9841	7029	4467	3088	5747	2682	23578	12591	3155	2103	1220	603	184	1040
20.4	23.7	23.0	25.4	24.9	27.6	28.6	30.5	24.5	5.6	3.8	3.1	5.4	5.3	4.8	3.9	1.8	4.4	
3	24668	328419	228542	25578	16589	10443	6224	4028	12347	13774	229385	179163	12195	7968	4832	2662	1433	7359
51.0	52.4	56.3	43.5	41.9	41.0	39.8	39.8	52.7	28.5	36.6	44.2	20.8	20.1	19.0	17.0	14.0	31.5	
4	9005	98961	55673	11990	8980	4927	3176	1903	3307	23317	300323	176077	34275	24087	14418	9312	6498	12339
18.6	15.8	13.7	20.4	22.7	19.4	20.3	18.8	14.1	48.3	47.9	43.5	58.5	60.6	56.8	59.5	63.4	52.7	
5	2408	19947	9779	2674	1891	1148	877	244	926	7117	66266	34825	8094	4825	4081	2881	2004	2440
5.0	3.2	2.4	4.5	4.8	4.5	5.6	2.4	3.9	14.7	10.6	8.6	13.8	12.1	16.1	18.4	19.6	10.4	
Column 627308 Total 100.0	405933	58820	39565	25455	15637	10120	23441	48276	626463	Total 100.0	405196	58585	39726	25394	15641	10245	23398	
7.7	7.7	64.7	9.4	6.3	4.1	2.5	1.6	3.7	7.7	64.7	9.4	6.3	4.1	2.5	1.6	3.7		

Number of Missing Observations: 36569

Number of Missing Observations: 37414

SAFETYU How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

SAFETYX How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other	Count Col Pct	Office Row	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/ Other		
																	1	2
8	Total								8	Total								
SAFETYU									SAFETYX									
1	2308	28156	16402	3014	2066	1676	959	934	798	1282	8865	4732	1061	680	628	101	42	338
4.8	4.5	4.0	5.1	5.2	6.6	6.1	9.1	3.4	2.7	1.4	1.2	1.8	1.7	2.5	.6	.4	1.5	
2	11150	147912	85616	16916	11617	7625	5116	3611	6261	3074	33987	21743	3161	2206	1381	990	114	1316
23.0	23.6	21.1	28.8	29.2	30.0	32.8	35.4	26.8	6.4	5.5	5.4	5.4	5.6	5.4	6.3	1.1	5.8	
3	24267	317878	217346	26754	17223	10562	6265	3609	11853	22497	334564	251321	18664	11204	10568	4672	1493	14144
50.2	50.7	53.6	45.5	43.3	41.6	40.1	35.4	50.8	47.0	53.8	62.5	31.8	28.4	41.6	29.9	14.8	62.1	
4	8737	116447	76164	10209	8068	4860	2777	1797	3837	15978	188596	98278	26637	18993	9496	7558	5745	5911
18.1	18.6	18.8	17.4	20.3	19.1	17.8	17.6	16.4	33.4	30.3	24.4	45.4	48.1	37.4	48.3	56.8	25.9	
5	1919	16666	10010	1908	781	687	502	255	603	5053	56021	26038	9104	6424	3304	2314	2715	1070
4.0	2.7	2.5	3.2	2.0	2.7	3.2	2.5	2.6	10.6	9.0	6.5	15.5	16.3	13.0	14.8	26.9	4.7	
Column 627060 Total 100.0	405537	58800	39755	25409	15619	10206	23352	47883	622032	Total 100.0	402113	58627	39507	25377	15635	10111	22779	
7.7	7.7	64.6	9.4	6.4	4.1	2.5	1.6	3.7	7.7	64.6	9.4	6.4	4.1	2.5	1.6	3.7		

Number of Missing Observations: 36817

Number of Missing Observations: 41845

SAFETYU How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

SAFETYX How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Count | Office | Shop | Maintena | Outdoors | Flightli | Ship | Clinic/
Other

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

8	Total	1	2	3	4	5	6	7	SAFETYAE								
SAFETYAC										1	3668	1019	533	421	155	56	531
1784	10079	4172	1524	758	932	280	74	555	1454	7838	.9	1.7	1.4	1.6	1.0	.5	2.3
3.7	1.6	1.0	2.6	1.9	3.6	1.8	.7	2.4	3.0	1.3							
										2	30549	3423	2603	1959	1151	396	1402
3832	34659	18064	3820	3551	2473	1292	527	1100	3487	44971	7.6	5.8	6.6	7.7	7.4	3.9	6.0
7.9	5.5	4.5	6.5	9.0	9.7	8.3	5.1	4.7	7.2	7.2							
										3	182242	16112	10428	6973	3937	2288	7502
23014	301648	206956	25677	15901	11346	5802	4471	8479	15553	245034	45.1	27.4	26.5	27.3	25.2	22.3	32.3
47.7	48.3	51.3	43.6	40.2	44.4	37.2	43.5	36.4	32.3	39.2							
										4	153321	30422	21286	12432	7680	5869	11372
16190	230734	144685	23263	16445	8872	6821	3910	10549	21386	263767	38.0	51.7	54.0	48.7	49.2	57.2	49.0
33.5	36.9	35.8	39.5	41.5	34.7	43.7	38.1	45.3	44.4	42.2							
										5	33930	7905	4571	3766	2703	1657	2406
3477	47955	29730	4574	2932	1954	1402	1284	2601	6263	63200	8.4	13.4	11.6	14.7	17.3	16.1	10.4
7.2	7.7	7.4	7.8	7.4	7.6	9.0	12.5	11.2	13.0	10.1							
										Column	403710	58880	39421	25551	15625	10266	23213
48298	625075	403608	58858	39587	25576	15597	10266	23285	48143	624809	64.6	9.4	6.3	4.1	2.5	1.6	3.7
7.7	100.0	64.6	9.4	6.3	4.1	2.5	1.6	3.7	7.7	Total	100.0						

Number of Missing Observations: 39067

Number of Missing Observations: 38802

8	Total	1	2	3	4	5	6	7	SAFETYAF									
SAFETYAD										Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	
										Col Pct	Row		nce	/Field	ne			
										8	1	2	3	4	5	6	7	
SAFETYAD										Other								
										Hospital								
										8								
SAFETYAD										SAFETYAF								
										Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	
										Col Pct	Row		nce	/Field	ne			
										8	1	2	3	4	5	6	7	
										Total								
1985	11051	4140	1748	1149	799	424	161	644	3250	37993	5.4	7.6	7.5	8.0	7.7	6.0	7.8	
4.1	1.8	1.0	3.0	2.9	3.2	2.7	1.6	2.8	6.8	6.1								
										2	107061	21451	16493	8727	6758	4192	9085	
3884	34639	16689	4409	3672	2566	1646	510	1262	14515	188283	26.6	36.3	41.8	34.2	43.1	41.1	39.3	
8.1	5.6	4.1	7.5	9.3	10.1	10.5	5.0	5.5	30.2	30.2								
										3	227084	17382	10897	8274	4757	3003	8498	
16646	229431	158158	19310	12220	8331	4497	2650	7620	18651	298545	56.4	29.4	27.6	32.5	30.4	29.4	36.8	
34.5	36.8	39.3	32.8	30.9	32.9	28.8	25.9	33.3	38.8	47.9								
										4	39046	11763	7299	4934	2229	1999	3054	
20015	280211	180265	27171	18672	10802	7142	5426	10718	8626	78950	9.7	19.9	18.5	19.4	14.2	19.6	13.2	
41.5	45.0	44.8	46.2	47.2	42.7	45.8	53.0	46.9	18.0	12.7								
										5	7753	3998	1803	1516	724	394	667	
5700	67878	43282	6201	3880	2823	1899	1485	2607	2978	19832	1.9	6.8	4.6	5.9	4.6	3.9	2.9	
11.8	10.9	10.8	10.5	9.8	11.2	12.2	14.5	11.4	6.2	3.2								
										Column	402568	59059	39473	25495	15669	10204	23116	
48229	623209	402534	58838	39593	25321	15609	10233	22852	48020	623604	64.6	9.5	6.3	4.1	2.5	1.6	3.7	
7.7	100.0	64.6	9.4	6.4	4.1	2.5	1.6	3.7	7.7	Total	100.0							

Number of Missing Observations: 40272

Number of Missing Observations: 40667

8	Total	1	2	3	4	5	6	7	SAFETYAG									
SAFETYAE										Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	
										Col Pct	Row		nce	/Field	ne			
										8	1	2	3	4	5	6	7	
										Total								
										Other								
										Hospital								
										8								
										SAFETYAG								

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

1266	8860	1	3853	1395	662	687	293	122	580	10.4	9.5	8.9	10.9	9.2	11.7	9.4	11.5	11.4
2.6	1.4		1.0	2.4	1.7	2.7	1.9	1.2	2.5									
5281	52201	2	28993	6503	4518	3197	1669	646	1393	17338	235681	145303	24242	17190	9754	7006	4653	10195
11.0	8.4		7.2	11.0	11.5	12.6	10.7	6.3	6.0	36.1	37.8	36.1	41.2	43.5	38.3	44.9	45.4	44.1
19598	285266	3	202191	22733	14289	9249	5365	3123	8719	17414	254733	185072	17569	11794	7997	4492	2844	7549
40.7	45.8		50.2	38.6	36.4	36.3	34.3	30.6	37.8	36.2	40.9	46.0	29.9	29.9	31.4	28.8	27.8	32.7
17957	227851	4	137848	23183	16577	10014	6700	5133	10439	6210	60409	31003	8473	5661	3519	2127	1300	2116
37.3	36.6		34.3	39.4	42.3	39.3	42.8	50.4	45.3	12.9	9.7	7.7	14.4	14.3	13.8	13.6	12.7	9.2
4089	48945	5	29583	5064	3180	2310	1630	1166	1922	2100	13331	5312	2103	1221	1214	498	277	606
8.5	7.9		7.4	8.6	8.1	9.1	10.4	11.4	8.3	4.4	2.1	1.3	3.6	3.1	4.8	3.2	2.7	2.6
48191	Column 623123 Total 100.0	7.7	402468	58878	39226	25457	15658	10191	23054	48074	Column 623461 Total 100.0	402664	58803	39503	25476	15588	10249	23105

Number of Missing Observations: 40415

Number of Missing Observations: 40753

SAFETYAH How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col Pct	Office Row	Shop	Maintenace	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital	Other									
									Count	Office	Shop	Maintenace	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital		
SAFETYAH	8	Total	1	2	3	4	5	6	7	8	Total	1	2	3	4	5	6	7
1	1021	6505	2570	946	650	753	181	4	380	1	6505	2570	946	650	753	181	4	380
2150	14139	1.6	2.9	3.0	4.6	3.0	1.5	2.9	2.1	1.0	1.6	1.6	1.6	3.0	1.2	.0	1.6	
4922	59658	9.1	10.3	11.5	11.8	11.2	9.9	7.0	7.0	5.1	3.8	7.8	8.6	7.2	11.1	6.7	5.2	
23112	318256	54.7	45.5	41.0	44.9	40.7	43.8	42.9	40.8	45.6	51.1	35.8	33.1	33.3	31.7	31.2	36.7	
13662	184052	27.6	32.8	37.3	29.9	35.7	34.6	37.2	41.3	41.0	37.9	46.6	50.9	47.7	47.3	51.2	48.4	
4020	46495	6.9	8.5	7.2	8.8	9.4	10.1	10.0	8.9	7.1	6.6	8.3	5.7	8.8	8.8	10.8	8.0	
47866	Column 622599 Total 100.0	7.7	402146	58805	39237	25400	15579	10313	23253	48202	Column 623863 Total 100.0	402717	58794	39715	25438	15584	10313	23100

Number of Missing Observations: 40013

Number of Missing Observations: 41277

SAFETYAI How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other Hospital	Count Col Pct	Office Row	Shop	Maintenace	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital	Other									
									Count	Office	Shop	Maintenace	Outdoors /Field	Flightli ne	Ship	Clinic/ Hospital		
SAFETYAI	8	Total	1	2	3	4	5	6	7	8	Total	1	2	3	4	5	6	7
5010	59307	35973	6415	3638	2992	1465	1174	2640	1373	9414	2.8	1.5	1.1	2.3	2.0	2.4	1.5	1.9

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

										2	21249	4885	3606	2611	1676	678	1554		
										4789	41047								
4549	45200	26178	4299	3797	2633	1351	667	1726	10.0	6.6	5.3	8.3	9.1	10.3	10.7	6.6	6.7		
9.4	7.2	6.5	7.3	9.6	10.3	8.6	6.6	7.4											
										19338	247225	3	169973	21340	12115	9011	4722	3610	7117
15898	254249	190611	15830	10772	6859	4196	2640	7442	40.3	39.7	42.3	36.4	30.5	35.5	30.3	35.2	30.8		
32.9	40.8	47.3	27.0	27.2	26.9	26.8	26.1	32.0											
										17215	256998	4	163847	24591	18990	10025	6985	4693	10651
21269	263308	153946	30573	20455	12467	7608	5611	11379	35.9	41.3	40.7	41.9	47.9	39.5	44.8	45.8	46.1		
44.0	42.2	38.2	52.1	51.7	48.9	48.6	55.6	49.0											
										4617	65317	5	41821	6075	3704	2907	1987	995	3211
5210	51714	27515	6662	3770	2947	2263	1113	2234	9.6	10.5	10.4	10.4	9.3	11.4	12.7	9.7	13.9		
10.8	8.3	6.8	11.3	9.5	11.6	14.4	11.0	9.6											
										47985	Column 622854	402211	58674	39657	25397	15598	10243	23090	
48299	623885	402783	58725	39576	25516	15660	10096	23230	7.7	100.0	64.6	9.4	6.4	4.1	2.5	1.6	3.7		
7.7	100.0	64.6	9.4	6.3	4.1	2.5	1.6	3.7											

Number of Missing Observations: 41023

Number of Missing Observations: 39992

SAFETYAL How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

										Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
										Other	Row	1	2	3	4	5	6	7	
										Hospital	Total								
										8									
										SAFETYAL									
										7158	91247	1	57848	8260	6291	3623	2593	2145	3330
3566	50447	32508	4614	3180	2260	1143	1036	2140	15.0	14.7	14.4	14.1	15.8	14.3	16.7	20.9	14.4		
7.4	8.1	8.1	7.8	8.0	8.9	7.3	10.1	9.2											
										20458	278986	2	175767	27775	18911	11307	7887	5506	11374
14502	191274	120288	17786	12911	7061	6001	3856	8869	42.7	44.9	43.9	47.4	47.6	44.6	50.8	53.6	49.1		
30.0	30.7	29.9	30.2	32.5	27.8	38.3	37.6	38.2											
										15032	205182	3	145705	15798	9771	7198	3590	1545	6542
22201	306150	212011	25860	15755	10945	5583	3953	9841	31.4	33.0	36.4	27.0	24.6	28.4	23.1	15.0	28.2		
46.0	49.1	52.7	43.9	39.7	43.1	35.7	38.5	42.4											
										3721	35541	4	17218	5550	3412	2420	1039	686	1496
5559	59800	31182	7907	6011	3735	2166	1316	1925	7.8	5.7	4.3	9.5	8.6	9.5	6.7	6.7	6.5		
11.5	9.6	7.8	13.4	15.1	14.7	13.8	12.8	8.3											
										1506	10307	5	4159	1230	1364	815	408	397	428
2457	15939	6155	2750	1862	1403	767	101	444	3.1	1.7	1.0	2.1	3.4	3.2	2.6	3.9	1.8		
5.1	2.6	1.5	4.7	4.7	5.5	4.9	1.0	1.9											
										47874	Column 621263	400698	58613	39748	25363	15518	10279	23170	
48284	623610	402144	58917	39718	25405	15660	10262	23219	7.7	100.0	64.5	9.4	6.4	4.1	2.5	1.7	3.7		
7.7	100.0	64.5	9.4	6.4	4.1	2.5	1.6	3.7											

Number of Missing Observations: 42614

Number of Missing Observations: 40267

SAFETYAO How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

										Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/		
										Other	Row	1	2	3	4	5	6	7	
										Hospital	Total								
										8									
										SAFETYAO									
										1095	6818	1	2986	1307	383	461	169	80	337
2026	12267	5322	1783	1241	843	229	267	557	2.3	1.1	.7	2.2	1.0	1.8	1.1	.8	1.5		
4.2	2.0	1.3	3.0	3.1	3.3	1.5	2.6	2.4											
										3445	28234	2	13380	2869	3099	2068	1231	476	1666

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

		3.3	4.9	7.8	8.1	7.9	4.7	7.2									
7.2	4.5								3	230562	16629	9349	6486	3575	2346	8143	
16242	258923	191954	17070	11452	7319	4661	2618	7608	19175	296265	57.2	28.3	23.5	25.4	22.9	23.1	34.9
33.8	41.6	47.7	29.3	28.9	28.7	29.9	25.6	33.0	39.7	47.4							
21609	262065	154482	29376	20356	12279	7198	5824	10940	6561	63592	25281	10731	8579	4966	2643	2048	2784
45.0	42.1	38.4	50.4	51.4	48.2	46.1	57.0	47.5	13.6	10.2	6.3	18.3	21.6	19.5	16.9	20.2	11.9
5670	66209	39208	7656	4287	3357	2341	1212	2477	1158	9668	3765	1719	1002	702	402	295	626
11.8	10.6	9.8	13.1	10.8	13.2	15.0	11.9	10.8	2.4	1.5	.9	2.9	2.5	2.8	2.6	2.9	2.7
48061	Column 622250 Total 100.0	402010	58278	39577	25485	15601	10211	23028	48269	Column 624402 Total 100.0	403126	58715	39736	25488	15592	10160	23315
7.7	100.0	64.6	9.4	6.4	4.1	2.5	1.6	3.7	7.7	100.0	64.6	9.4	6.4	4.1	2.5	1.6	3.7

Number of Missing Observations: 39475

Number of Missing Observations: 41627

		SAFETYAP How much do you agree or disagree with by WORKLOC. Which of the following best describes yo										SAFETYAP How much do you agree or disagree with by WORKLOC. Which of the following best describes yo							
		Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other		Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	
		Row	Row	nce	/Field	nce	Row	Hospital	Hospital	Row	Row	Row	nce	/Field	nce	Row	Row	Row	
		1	2	3	4	5	6	7	8	Total	1	2	3	4	5	6	7	8	
3363	31068	17703	3599	2240	1439	816	668	1241	1278	6134	1	2558	861	487	465	113	51	322	
7.0	5.0	4.4	6.1	5.7	5.7	5.2	6.5	5.4	2.7	1.0	.6	1.5	1.2	1.8	.7	.5	1.4		
7358	94695	59966	9945	6251	3128	2597	1707	3744	2036	24473	2	13830	2649	2143	1512	942	310	1053	
15.3	15.2	14.9	16.9	15.8	12.4	16.7	16.7	16.2	4.3	3.9	3.4	4.5	5.4	5.9	6.0	3.0	4.5		
11327	143996	97841	12174	7582	5835	2913	2555	3768	16724	242892	3	178029	16951	11267	7011	3628	1953	7330	
23.5	23.1	24.3	20.7	19.2	23.1	18.7	25.0	16.3	34.9	39.0	44.3	28.8	28.4	27.5	23.2	19.1	31.5		
21318	300943	194999	27696	20160	12629	7610	4332	12198	21826	277137	4	165659	29958	20757	12787	8324	5953	11873	
44.3	48.3	48.4	47.2	51.1	49.9	48.9	42.4	52.6	45.6	44.5	41.2	51.0	52.3	50.1	53.2	58.1	51.0		
4806	52902	32497	5294	3249	2265	1618	948	2225	6004	72689	5	42248	8354	5029	3752	2628	1981	2695	
10.0	8.5	8.1	9.0	8.2	9.0	10.4	9.3	9.6	12.5	11.7	10.5	14.2	12.7	14.7	16.8	19.3	11.6		
48172	Column 623604 Total 100.0	403006	58708	39482	25296	15554	10209	23176	47867	Column 623326 Total 100.0	402324	58772	39682	25527	15635	10247	23272		
7.7	100.0	64.6	9.4	6.3	4.1	2.5	1.6	3.7	7.7	100.0	64.5	9.4	6.4	4.1	2.5	1.6	3.7		

Number of Missing Observations: 40550

Number of Missing Observations: 40273

		SAFETYAQ How much do you agree or disagree with by WORKLOC. Which of the following best describes yo										SAFETYAS How much do you agree or disagree with by WORKLOC. Which of the following best describes yo							
		Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other		Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	
		Row	Row	nce	/Field	nce	Row	Hospital	Hospital	Row	Row	Row	nce	/Field	nce	Row	Row	Row	
		1	2	3	4	5	6	7	8	Total	1	2	3	4	5	6	7	8	
4372	46746	26798	5103	3299	2316	1830	967	2062	1771	11906	1	5379	1711	1176	892	326	102	550	
9.1	7.5	6.6	8.7	8.3	9.1	11.7	9.5	8.8	3.7	1.9	1.3	2.9	3.0	3.5	2.1	1.0	2.4		
17003	208131	116720	24534	17508	11018	7143	4504	9700	4541	49904	2	28411	4698	4718	3378	1636	790	1732	
35.2	33.3	29.0	41.8	44.1	43.2	45.8	44.3	41.6	9.5	8.0	7.1	8.0	11.9	13.3	10.5	7.8	7.5		

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

21180	304172	3	216684	23189	15738	9961	6196	3037	8187	47.1	51.1	54.7	43.5	41.9	41.8	44.1	49.4	47.0
44.1	48.9		53.9	39.7	39.8	39.3	39.6	30.0	35.4									
16161	203702	4	120678	22747	14938	8831	5775	4386	10186	12.2	10.7	10.1	11.6	13.3	10.6	14.2	12.7	9.4
33.7	32.7		30.0	38.9	37.8	34.8	36.9	43.3	44.1									
4333	52373	5	30658	6135	2952	2315	1715	1810	2456	3.5	2.3	1.8	3.1	2.7	3.7	3.8	2.0	2.7
9.0	8.4		7.6	10.5	7.5	9.1	11.0	17.9	10.6									
47985	Column 622057 Total 100.0	401811	58479	39522	25377	15647	10125	23110	23110	7.7	7.7	64.6	9.4	6.4	4.1	2.5	1.6	3.7
7.7	100.0	64.6	9.4	6.4	4.1	2.5	1.6	3.7	3.7			403696	58740	39787	25460	15660	10215	23439
												625244	100.0					

Number of Missing Observations: 38632

Number of Missing Observations: 41819

SAFETYAT How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	
																		Hospital	Total
SAFETYAT	8	1	2	3	4	5	6	7	8	16405	8459	2043	1250	1307	472	458	508	SAFETYAT	8
1	2559	16918	3590	1816	1395	1066	751	1399	1908	2.6	2.1	3.5	3.1	5.1	3.0	4.5	2.2	SAFETYAT	8
5.3	4.7	4.2	6.1	4.6	5.5	6.8	7.3	6.0	4.0									SAFETYAT	8
2	12965	102628	20443	13744	7963	5518	3893	7411	5173	8.9	7.8	12.1	11.2	11.0	9.8	9.2	8.6	SAFETYAT	8
26.9	27.9	25.4	34.7	34.5	31.4	35.2	37.8	31.9	10.7									SAFETYAT	8
3	20625	209288	20920	14607	9699	5290	3510	9764	21064	46.8	50.3	40.4	37.5	40.1	41.3	37.6	37.9	SAFETYAT	8
42.7	47.0	51.8	35.5	36.7	38.2	33.8	34.1	42.0	43.7									SAFETYAT	8
4	10345	67404	12083	8551	5313	3221	1875	4130	15540	33.2	31.9	35.4	38.7	34.5	33.6	41.2	37.5	SAFETYAT	8
21.4	18.1	16.7	20.5	21.5	20.9	20.6	18.2	17.8	32.2									SAFETYAT	8
5	1783	7637	1905	1070	1019	572	261	548	4529	8.5	7.9	8.6	9.4	9.3	12.2	7.6	13.8	SAFETYAT	8
3.7	2.4	1.9	3.2	2.7	4.0	3.7	2.5	2.4	9.4									SAFETYAT	8
48278	Column 625478 Total 100.0	403875	58941	39788	25387	15667	10289	23253	48213	7.7	64.6	9.4	6.4	4.1	2.5	1.6	3.7	SAFETYAT	8
7.7	100.0	64.6	9.4	6.4	4.1	2.5	1.6	3.7	7.7									SAFETYAT	8

Number of Missing Observations: 37774

Number of Missing Observations: 38399

SAFETYAU How much do you agree or disagree with by WORKLOC. Which of the following best describes yo

Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/	Other	
																		Hospital	Total
SAFETYAU	8	1	2	3	4	5	6	7	8	69765	41151	7265	4503	3693	2506	1211	2908	SAFETYAU	8
1	3327	21400	3778	2516	2023	876	627	1102	6530	11.1	10.2	12.4	11.3	14.5	16.0	11.8	12.4	SAFETYAU	8
6.9	5.7	5.3	6.4	6.3	7.9	5.6	6.1	4.7	13.5									SAFETYAU	8
2	14610	113669	20789	14258	9148	5058	3037	8474	17434	37.3	37.5	34.9	39.6	35.2	39.4	38.7	39.4	SAFETYAU	8
30.3	30.2	28.2	35.4	35.8	35.9	32.3	29.7	36.2	36.1									SAFETYAU	8
3	22747	220772	25546	16671	10651	6899	5047	11022	15251	32.4	33.7	30.1	28.9	31.7	25.6	30.6	30.0	SAFETYAU	8
31.6	32.4	31.6	32.4	31.6	32.4	31.6	32.4	31.6	31.6									SAFETYAU	8

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

4	60044	10280	6130	3942	2161	1539	3264	2	23877	4850	3113	2478	1672	997	2180			
7061	94421	14.9	17.5	15.4	15.4	13.8	15.0	14.0	4894	44060	5.9	8.3	7.8	9.7	10.7	9.8	9.3	
14.6	15.1								10.1	7.0								
5	15245	2987	1918	831	803	411	976	3	128072	17121	10951	7491	3555	2986	7677			
2012	25182	3.8	5.1	4.8	3.3	5.1	4.0	4.2	14652	192504	31.7	29.1	27.6	29.4	22.8	29.2	32.8	
4.2	4.0								30.4	30.8								
48287	Column 625782	404240	58607	39837	25526	15629	10266	23389	4	182107	24855	17609	10184	6730	4366	9608		
7.7	Total 100.0	64.6	9.4	6.4	4.1	2.5	1.6	3.7	18197	273656	45.1	42.3	44.3	40.0	43.2	42.7	41.1	
									37.7	43.8								
Number of Missing Observations: 38094																		
SAFETYAX How much do you agree or disagree with by WORKLOC. Which of the following best describes yo																		
5 59761 8208 5411 3827 2966 1507 2651																		
7155 91487																		
14.8 14.6																		
Other	Count	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/										
Hospital	Col Pct	Row	1	2	3	4	5	6	7	7.7	Column 48249	403740	58787	39717	25471	15582	10213	23382
8	Total										Total 625141	64.6	9.4	6.4	4.1	2.5	1.6	3.7
SAFETYAX											100.0							
Number of Missing Observations: 38735																		
1	9924	3753	2633	1490	658	359	1265											
3351	23434	2.5	6.4	6.6	5.9	4.2	3.5	5.4										
6.9	3.7																	

Appendix H – Response Distributions by Service

SAFETYA Service		How much do you agree or disagree by XSVC.Constructed					Row
Count	Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Total	
3	80934 37.7	64124 40.1	55329 37.3	47788 42.3	248175 39.0		14.8 15.5 12.9 15.9 14.7
4	80791 37.6	56592 35.4	59462 40.1	36484 32.3	233328 36.7		
5	15829 7.4	8957 5.6	11496 7.7	6927 6.1	43209 6.8		
Column Total	214954 33.8	159812 25.1	148356 23.3	113057 17.8	636180 100.0		

Number of Missing Observations: 27697

SAFETYB Service		How much do you agree or disagree by XSVC.Constructed					Row
Count	Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Total	
1	4259 2.0	3366 2.1	2597 1.7	2232 2.0	12455 2.0		
2	10857 5.0	7639 4.8	5243 3.5	6161 5.4	29901 4.7		
3	64172 29.8	50335 31.4	37726 25.3	38613 34.1	190847 29.9		
4	99339 46.2	73230 45.7	73024 49.0	49602 43.8	295195 46.3		
5	36563 17.0	25611 16.0	30400 20.4	16622 14.7	109196 17.1		
Column Total	215927 33.8	160781 25.1	149189 23.3	113561 17.8	639459 100.0		

Number of Missing Observations: 24417

SAFETYB Service		How much do you agree or disagree by XSVC.Constructed					Row
Count	Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Total	
1	6233 2.9	5546 3.5	3420 2.3	3945 3.5	19144 3.0		
2	27292 12.7	20173 12.6	16281 10.9	15258 13.5	79005 12.4		
3	46636 21.6	37896 23.6	32611 21.9	28155 24.8	145298 22.8		
4	108649 50.4	79541 49.5	75905 50.9	53610 47.3	317706 49.7		
5	26802 12.4	17458 10.9	20766 13.9	12440 11.0	77466 12.1		
Column Total	215611 33.8	160614 25.2	148983 23.3	113409 17.8	638617 100.0		

Number of Missing Observations: 26282

SAFETYC Service		How much do you agree or disagree by XSVC.Constructed					Row
Count	Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Total	
1	4610 2.1	3556 2.2	1363 .9	2349 2.1	11878 1.9		
2	20729 9.6	14270 8.9	8094 5.5	9913 8.8	53005 8.3		
3	79062 36.8	56107 35.1	40622 27.4	41803 37.0	217593 34.2		
4	88851 41.3	70318 44.0	78292 52.8	47733 42.3	285195 44.8		
5	21824 10.1	15613 9.8	20026 13.5	11117 9.8	68580 10.8		
Column Total	215075 33.8	159865 25.1	148397 23.3	112915 17.7	636252 100.0		

Number of Missing Observations: 26282

SAFETYC Service		How much do you agree or disagree by XSVC.Constructed					Row
Count	Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Total	
1	36996 17.2	30525 19.0	30657 20.6	16719 14.8	114897 18.0		
2	101268 47.1	74299 46.3	72743 48.9	51504 45.4	299815 47.0		
3	48125 22.4	34948 21.8	27207 18.3	28502 25.1	138782 21.8		
4	22429 10.4	16131 10.1	13938 9.4	12554 11.1	65051 10.2		
5	6390 3.0	4461 2.8	4105 2.8	4057 3.6	19012 3.0		
Column Total	215208 33.8	160363 25.2	148651 23.3	113335 17.8	637557 100.0		

Number of Missing Observations: 27624

SAFETYD Service		How much do you agree or disagree by XSVC.Constructed					Row
Count	Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Total	
1	19131 8.9	15059 9.4	18273 12.3	7587 6.7	60050 9.4		
2	80009 37.2	61973 38.7	64289 43.4	37613 33.4	243884 38.3		
3	63374 29.5	45532 28.4	34244 23.1	36761 32.6	179912 28.3		
4	43942 20.4	32136 20.1	26118 17.6	26360 23.4	128557 20.2		
5	8473 3.9	5373 3.4	5352 3.6	4447 3.9	23645 3.7		
Column Total	214930 33.8	160073 25.1	148276 23.3	112767 17.7	636047 100.0		

Number of Missing Observations: 26319

SAFETYD Service		How much do you agree or disagree by XSVC.Constructed					Row
Count	Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Total	
1	5610 2.6	5318 3.3	2861 1.9	3935 3.5	17723 2.8		
2	31790 14.7	24822 15.4	19208 13.0	17924 16.3	93744 14.7		

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Total 33.8 25.2 23.3 17.7 100.0

Number of Missing Observations: 27829

SAFETYH How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	15691 7.3	10877 6.8	12853 8.7	6004 5.3	45426 7.1
2	66435 30.9	48028 30.0	57550 38.8	32043 28.4	204056 32.1
3	80272 37.4	62645 39.2	48002 32.4	45468 40.3	236387 37.2
4	43782 20.4	32399 20.3	25238 17.0	24528 21.7	125948 19.8
5	8680 4.0	6000 3.8	4575 3.1	4809 4.3	24064 3.8
Column Total	214861 33.8	159949 25.2	148219 23.3	112852 17.7	635881 100.0

Number of Missing Observations: 27995

SAFETYI How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	6676 3.1	4374 2.7	3365 2.3	3663 3.2	18077 2.8
2	19251 9.0	12339 7.7	11149 7.5	9468 8.4	52207 8.2
3	42032 19.6	32005 20.0	28631 19.3	24318 21.6	126985 20.0
4	114551 53.4	86635 54.2	80290 54.2	58723 52.1	340199 53.6
5	31900 14.9	24551 15.4	24645 16.6	16547 14.7	97643 15.4
Column Total	214410 33.8	159904 25.2	148080 23.3	112719 17.7	635112 100.0

Number of Missing Observations: 28765

SAFETYJ How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	5647 2.6	4964 3.1	2957 2.0	3342 3.0	16910 2.7
2	13086 6.1	8837 5.5	6745 4.6	7780 6.9	36447 5.7
3	57306 26.8	41850 26.2	31192 21.1	33189 29.5	163536 25.8
4	105466 49.3	80572 50.5	78863 53.3	52444 46.6	317346 50.0
5	32475 15.2	23427 14.7	28254 19.1	15697 14.0	99854 15.7
Column Total	213980 33.7	159650 25.2	148011 23.3	112451 17.7	634092 100.0

Number of Missing Observations: 29784

SAFETYK How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	1011 .5	654 .4	450 .3	496 .4	2611 .4
2	3434 1.6	2203 1.4	1605 1.1	2329 2.1	9571 1.5
3	34346	25925	17239	21954	99465

16.0 16.2 11.6 19.5 15.7

4 131219 96307 93305 66571 387401
61.2 60.3 62.8 59.1 61.0

5 44310 34692 35876 21206 136084
20.7 21.7 24.2 18.8 21.4

Column Total 214320 159782 148475 112556 635133
Total 33.7 25.2 23.4 17.7 100.0

Number of Missing Observations: 28744

SAFETYL How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	48719 22.7	40861 25.6	40636 27.4	23808 21.2	154024 24.3
2	114188 53.2	81876 51.3	78706 53.1	59524 52.9	334294 52.7
3	39754 18.5	28999 18.2	21011 14.2	22572 20.1	112335 17.7
4	9076 4.2	6304 3.9	6006 4.1	5394 4.8	26780 4.2
5	2758 1.3	1689 1.1	1809 1.2	1240 1.1	7496 1.2
Column Total	214495 33.8	159729 25.2	148168 23.3	112538 17.7	634929 100.0

Number of Missing Observations: 28948

SAFETYM How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	5160 2.4	3660 2.3	1914 1.3	2723 2.4	13457 2.1
2	21042 9.8	16067 10.1	9800 6.6	9579 8.5	56487 8.9
3	72237 33.7	60122 37.7	43993 29.7	38307 34.1	214659 33.8
4	92868 43.3	64671 40.5	72536 48.9	50175 44.6	280250 44.2
5	23026 10.7	14999 9.4	20058 13.5	11699 10.4	69782 11.0
Column Total	214333 33.8	159518 25.1	148301 23.4	112483 17.7	634635 100.0

Number of Missing Observations: 29241

SAFETYN How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	4266 2.0	3126 2.0	1552 1.0	2035 1.8	10980 1.7
2	16913 7.9	13201 8.3	8053 5.4	9099 8.1	47267 7.5
3	65541 30.6	51671 32.4	40753 27.5	39562 35.2	197527 31.2
4	100610 46.9	71498 44.9	75849 51.2	49166 43.8	297123 46.9
5	26987 12.6	19843 12.5	21807 14.7	12427 11.1	81064 12.8
Column Total	214319 33.8	159339 25.1	148014 23.3	112290 17.7	633962 100.0

Number of Missing Observations: 29915

SAFETYO How much do you agree or disagree by XSVC.Constructed Service

Count Army Navy/USMC AirForce DoD Row

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

SAFETYO	Col Pct	1	2	3	4	Total
1	4450 2.1	2932 1.8	1993 1.3	2189 2.0	11564 1.8	
2	16066 7.5	8901 5.6	7327 5.0	7790 7.0	40084 6.3	
3	99243 46.5	72197 45.4	59121 40.0	56595 50.6	287156 45.4	
4	72672 34.1	56987 35.8	59083 40.0	35639 31.8	224380 35.5	
5	20938 9.8	18063 11.4	20153 13.6	9707 8.7	68861 10.9	
Column Total	213367 33.8	159080 25.2	147677 23.4	111921 17.7	632045 100.0	

Number of Missing Observations: 31831

SAFETYQ How much do you agree or disagree by XSVC.Constructed Service

SAFETYQ	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Row Total
1	13516 6.3	11268 7.1	13224 8.9	5781 8.9	43790 6.9	
2	62143 29.1	46769 29.4	50888 34.4	30369 27.1	190170 30.0	
3	87838 41.1	65681 41.2	52045 35.1	48824 43.5	254388 40.2	
4	42853 20.0	30198 19.0	26436 17.8	23500 21.0	122987 19.4	
5	7567 3.5	5400 3.4	5513 3.7	3665 3.3	22145 3.5	
Column Total	213917 33.8	159317 25.1	148107 23.4	112139 17.7	633479 100.0	

Number of Missing Observations: 30397

SAFETYQ How much do you agree or disagree by XSVC.Constructed Service

SAFETYQ	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Row Total
1	915 .4	692 .4	340 .2	474 .4	2420 .4	
2	6067 2.8	4780 3.0	1990 1.3	3321 3.0	16158 2.6	
3	32567 15.2	22646 14.2	14100 9.5	20058 17.9	89371 14.1	
4	138667 64.9	103758 65.2	100887 68.1	70213 62.6	413525 65.3	
5	35389 16.6	27250 17.1	30760 20.8	18028 16.1	111427 17.6	
Column Total	213604 33.7	159126 25.1	148077 23.4	112094 17.7	632902 100.0	

Number of Missing Observations: 30974

SAFETYR How much do you agree or disagree by XSVC.Constructed Service

SAFETYR	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Row Total
1	2001 .9	1865 1.2	1065 .7	975 .9	5905 .9	
2	8292 3.9	6519 4.1	3214 2.2	4675 4.2	22701 3.6	
3	59618 28.1	46057 29.2	31101 21.2	37037 33.2	173813 27.7	
4	112348 52.9	79985 50.7	83697 56.9	54093 48.5	330123 52.5	
5	30059 14.2	23383 14.8	27918 19.0	14672 13.2	96033 15.3	

Column Total	212318 33.8	157810 25.1	146996 23.4	111451 17.7	628574 100.0
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Number of Missing Observations: 35302

SAFETYS How much do you agree or disagree by XSVC.Constructed Service

SAFETYS	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Row Total
1	1152 .5	632 .4	431 .3	713 .6	2928 .5	
2	4608 2.2	3293 2.1	1608 1.1	2027 1.8	11536 1.8	
3	80874 37.9	52992 33.5	46925 31.7	51452 46.0	232243 36.8	
4	94544 44.3	76359 48.2	73520 49.7	43592 38.9	288014 45.6	
5	32210 15.1	25078 15.8	25437 17.2	14138 12.6	96864 15.3	
Column Total	213388 33.8	158355 25.1	147921 23.4	111922 17.7	631585 100.0	

Number of Missing Observations: 32292

SAFETYT How much do you agree or disagree by XSVC.Constructed Service

SAFETYT	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Row Total
1	3473 1.6	2826 1.8	1761 1.2	1763 1.6	9823 1.6	
2	14436 6.8	9150 5.8	6585 4.5	6928 6.2	37099 5.9	
3	77462 36.4	59639 37.7	42379 28.7	45276 40.6	224755 35.7	
4	92375 43.4	68848 43.5	75611 51.2	46396 41.6	283230 44.9	
5	24936 11.7	17939 11.3	21274 14.4	11172 10.0	75321 12.0	
Column Total	212682 33.7	158402 25.1	147610 23.4	111535 17.7	630229 100.0	

Number of Missing Observations: 33648

SAFETYU How much do you agree or disagree by XSVC.Constructed Service

SAFETYU	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Row Total
1	10685 5.0	8169 5.1	8120 5.5	4712 4.2	31687 5.0	
2	49666 23.3	36059 22.7	40527 27.5	22967 20.6	149219 23.6	
3	110977 52.1	84443 53.2	71792 48.6	63206 56.6	330418 52.4	
4	34428 16.2	25343 16.0	22966 15.6	16915 15.2	99651 15.8	
5	7292 3.4	4729 3.0	4207 2.8	3800 3.4	20027 3.2	
Column Total	213047 33.8	158742 25.2	147613 23.4	111600 17.7	631002 100.0	

Number of Missing Observations: 32874

SAFETYV How much do you agree or disagree by XSVC.Constructed Service

SAFETYV	Count Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Row Total
1	8773 4.1	7129 4.5	8345 5.7	4054 3.6	28302 4.5	
2	46585 21.9	37475 23.6	41974 28.5	22515 20.2	148549 23.5	
3	109406 52.1	81607 51.2	68983 47.6	60421 54.2	320417 50.2	

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

	51.3	51.5	46.8	54.1	50.8
4	42492 19.9	28656 18.1	24583 16.7	21059 18.8	116791 18.5
5	5912 2.8	3656 2.3	3536 2.4	3675 3.3	16778 2.7
Column Total	213169 33.8	158523 25.1	147421 23.4	111725 17.7	630837 100.0

Number of Missing Observations: 33039

SAFETYW How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total
1	2210 1.0	2029 1.3	1125 .8	1632 1.5	6996 1.1
2	8648 4.1	5906 3.7	4178 2.8	4999 4.5	23730 3.8
3	81037 38.1	59065 37.2	43376 29.5	47512 42.6	230990 36.7
4	99729 46.9	74613 47.0	79702 54.1	47921 43.0	301964 47.9
5	21201 10.0	17041 10.7	18904 12.8	9379 8.4	66524 10.6
Column Total	212825 33.8	158654 25.2	147284 23.4	111443 17.7	630205 100.0

Number of Missing Observations: 33671

SAFETYX How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total
1	4086 1.9	1932 1.2	1189 .8	1741 1.6	8948 1.4
2	14475 6.9	7759 4.9	5493 3.8	6474 5.8	34201 5.5
3	122401 58.0	78454 49.8	71341 48.7	64251 58.0	336446 53.8
4	54586 25.9	52835 33.5	52142 35.6	29878 27.0	189441 30.3
5	15377 7.3	16554 10.5	16311 11.1	8440 7.6	56683 9.1
Column Total	210925 33.7	157533 25.2	146477 23.4	110784 17.7	625719 100.0

Number of Missing Observations: 38157

SAFETYZ How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total
1	5278 2.5	3350 2.1	1035 .7	2522 2.3	12185 1.9
2	19601 9.2	10324 6.5	4782 3.3	9351 8.4	44058 7.0
3	76893 36.2	54405 34.4	36146 24.6	44357 39.8	211801 33.7
4	83786 39.5	65674 41.5	75391 51.2	41132 36.9	265984 42.3
5	26717 12.6	24416 15.4	29778 20.2	13977 12.6	94887 15.1
Column Total	212275 33.8	158168 25.1	147132 23.4	111340 17.7	628915 100.0

Number of Missing Observations: 34962

SAFETYAA How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total
1	2441 1.1	2266 1.4	1109 .8	1488 1.3	7305 1.2
2	8569 4.0	5269 3.3	3953 2.7	5024 4.5	22815 3.6
3	48994 23.0	36138 22.8	25598 17.4	29438 26.3	140167 22.2
4	118152 55.5	86460 54.5	84759 57.5	58027 51.9	347397 55.0
5	34906 16.4	28635 18.0	32104 21.8	17881 16.0	113526 18.0
Column Total	213061 33.8	158768 25.2	147524 23.4	111858 17.7	631211 100.0

Number of Missing Observations: 32666

SAFETYAA How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total
1	20336 9.6	17042 10.8	19172 13.0	9390 8.4	65940 10.5
2	84572 39.8	63898 40.3	65869 44.7	41029 36.8	255368 40.5
3	88013 41.4	63896 40.3	50833 34.5	50988 45.7	253729 40.3
4	15997 7.5	11899 7.5	9705 6.6	8591 7.7	46192 7.3
5	3717 1.7	1672 1.1	1896 1.3	1551 1.4	8836 1.4
Column Total	212635 33.7	158406 25.1	147475 23.4	111549 17.7	630066 100.0

Number of Missing Observations: 33811

SAFETYAB How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total
1	19978 9.4	16462 10.4	18553 12.6	12106 10.9	67100 10.6
2	83912 39.5	63529 40.0	67056 45.4	45448 40.8	259945 41.3
3	74330 35.0	57261 36.1	43961 29.8	37724 33.9	213275 33.9
4	27821 13.1	17813 11.2	15265 10.3	13144 11.8	74042 11.8
5	6343 3.0	3698 2.3	2742 1.9	2907 2.6	15689 2.5
Column Total	212384 33.7	158763 25.2	147576 23.4	111328 17.7	630052 100.0

Number of Missing Observations: 33825

SAFETYAC How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row Total
Col Pct	1	2	3	4	Total
1	4121 1.9	2704 1.7	1492 1.0	1797 1.6	10113 1.6
2	13262 6.2	8398 5.3	6732 4.6	6369 5.7	34762 5.5
3	99589 46.9	79155 50.1	66285 45.1	58677 52.8	303706 48.3
4	77771 36.7	56900 36.0	59698 40.6	37370 33.6	231740 36.9
5	17456 8.2	10915 6.9	12875 8.8	6887 6.2	48131 7.7
Column Total	212199 33.8	158072 25.2	147082 23.4	111100 17.7	628453 100.0

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Number of Missing Observations: 35424

SAFETYAD How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	3794 1.8	3184 2.0	1761 1.2	2336 2.1	11074 1.8	
2	12552 5.9	8702 5.5	6912 4.7	6740 6.1	34905 5.6	
3	78758 37.3	60647 38.5	45373 30.9	45836 41.3	230614 36.8	
4	94247 44.6	69362 44.0	72161 49.2	46046 41.5	281815 45.0	
5	22075 10.4	15662 9.9	20443 13.9	9955 9.0	68136 10.9	
Column Total	211426 33.7	157557 25.1	146649 23.4	110913 17.7	626545 100.0	

Number of Missing Observations: 37331

SAFETYAE How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	2821 1.3	2224 1.4	995 .7	1803 1.6	7844 1.3	
2	17654 8.3	11498 7.3	6593 4.5	9413 8.5	45158 7.2	
3	83878 39.6	67172 42.5	45902 31.2	48951 44.1	245904 39.2	
4	86249 40.8	63048 39.9	74176 50.5	41582 37.5	265055 42.2	
5	20997 9.9	13949 8.8	19247 13.1	9262 8.3	63456 10.1	
Column Total	211601 33.7	157891 25.2	146913 23.4	111011 17.7	627416 100.0	

Number of Missing Observations: 36461

SAFETYAF How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	12615 6.0	7939 5.0	11684 8.0	5864 5.3	38102 6.1	
2	62365 29.5	44783 28.4	50886 34.6	30998 28.1	189032 30.2	
3	101147 47.9	77317 49.1	63718 43.4	57641 52.2	299824 47.9	
4	28424 13.5	21101 13.4	17085 11.6	12761 11.6	79371 12.7	
5	6682 3.2	6445 4.1	3515 2.4	3216 2.9	19857 3.2	
Column Total	211234 33.7	157584 25.2	146888 23.5	110480 17.6	626186 100.0	

Number of Missing Observations: 37691

SAFETYAG How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	3043 1.4	2689 1.7	1399 1.0	1747 1.6	8877 1.4	
2	19574 9.3	12371 7.8	10700 7.3	9769 8.8	52414 8.4	
3	94755 45.0	75655 48.0	59834 40.7	56251 50.9	286495 45.8	
4	76884 35.8	55866 35.2	60724 42.5	35225 31.5	228699 36.8	

	36.5	35.4	41.3	31.9	36.6
5	16297 7.7	11024 7.0	14227 9.7	7560 6.8	49107 7.8
Column Total	210553 33.7	157605 25.2	146884 23.5	110551 17.7	625593 100.0

Number of Missing Observations: 38283

SAFETYAH How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	5645 2.7	3659 2.3	2282 1.6	2613 2.4	14199 2.3	
2	20322 9.6	15134 9.6	13606 9.3	10711 9.7	59772 9.6	
3	105604 50.0	84710 53.9	67904 46.3	61510 55.9	319728 51.1	
4	63395 30.0	44171 28.1	49282 33.6	27882 25.3	184730 29.5	
5	16038 7.6	9631 6.1	13714 9.3	7333 6.7	46716 7.5	
Column Total	211004 33.8	157305 25.2	146787 23.5	110049 17.6	625145 100.0	

Number of Missing Observations: 38731

SAFETYAI How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	18382 8.7	14146 9.0	18076 12.3	8878 8.0	59483 9.5	
2	78392 37.2	57836 36.7	60291 41.1	40254 36.4	236774 37.8	
3	87393 41.4	66987 42.5	52166 35.5	49145 44.5	255690 40.8	
4	21646 10.3	15269 9.7	13678 9.3	10003 9.1	60597 9.7	
5	5202 2.5	3364 2.1	2605 1.8	2229 2.0	13400 2.1	
Column Total	211016 33.7	157602 25.2	146815 23.5	110510 17.7	625943 100.0	

Number of Missing Observations: 37933

SAFETYAJ How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	2634 1.2	1499 1.0	1232 .8	1173 1.1	6538 1.0	
2	11061 5.2	7445 4.7	7818 5.3	5837 5.3	32162 5.1	
3	96095 45.4	71272 45.3	62961 43.0	55487 50.2	285815 45.7	
4	86607 40.9	66408 42.2	62563 42.7	41292 37.4	256869 41.0	
5	15230 7.2	10703 6.8	11990 8.2	6702 6.1	44625 7.1	
Column Total	211626 33.8	157328 25.1	146564 23.4	110491 17.6	626010 100.0	

Number of Missing Observations: 37867

SAFETYAK How much do you agree or disagree by XSVC.Constructed Service

	Count Col Pct	Army	Navy/USMC	AirForce	DoD	Row Total
		1	2	3	4	
1	3303 1.6	2683 1.7	1500 1.0	1975 1.8	9461 1.5	

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
2	16359	12160	8207	8516	45244	7.2
	7.7	7.7	5.6	7.7		
3	89574	65654	49455	50383	255066	40.7
	42.4	41.8	33.7	45.6		
4	85218	65821	71767	41485	264291	42.2
	40.3	41.9	48.9	37.5		
5	16980	10865	15852	8176	51873	8.3
	8.0	6.9	10.8	7.4		
Column Total	211435	157183	146782	110535	625934	100.0
	33.8	25.1	23.5	17.7		

Number of Missing Observations: 37942

SAFETYAL How much do you agree or disagree by XSVC.Constructed Service

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
1	16360	12017	15207	6999	50583	8.1
	7.7	7.6	10.4	6.3		
2	65400	47473	48637	30422	191933	30.7
	30.9	30.2	33.2	27.6		
3	104342	78806	64598	59401	307147	49.1
	49.4	50.1	44.1	53.8		
4	19560	15442	14599	10374	59976	9.6
	9.3	9.8	10.0	9.4		
5	5740	3557	3530	3166	15994	2.6
	2.7	2.3	2.4	2.9		
Column Total	211402	157295	146571	110363	625632	100.0
	33.8	25.1	23.4	17.6		

Number of Missing Observations: 38245

SAFETYAM How much do you agree or disagree by XSVC.Constructed Service

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
1	4538	3261	2024	2491	12314	2.0
	2.2	2.1	1.4	2.3		
2	13586	10416	9165	7900	41067	6.6
	6.4	6.6	6.3	7.2		
3	80821	68162	50017	49150	248151	39.7
	38.3	43.4	34.1	44.6		
4	88001	60945	67398	41489	257833	41.3
	41.7	38.8	46.0	37.6		
5	24003	14303	17959	9264	65530	10.5
	11.4	9.1	12.3	8.4		
Column Total	210949	157087	146564	110294	624894	100.0
	33.8	25.1	23.5	17.7		

Number of Missing Observations: 38982

SAFETYAN How much do you agree or disagree by XSVC.Constructed Service

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
1	29048	23411	24721	14232	91412	14.7
	13.8	14.9	16.9	12.9		
2	93785	71313	68509	46323	279930	44.9
	44.6	45.5	46.8	42.1		
3	71733	51071	42354	40902	206059	33.1
	34.1	32.6	28.9	37.2		
4	12390	8431	8342	6431	35595	5.7
	5.9	5.4	5.7	5.8		
5	3466	2396	2409	2050	10322	1.7
	1.6	1.5	1.6	1.9		
Column Total	210422	156623	146334	109939	623318	100.0
	33.8	25.1	23.5	17.6		

Number of Missing Observations: 40558

SAFETYAO How much do you agree or disagree by XSVC.Constructed Service

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
1	2452	1829	1311	1229	6821	1.1
	1.2	1.2	.9	1.1		
2	10677	6929	5619	5076	28300	4.5
	5.1	4.4	3.8	4.6		
3	89323	64791	54830	50794	259738	41.6
	42.4	41.3	37.5	46.1		
4	86514	67415	66178	42880	262988	42.1
	41.1	42.9	45.2	38.9		
5	21719	16033	18464	10181	66396	10.6
	10.3	10.2	12.6	9.2		
Column Total	210686	156998	146402	110159	624245	100.0
	33.8	25.2	23.5	17.6		

Number of Missing Observations: 39632

SAFETYAP How much do you agree or disagree by XSVC.Constructed Service

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
1	10702	8831	6393	5249	31175	5.0
	5.1	5.6	4.4	4.8		
2	29897	26287	22961	15785	94930	15.2
	14.2	16.7	15.7	14.3		
3	49550	36636	31024	27257	144466	23.1
	23.5	23.3	21.2	24.7		
4	102653	73974	72218	53121	301967	48.3
	48.6	47.0	49.2	48.1		
5	18343	11559	14072	9040	53014	8.5
	8.7	7.3	9.6	8.2		
Column Total	211144	157287	146669	110451	625551	100.0
	33.8	25.1	23.4	17.7		

Number of Missing Observations: 38325

SAFETYAQ How much do you agree or disagree by XSVC.Constructed Service

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
1	14580	11621	14643	6035	46878	7.5
	6.9	7.4	10.0	5.5		
2	67268	56379	53281	31918	208846	33.3
	31.8	35.8	36.2	28.9		
3	103034	70766	62420	60798	297018	47.4
	48.7	45.0	42.5	55.1		
4	22859	16419	14513	10092	63884	10.2
	10.8	10.4	9.9	9.1		
5	3829	2209	2150	1493	9680	1.5
	1.8	1.4	1.5	1.4		
Column Total	211571	157393	147006	110336	626306	100.0
	33.8	25.1	23.5	17.6		

Number of Missing Observations: 37571

SAFETYAR How much do you agree or disagree by XSVC.Constructed Service

	Count	Army	Navy/USMC	AirForce	DoD	Row Total
1	2438	1560	895	1244	6137	1.0
	1.2	1.0	.6	1.1		
2	9076	6084	4314	5041	24515	3.9
	4.3	3.9	2.9	4.6		
3	83465	61851	46776	51482	243574	39.0
	39.5	39.3	31.9	46.8		
4	92656	70429	73213	41941	278238	44.5
	43.8	44.8	49.9	38.1		
5	23756	17381	21443	10253	72833	11.6
	11.3	10.5	12.6	7.5		

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

	11.2	11.0	14.6	9.3	11.6
Column	211392	157305	146641	109960	625298
Total	33.8	25.2	23.5	17.6	100.0

Number of Missing Observations: 38578

SAFETYAS How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	4548 2.2	3222 2.1	1896 1.3	2261 2.1	11927 1.9
2	18210 8.6	13365 8.5	9479 6.5	8898 8.1	49953 8.0
3	104769 49.7	76880 49.0	64387 43.8	59157 53.9	305193 48.9
4	66689 31.7	50637 32.3	55976 38.1	31111 28.4	204413 32.8
5	16446 7.8	12638 8.1	15100 10.3	8300 7.6	52483 8.4
Column	210662	156742	146838	109727	623969
Total	33.8	25.1	23.5	17.6	100.0

Number of Missing Observations: 39907

SAFETYAT How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	9658 4.6	7134 4.5	8386 5.7	4391 4.0	29569 4.7
2	60142 28.4	42999 27.2	46888 31.9	25024 22.6	175053 27.9
3	99316 46.9	74511 47.2	64019 43.5	56770 51.3	294616 47.0
4	37651 17.8	29223 18.5	24838 16.9	21568 19.5	113281 18.1
5	5089 2.4	3929 2.5	2987 2.0	2826 2.6	14831 2.4
Column	211856	157796	147119	110579	627349
Total	33.8	25.2	23.5	17.6	100.0

Number of Missing Observations: 36527

SAFETYAU How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	12581 5.9	8559 5.4	8958 6.1	5606 5.1	35704 5.7
2	64302 30.4	47867 30.3	45207 30.7	32160 29.1	189536 30.2
3	107116 50.6	83952 53.2	69837 47.5	59452 53.8	320357 51.1
4	22864 10.8	14178 9.0	19233 13.1	10909 9.9	67183 10.7
5	4738 2.2	3249 2.1	3889 2.6	2417 2.2	14292 2.3
Column	211600	157805	147124	110543	627073
Total	33.7	25.2	23.5	17.6	100.0

Number of Missing Observations: 36804

SAFETYAV How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	5331 2.5	4337 2.7	3242 2.2	3536 3.2	16447 2.6
2	21260 10.0	12804 8.1	10536 7.2	11209 10.1	55808 8.9

3	99105 46.7	76706 48.5	60155 40.9	57752 52.2	293719 46.8
4	68221 32.1	51532 32.6	57562 39.2	30948 28.0	208262 33.2
5	18382 8.7	12756 8.1	15472 10.5	7116 6.4	53726 8.6
Column	212299	158136	146966	110560	627961
Total	33.8	25.2	23.4	17.6	100.0

Number of Missing Observations: 35915

SAFETYAW How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	23352 11.0	15250 9.6	20749 14.1	10591 9.6	69942 11.1
2	78523 37.0	57851 36.6	59994 40.9	37889 34.2	234257 37.3
3	68890 32.5	52641 33.3	41554 28.3	40441 36.5	203526 32.4
4	32292 15.2	25478 16.1	18834 12.8	18000 16.3	94604 15.1
5	8893 4.2	6853 4.3	5725 3.9	3790 3.4	25260 4.0
Column	211950	158072	146856	110712	627590
Total	33.8	25.2	23.4	17.6	100.0

Number of Missing Observations: 36286

SAFETYAX How much do you agree or disagree by XSVC.Constructed Service

Count	Army	Navy/USMC	AirForce	DoD	Row
Col Pct	1	2	3	4	Total
1	7782 3.7	6083 3.9	4638 3.2	5036 4.6	23539 3.8
2	16144 7.6	11169 7.1	8383 5.7	8408 7.6	44105 7.0
3	64727 30.6	52526 33.3	36280 24.6	39505 35.7	193038 30.8
4	93275 44.1	67123 42.6	69939 47.5	44268 40.0	274606 43.8
5	29610 14.0	20745 13.2	27949 19.0	13383 12.1	91688 14.6
Column	211538	157646	147189	110601	626975
Total	33.7	25.1	23.5	17.6	100.0

Number of Missing Observations: 36902

SAFETYA How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count	Navy	Marine	All	Row
Col Pct	1	2	3	Total
1	2443 1.7	233 1.8	6134 1.3	8810 1.4
2	10540 7.1	1037 8.2	33072 6.9	44650 7.0
3	30202 20.4	2809 22.1	97073 20.3	130085 20.3
4	81963 55.4	6640 52.2	264912 55.3	353514 55.3
5	22831 15.4	1995 15.7	77575 16.2	102401 16.0
Column	147979	12713	478767	639459
Total	23.1	2.0	74.9	100.0

Number of Missing Observations: 24417

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

SAFETYB How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	4942 3.3	604 4.8	13598 2.8	19144 3.0
2	18237 12.3	1928 15.2	58840 12.3	79005 12.4
3	34870 23.6	2996 23.7	107432 22.5	145298 22.8
4	73956 50.0	5548 43.8	238202 49.8	317706 49.7
5	15862 10.7	1583 12.5	60021 12.6	77466 12.1
Column Total	147866 23.2	12660 2.0	478092 74.9	638617 100.0

Number of Missing Observations: 25259

SAFETYC How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	28378 19.2	2141 16.9	84378 17.7	114897 18.0
2	68457 46.4	5799 45.7	225559 47.3	299815 47.0
3	32206 21.8	2722 21.4	103854 21.8	138782 21.8
4	14460 9.8	1662 13.1	48929 10.3	65051 10.2
5	4092 2.8	369 2.9	14551 3.0	19012 3.0
Column Total	147593 23.1	12693 2.0	477272 74.9	637557 100.0

Number of Missing Observations: 26319

SAFETYD How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	5029 3.4	289 2.3	12405 2.6	17723 2.8
2	22621 15.4	2198 17.2	68926 14.5	93744 14.7
3	58983 40.1	5083 39.8	184110 38.6	248175 39.0
4	51945 35.3	4639 36.3	176744 37.1	233328 36.7
5	8373 5.7	565 4.4	34271 7.2	43209 6.8
Column Total	146950 23.1	12773 2.0	476456 74.9	636180 100.0

Number of Missing Observations: 27697

SAFETYE How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	2993 2.0	373 2.9	9089 1.9	12455 2.0
2	6744 4.6	895 7.1	22262 4.7	29901 4.7
3	46357 31.4	3950 31.2	140540 29.4	190847 29.9
4	67586 45.8	5603 44.2	222007 46.5	295195 46.3

5	23741 16.1	1852 14.6	83604 17.5	109196 17.1
Column Total	147421 23.1	12672 2.0	477501 74.9	637594 100.0

Number of Missing Observations: 26282

SAFETYF How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	3091 2.1	465 3.7	8322 1.7	11878 1.9
2	12896 8.8	1366 10.7	38743 8.1	53005 8.3
3	52247 35.5	3841 30.1	161505 33.9	217593 34.2
4	64338 43.8	5941 46.6	214916 45.1	285195 44.8
5	14467 9.8	1127 8.8	52986 11.1	68580 10.8
Column Total	147039 23.1	12741 2.0	476472 74.9	636252 100.0

Number of Missing Observations: 27624

SAFETYG How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	14275 9.7	784 6.2	44991 9.5	60050 9.4
2	57502 39.0	4470 35.2	181911 38.2	243884 38.3
3	41638 28.3	3854 30.3	134421 28.2	179912 28.3
4	28936 19.6	3171 25.0	96449 20.3	128557 20.2
5	4929 3.3	425 3.3	18291 3.8	23645 3.7
Column Total	147281 23.2	12704 2.0	476063 74.8	636047 100.0

Number of Missing Observations: 27829

SAFETYH How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	10084 6.9	793 6.2	34549 7.3	45426 7.1
2	44133 30.0	3885 30.5	156038 32.8	204056 32.1
3	57723 39.2	4856 38.1	173808 36.5	236387 37.2
4	29829 20.3	2558 20.0	93562 19.7	125948 19.8
5	5335 3.6	665 5.2	18064 3.8	24064 3.8
Column Total	147103 23.1	12757 2.0	476021 74.9	635881 100.0

Number of Missing Observations: 27995

SAFETYI How much do you agree or disagree by XMARINE.Constructed
Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	3756 2.6	618 4.9	13703 2.9	18077 2.8

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

	Count	Navy	Marine Corps	All Others	Row Total
2	10787	1552	39868	52207	8.2
	7.3	12.2	8.4		
3	28963	2992	95030	126985	20.0
	19.7	23.6	20.0		
4	80732	5864	253603	340199	53.6
	54.9	46.2	53.4		
5	22878	1673	73092	97643	15.4
	15.6	13.2	15.4		
Column Total	147116	12699	475297	635112	100.0
	23.2	2.0	74.8		

Number of Missing Observations: 28765

SAFETYJ How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

	Count	Navy	Marine Corps	All Others	Row Total
1	4287	677	11946	16910	2.7
	2.9	5.3	2.5		
2	8003	830	27614	36447	5.7
	5.4	6.5	5.8		
3	37925	3901	121710	163536	25.8
	25.8	30.7	25.6		
4	75001	5517	236828	317346	50.0
	51.1	43.5	49.9		
5	21656	1764	76433	99854	15.7
	14.7	13.9	16.1		
Column Total	146872	12690	474531	634092	100.0
	23.2	2.0	74.8		

Number of Missing Observations: 29784

SAFETYK How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

	Count	Navy	Marine Corps	All Others	Row Total
1	588	65	1957	2611	.4
	.4	.5	.4		
2	1957	246	7368	9571	1.5
	1.3	1.9	1.5		
3	24018	1890	73557	99465	15.7
	16.3	14.9	15.5		
4	88815	7440	291146	387401	61.0
	60.4	58.6	61.2		
5	31611	3062	101411	136084	21.4
	21.5	24.1	21.3		
Column Total	146989	12704	475440	635133	100.0
	23.1	2.0	74.9		

Number of Missing Observations: 28744

SAFETYL How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

	Count	Navy	Marine Corps	All Others	Row Total
1	37855	3000	113169	154024	24.3
	25.8	23.5	23.8		
2	75495	6330	252469	334294	52.7
	51.4	49.6	53.1		
3	26205	2767	83362	112335	17.7
	17.8	21.7	17.5		
4	5835	464	20481	26780	4.2
	4.0	3.6	4.3		
5	1495	193	5807	7496	1.2
	1.0	1.5	1.2		
Column Total	146884	12756	475289	634929	100.0
	23.1	2.0	74.9		

Number of Missing Observations: 28948

SAFETYM How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

	Count	Navy	Marine Corps	All Others	Row Total
1	3397	263	9797	13457	2.1
	2.3	2.1	2.1		
2	14143	1924	40420	56487	8.9
	9.6	15.1	8.5		
3	55405	4653	154601	214659	33.8
	37.8	36.6	32.5		
4	59921	4731	215599	280250	44.2
	40.8	37.2	45.4		
5	13854	1139	54789	69782	11.0
	9.4	9.0	11.5		
Column Total	146719	12711	475206	634635	100.0
	23.1	2.0	74.9		

Number of Missing Observations: 29241

SAFETYN How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

	Count	Navy	Marine Corps	All Others	Row Total
1	2687	439	7854	10980	1.7
	1.8	3.5	1.7		
2	11567	1633	34066	47267	7.5
	7.9	12.9	7.2		
3	47483	4153	145891	197527	31.2
	32.4	32.8	30.7		
4	66312	5151	225660	297123	46.9
	45.2	40.7	47.5		
5	18531	1293	61240	81064	12.8
	12.6	10.2	12.9		
Column Total	146581	12670	474711	633962	100.0
	23.1	2.0	74.9		

Number of Missing Observations: 29915

SAFETYO How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

	Count	Navy	Marine Corps	All Others	Row Total
1	2593	338	8632	11564	1.8
	1.8	2.7	1.8		
2	7779	1122	31183	40084	6.3
	5.3	8.9	6.6		
3	66005	6154	214997	287156	45.4
	45.1	48.6	45.4		
4	53038	3922	167420	224380	35.5
	36.2	31.0	35.4		
5	16913	1131	50817	68861	10.9
	11.6	8.9	10.7		
Column Total	146329	12667	473049	632045	100.0
	23.2	2.0	74.8		

Number of Missing Observations: 31831

SAFETY P How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

	Count	Navy	Marine Corps	All Others	Row Total
1	10628	641	32521	43790	6.9
	7.3	5.0	6.9		
2	43058	3702	143409	190170	30.0
	29.4	29.0	30.2		
3	60139	5486	188763	254388	40.2
	41.1	43.0	39.8		
4	27813	2360	92813	122987	19.4
	19.0	18.5	19.6		
5	4838	562	16745	22145	

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

	3.3	4.4	3.5	3.5
Column	146476	12752	474252	633479
Total	23.1	2.0	74.9	100.0

Number of Missing Observations: 30397

SAFETYQ How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	
1	607 .4	85 .7	1729 .4	2420 .4
2	4438 3.0	342 2.7	11378 2.4	16158 2.6
3	20629 14.1	1995 15.9	66748 14.1	89371 14.1
4	96009 65.6	7689 61.1	309828 65.4	413525 65.3
5	24778 16.9	2466 19.6	84183 17.8	111427 17.6
Column Total	146461 23.1	12577 2.0	473865 74.9	632902 100.0

Number of Missing Observations: 30974

SAFETYR How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	
1	1477 1.0	388 3.1	4040 .9	5905 .9
2	5695 3.9	824 6.5	16182 3.4	22701 3.6
3	42079 29.0	3946 31.3	127789 27.1	173813 27.7
4	74357 51.2	5579 44.3	250188 53.1	330123 52.5
5	21525 14.8	1852 14.7	72655 15.4	96033 15.3
Column Total	145132 23.1	12589 2.0	470854 74.9	628574 100.0

Number of Missing Observations: 35302

SAFETYS How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	
1	552 .4	80 .6	2295 .5	2928 .5
2	2941 2.0	352 2.8	8243 1.7	11536 1.8
3	47877 32.9	5085 40.5	179281 37.9	232243 36.8
4	71225 48.9	5097 40.6	211692 44.7	288014 45.6
5	23105 15.9	1954 15.5	71804 15.2	96864 15.3
Column Total	145700 23.1	12569 2.0	473316 74.9	631585 100.0

Number of Missing Observations: 32292

SAFETYT How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	
1	2525 1.7	301 2.4	6998 1.5	9823 1.6
2	8371 5.7	780 6.2	27949 5.9	37099 5.9

3	54080 37.1	5533 43.7	165143 35.0	224755 35.7
4	63943 43.9	4861 38.4	214426 45.4	283230 44.9
5	16726 11.5	1194 9.4	57401 12.2	75321 12.0
Column Total	145644 23.1	12669 2.0	471916 74.9	630229 100.0

Number of Missing Observations: 33648

SAFETYU How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	
1	7499 5.1	671 5.3	23517 5.0	31687 5.0
2	33153 22.7	2888 23.0	113179 24.0	149219 23.6
3	77840 53.3	6538 52.0	246040 52.1	330418 52.4
4	23348 16.0	1990 15.8	74313 15.7	99651 15.8
5	4236 2.9	492 3.9	15299 3.2	20027 3.2
Column Total	146074 23.1	12579 2.0	472349 74.9	631002 100.0

Number of Missing Observations: 32874

SAFETYV How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	
1	6454 4.4	676 5.4	21173 4.5	28302 4.5
2	34784 23.9	2676 21.2	111088 23.5	148549 23.5
3	74870 51.3	6699 53.1	238848 50.6	320417 50.8
4	26301 18.0	2319 18.4	88171 18.7	116791 18.5
5	3411 2.3	245 1.9	13122 2.8	16778 2.7
Column Total	145820 23.1	12615 2.0	472403 74.9	630837 100.0

Number of Missing Observations: 33039

SAFETYW How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	
1	1778 1.2	251 2.0	4967 1.1	6996 1.1
2	5303 3.6	603 4.8	17824 3.8	23730 3.8
3	53923 36.9	5114 40.7	171953 36.5	230990 36.7
4	69043 47.3	5513 43.9	227409 48.2	301964 47.9
5	15961 10.9	1079 8.6	49484 10.5	66524 10.6
Column Total	146008 23.2	12560 2.0	471638 74.8	630205 100.0

Number of Missing Observations: 33671

SAFETYX How much do you agree or disagree by XMARINE.Constructed

Marine Corps for Navy

Count	Navy	Marine Corps	All Others
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IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Col Pct	1	Corps 2	Others 3	Row Total
SAFETYX				
1	1593 1.1	339 2.7	7016 1.5	8948 1.4
2	6949 4.8	810 6.4	26442 5.6	34201 5.5
3	71695 49.5	6741 53.6	258010 55.1	336446 53.8
4	48842 33.7	3928 31.3	136671 29.2	189441 30.3
5	15796 10.9	752 6.0	40135 8.6	56683 9.1
Column Total	144874 23.2	12570 2.0	468275 74.8	625719 100.0

Number of Missing Observations: 38157

SAFETYX How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy 1	Marine Corps 2	All Others 3	Row Total
SAFETYX				
1	2941 2.0	409 3.3	8835 1.9	12185 1.9
2	9081 6.2	1243 9.9	33735 7.2	44058 7.0
3	49492 34.0	4894 39.1	157415 33.4	211801 33.7
4	61066 42.0	4558 36.4	200360 42.6	265984 42.3
5	22973 15.8	1423 11.4	70490 15.0	94887 15.1
Column Total	145553 23.1	12527 2.0	470835 74.9	628915 100.0

Number of Missing Observations: 34962

SAFETYX How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy 1	Marine Corps 2	All Others 3	Row Total
SAFETYX				
1	1863 1.3	403 3.2	5039 1.1	7305 1.2
2	4776 3.3	492 3.9	17546 3.7	22815 3.6
3	32814 22.5	3308 26.4	104045 22.0	140167 22.2
4	80050 54.8	6350 50.7	260997 55.2	347397 55.0
5	26640 18.2	1982 15.8	84904 18.0	113526 18.0
Column Total	146144 23.2	12536 2.0	472531 74.9	631211 100.0

Number of Missing Observations: 32666

SAFETYAA How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy 1	Marine Corps 2	All Others 3	Row Total
SAFETYAA				
1	15671 10.7	1370 11.0	48899 10.4	65940 10.5
2	59417 40.7	4442 35.6	191508 40.6	255368 40.5
3	58608 40.2	5255 42.2	189866 40.2	253729 40.3
4	10801 7.4	1080 8.7	34311 7.3	46192 7.3
5	1353 .9	319 2.6	7164 1.5	8836 1.4
Column Total	145851 23.2	12466 2.0	471749 74.9	630066 100.0

Total 23.1 2.0 74.9 100.0

Number of Missing Observations: 33811

SAFETYAB How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy 1	Marine Corps 2	All Others 3	Row Total
SAFETYAB				
1	15517 10.6	942 7.5	50640 10.7	67100 10.6
2	59165 40.5	4350 34.8	196430 41.7	259945 41.3
3	52219 35.7	4987 39.9	156069 33.1	213275 33.9
4	16173 11.1	1627 13.0	56242 11.9	74042 11.8
5	3111 2.1	587 4.7	11991 2.5	15689 2.5
Column Total	146186 23.2	12494 2.0	471373 74.8	630052 100.0

Number of Missing Observations: 33825

SAFETYAC How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy 1	Marine Corps 2	All Others 3	Row Total
SAFETYAC				
1	2416 1.7	289 2.3	7409 1.6	10113 1.6
2	7669 5.3	729 5.9	26364 5.6	34762 5.5
3	72805 50.0	6316 50.8	224584 47.7	303706 48.3
4	52341 36.0	4503 36.2	174895 37.2	231740 36.9
5	10325 7.1	589 4.7	37217 7.9	48131 7.7
Column Total	145557 23.2	12426 2.0	470469 74.9	628453 100.0

Number of Missing Observations: 35424

SAFETYAD How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy 1	Marine Corps 2	All Others 3	Row Total
SAFETYAD				
1	2695 1.9	489 4.0	7890 1.7	11074 1.8
2	7991 5.5	710 5.8	26204 5.6	34905 5.6
3	55573 38.3	5045 41.0	169997 36.2	230614 36.8
4	64244 44.3	5065 41.2	212507 45.3	281815 45.0
5	14657 10.1	999 8.1	52479 11.2	68136 10.9
Column Total	145161 23.2	12308 2.0	469077 74.9	626545 100.0

Number of Missing Observations: 37331

SAFETYAE How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy 1	Marine Corps 2	All Others 3	Row Total
SAFETYAE				
1	1719 1.2	505 4.1	5619 1.2	7844 1.3
2	10340 7.1	1154 9.2	33664 7.2	45158 7.2
3	61826 42.5	5317 42.6	178760 38.1	245904 39.2

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

4	58457 40.2	4541 36.4	202057 43.0	265055 42.2
5	12982 8.9	961 7.7	49513 10.5	63456 10.1
Column Total	145324 23.2	12478 2.0	469614 74.8	627416 100.0

Number of Missing Observations: 36461

SAFETYAF How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	7379 5.1	560 4.5	30163 6.4	38102 6.1
2	41815 28.8	2953 23.6	144263 30.8	189032 30.2
3	70990 49.0	6281 50.1	222553 47.5	299824 47.9
4	19337 13.3	1736 13.9	58299 12.4	79371 12.7
5	5447 3.8	998 8.0	13412 2.9	19857 3.2
Column Total	144968 23.2	12528 2.0	468690 74.8	626186 100.0

Number of Missing Observations: 37691

SAFETYAG How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	2273 1.6	415 3.3	6189 1.3	8877 1.4
2	11192 7.7	1179 9.5	40043 8.6	52414 8.4
3	69743 48.1	5870 47.1	210882 45.1	286495 45.8
4	51637 35.6	4188 33.6	172874 36.9	228699 36.6
5	10196 7.0	822 6.6	38090 8.1	49107 7.8
Column Total	145042 23.2	12475 2.0	468077 74.8	625593 100.0

Number of Missing Observations: 38283

SAFETYAH How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	3349 2.3	310 2.5	10540 2.3	14199 2.3
2	13835 9.5	1299 10.6	44638 9.5	59772 9.6
3	78146 53.9	6518 53.0	235064 50.2	319728 51.1
4	40618 28.0	3510 28.5	140602 30.0	184730 29.5
5	8969 6.2	662 5.4	37085 7.9	46716 7.5
Column Total	144917 23.2	12299 2.0	467929 74.9	625145 100.0

Number of Missing Observations: 38731

SAFETYAI How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row
------------------	------	-----------------	---------------	-----

	1	2	3	Total
SAFETYAI				
1	13231 9.1	915 7.3	45337 9.7	59483 9.5
2	53587 36.9	4211 33.7	178976 38.2	236774 37.8
3	61446 42.4	5494 44.0	188750 40.3	255690 40.8
4	13863 9.6	1401 11.2	45332 9.7	60597 9.7
5	2901 2.0	463 3.7	10035 2.1	13400 2.1
Column Total	145029 23.2	12484 2.0	468430 74.8	625943 100.0

Number of Missing Observations: 37933

SAFETYAJ How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
SAFETYAJ				
1	1397 1.0	102 .8	5039 1.1	6538 1.0
2	6357 4.4	1088 8.7	24716 5.3	32162 5.1
3	65520 45.3	5723 45.8	214573 45.8	285815 45.7
4	61485 42.5	4877 39.0	190507 40.6	256869 41.0
5	9987 6.9	704 5.6	33935 7.2	44625 7.1
Column Total	144746 23.1	12494 2.0	468770 74.9	626010 100.0

Number of Missing Observations: 37867

SAFETYAK How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
SAFETYAK				
1	2386 1.7	297 2.4	6778 1.4	9461 1.5
2	10882 7.5	1278 10.2	33083 7.1	45244 7.2
3	60521 41.9	5104 40.9	189441 40.4	255066 40.7
4	60673 42.0	5101 40.8	198517 42.3	264291 42.2
5	10143 7.0	709 5.7	41021 8.7	51873 8.3
Column Total	144606 23.1	12489 2.0	468840 74.9	625934 100.0

Number of Missing Observations: 37942

SAFETYAL How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
SAFETYAL				
1	11265 7.8	752 6.0	38566 8.2	50583 8.1
2	44348 30.7	3120 24.9	144465 30.8	191933 30.7
3	71957 49.7	6792 54.2	228397 48.8	307147 49.1
4	14135 9.8	1281 10.2	44560 9.5	59976 9.6
5	2969 2.1	588 4.7	12437 2.7	15994 2.6
Column Total	144674 23.1	12533 2.0	468425 74.9	625632 100.0

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

Number of Missing Observations: 38245

SAFETYAM How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	2833 2.0	428 3.5	9054 1.9	12314 2.0
2	9235 6.4	1181 9.5	30651 6.6	41067 6.6
3	62825 43.4	5295 42.7	180030 38.5	248151 39.7
4	56255 38.9	4654 37.5	196924 42.1	257833 41.3
5	13454 9.3	843 6.8	51232 10.9	65530 10.5
Column Total	144602 23.1	12401 2.0	467891 74.9	624894 100.0

Number of Missing Observations: 38982

SAFETYAN How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	21898 15.2	1513 12.1	68001 14.6	91412 14.7
2	66123 45.9	5183 41.5	208624 44.7	279930 44.9
3	46369 32.2	4643 37.2	155046 33.2	206059 33.1
4	7416 5.1	1002 8.0	27176 5.8	35595 5.7
5	2263 1.6	133 1.1	7925 1.7	10322 1.7
Column Total	144070 23.1	12475 2.0	466773 74.9	623318 100.0

Number of Missing Observations: 40558

SAFETYAO How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	1309 .9	520 4.1	4992 1.1	6821 1.1
2	6285 4.4	644 5.1	21371 4.6	28300 4.5
3	59361 41.1	5397 43.0	194980 41.7	259738 41.6
4	62360 43.2	5005 39.9	195623 41.9	262988 42.1
5	15040 10.4	988 7.9	50369 10.8	66396 10.6
Column Total	144355 23.1	12554 2.0	467336 74.9	624245 100.0

Number of Missing Observations: 39632

SAFETYAP How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	7856 5.4	975 7.8	22344 4.8	31175 5.0
2	23624 16.3	2656 21.2	68651 14.7	94930 15.2
3	33781 23.4	2823 22.5	107862 23.0	144466 23.1

4	68550 47.4	5392 42.9	228025 48.7	301967 48.3
5	10844 7.5	709 5.6	41461 8.9	53014 8.5
Column Total	144654 23.1	12555 2.0	468342 74.9	625551 100.0

Number of Missing Observations: 38325

SAFETYAQ How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	10787 7.4	834 6.7	35258 7.5	46878 7.5
2	52027 35.9	4346 34.9	152472 32.5	208846 33.3
3	65187 45.0	5533 44.5	226298 48.3	297018 47.4
4	14902 10.3	1480 11.9	47501 10.1	63884 10.2
5	1955 1.3	254 2.0	7472 1.6	9680 1.5
Column Total	144857 23.1	12447 2.0	469001 74.9	626306 100.0

Number of Missing Observations: 37571

SAFETYAR How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	1306 .9	254 2.0	4576 1.0	6137 1.0
2	5236 3.6	848 6.7	18431 3.9	24515 3.9
3	56393 39.0	5412 43.0	181769 38.8	243574 39.0
4	65534 45.3	4852 38.6	207852 44.4	278238 44.5
5	16164 11.2	1216 9.7	55453 11.8	72833 11.6
Column Total	144633 23.1	12583 2.0	468082 74.9	625298 100.0

Number of Missing Observations: 38578

SAFETYAS How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	2649 1.8	573 4.6	8705 1.9	11927 1.9
2	12202 8.5	1164 9.3	35588 7.8	49953 8.0
3	70593 49.0	6257 50.3	228342 48.9	305193 48.9
4	46918 32.5	3683 29.6	153812 32.9	204413 32.8
5	11843 8.2	771 6.2	39869 8.5	52483 8.4
Column Total	144204 23.1	12449 2.0	467316 74.9	623969 100.0

Number of Missing Observations: 39907

SAFETYAT How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count Col Pct	Navy	Marine Corps	All Others	Row Total
	1	2	3	
1	6680	453	22435	29569

IE-2008-008 Evaluation of the DoD Safety Program:
Civilian Safety Survey Results

	4.6	3.6	4.8	4.7
2	39789 27.4	3181 25.2	132084 28.1	175053 27.9
3	68590 47.3	5889 46.7	220138 46.9	294616 47.0
4	26575 18.3	2635 20.9	84071 17.9	113281 18.1
5	3467 2.4	449 3.6	10915 2.3	14831 2.4
Column Total	145100 23.1	12607 2.0	469642 74.9	627349 100.0

Number of Missing Observations: 36527

SAFETYAU How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	Total
SAFETYAU				
1	7657 5.3	902 7.2	27145 5.8	35704 5.7
2	43931 30.3	3922 31.3	141683 30.2	189536 30.2
3	77703 53.5	6192 49.4	236461 50.4	320357 51.1
4	12944 8.9	1216 9.7	53024 11.3	67183 10.7
5	2956 2.0	293 2.3	11043 2.4	14292 2.3
Column Total	145192 23.2	12525 2.0	469356 74.8	627073 100.0

Number of Missing Observations: 36804

SAFETYAV How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	Total
SAFETYAV				
1	3674 2.5	664 5.3	12109 2.6	16447 2.6
2	11711 8.1	1087 8.6	43010 9.2	55808 8.9
3	70941 48.8	5732 45.4	217045 46.2	293719 46.8
4	47225 32.5	4270 33.9	156767 33.4	208262 33.2
5	11883 8.2	860 6.8	40982 8.7	53726 8.6

Column	145435	12613	469914	627961
Total	23.2	2.0	74.8	100.0

Number of Missing Observations: 35915

SAFETYAW How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	Total
SAFETYAW				
1	14101 9.7	1149 9.1	54692 11.6	69942 11.1
2	53345 36.7	4476 35.5	176436 37.6	234257 37.3
3	48296 33.2	4304 34.2	150927 32.1	203526 32.4
4	23443 16.1	2018 16.0	69144 14.7	94604 15.1
5	6206 4.3	646 5.1	18408 3.9	25260 4.0
Column Total	145390 23.2	12594 2.0	469607 74.8	627590 100.0

Number of Missing Observations: 36286

SAFETYAX How much do you agree or disagree by XMARINE.Constructed Marine Corps for Navy

Count	Navy	Marine Corps	All Others	Row Total
Col Pct	1	2	3	Total
SAFETYAX				
1	5323 3.7	760 6.1	17456 3.7	23539 3.8
2	10312 7.1	857 6.8	32935 7.0	44105 7.0
3	48274 33.3	4213 33.6	140551 29.9	193038 30.8
4	62311 43.0	4774 38.0	207520 44.2	274606 43.8
5	18784 13.0	1949 15.5	70956 15.1	91688 14.6
Column Total	145004 23.1	12553 2.0	469417 74.9	626975 100.0

Number of Missing Observations: 36902

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

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House Committee on Armed Services

House Committee on Government Reform

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Committee on Government Reform

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Census, Committee on Government Reform

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