Inspector General

United States Department *of* Defense

Evaluation of the DoD Safety Program

December 12, 2008
Report No. IE-2009-002

DoD Civilian Safety Survey

DEPARTMENT OF DEFENSE OFFICE OF INSPECTOR GENERAL

MISSION STATEMENT

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

Senior Leader

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

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

Active Duty

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

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

Civilian

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

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

Guard & Reserve

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

(This photo appeared on www.army.mil)

NATIONAL SAFETY COUNCIL

MISSION STATEMENT

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

Evaluation of the DoD Safety Program

DoD Civilian Safety Perception Survey Results
December 2008

Inspections & Evaluations
A Crystal Focus Review

VISION

We will evolve into the premier Inspections & Evaluations organization

MISSION

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

This report describes the results of the 2007 Department of Defense (DoD) biennial safety perception survey for the DoD Civilian population group. Since 2003, the Secretary of Defense has issued several memoranda directing senior leaders to reduce preventable accidents. On May 30, 2007, the Secretary of Defense established the goal of "zero preventable accidents." This survey is one of many DoD Inspector General (IG) efforts to assist the DoD community at-large to prevent accidents and improve the Department's safety program. The offices of the Secretary of Defense, Combatant Commanders, and Services should review these results to measure safety climate and cultural changes, identify trends, and target safety prevention opportunities.

Methodology and Scope

To establish a sustainable safety survey process, in 2004 the DoD IG partnered with the National Safety Council (NSC) and the Defense Manpower Data Center to develop and administer a DoD safety perception survey for three population groups—Active Duty, DoD Civilians, and Guard and Reserves. The first series of surveys were completed in 2005. Subsequently, the Under Secretary of Defense for Personnel and Readiness requested that the surveys be repeated every two years, using the 2005 results as a baseline for measuring changes and progress.

The DoD IG team adapted the 50-question NSC Safety Barometer Survey and modified it to fit the DoD environment. This methodology allows the survey results to be compared against the Safety Barometer Survey database of over 230 organizations. The 2007 survey was sent to 102,490 personnel, and 66,970 responded for a 65.3 percent response rate. The items are grouped into six main program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

Survey Results

The overall civilian percentile score was a moderate 53 out of a possible 100. Civilian scores were above the 50th percentile for 24 of the 50 survey items. Overall, this ranks the perception of civilian personnel as average; a slight decrease from the 2005 Survey moderate score of 56. Higher-ranking grades tended to generate more positive perceptions among Civilian personnel, although this trend is stronger within some grade groups than in others. Dissimilarities in perceptions among work locations were found, with those in Clinic/Hospital and Ship having the most positive perceptions. However, Ship staff also exhibited the largest decline among work locations. Those in Other Location and Outdoor/Field have the least positive perceptions. The Air Force again generated the most positive safety program perceptions, although there was a 10 point decline since 2005. Army and Navy results continue to be moderate. Marine Corps is the only branch of Service that showed improvement since 2005. DoD Agencies and Activities respondents had the least positive perceptions.

GENERAL INFORMATION

Forward questions or comments concerning the Evaluation of the DoD Safety Program: Civilian Safety Perception Survey Results 2007 and other activities conducted by the Inspections & Evaluations Directorate to:

Inspections & Evaluations Directorate
Office of the Deputy Inspector General for Policy & Oversight
Office of Inspector General of the Department of Defense
400 Army Navy Drive
Arlington, Virginia 22202-4704
crystalfocus@dodig.mil

An overview of the Department of Defense Office of Inspector General mission and organizational structure is available at http://www.dodig.mil.

TO REPORT FRAUD, WASTE, AND ABUSE

Contact the DoD OIG Hotline by telephone at (800) 424-9098, by e-mail at hotline@dodig.mil or in writing:

Defense Hotline
The Pentagon
Washington, D.C. 20301-1900

REPORT TRANSMITTAL

We are providing this report for your information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form.

We appreciate the courtesies extended to the staff. Please direct questions to Mr. Gregory D. Sampson at (703) 604-9104 (DSN 664-9104) or Mr. George P. Marquardt at (703) 604-9159 (DSN 664-9159). See Appendix J for the report distribution.

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

TABLE OF CONTENTS

EVALUATION OF THE DOD SAFETY PROGRAM:

CIVILIAN SAFETY PERCEPTION SURVEY RESULTS

1 Department of Defense Safety Perception Surveys – 2007 1
1.1 Introduction 1
1.2 Survey Purpose and Objectives 1
1.3 Background 2
2 Summary—Civilian Safety Perception Survey 3
2.1 Overview 3
2.2 Results 3
2.2.1 Summary of Results 3
2.2.2 Use of Results 4
3 Civilian Safety Perception Survey Results 5
3.1 Introduction 5
3.2 The National Safety Council Partnership 5
3.3 Survey Administration 5
3.3.1 Survey Form 5
3.3.2 Web-based Survey 6
3.4 Survey Analysis 6
3.4.1 Survey Questions 6
3.4.2 Survey Analysis 6
3.5 Results 7
3.5.1 Results for the Total Population as Compared to the NSC Database 7
3.5.2 Highest Performing Items 11
3.5.3 Below average priority Items 12
3.5.4 Comparisons by Survey Year 14
3.6 Percentile Scores of Program Categories 17
3.7 Comparison of Survey Responses by Personnel Subgroups 19
3.7.1 Comparison by Grade 19
3.7.2 Comparison by Work Location 21
3.7.3 Comparison by Branch of Service 23
3.7.3.1 Standardized Items 24
3.7.3.2 Program Categories by Branch of Service 25
3.7.3.3 Work Locations by Branch of Service 28
3.8 Army 31
3.9 Navy 39
3.10 Marine Corps 46
3.11 Air Force 55
3.12 DoD Civilians (Not in a Service) 62
4 Conclusions 69
4.1 Overview 69
4.2 Path Forward 69
4.3 List of Report Conclusions 70

Appendices

Appendix A SecDef Memorandum -- Zero Preventable Accidents 72
Appendix B Scope and Methodology 73
Appendix C Safety Barometer Survey Form 74
Appendix D Safety Barometer Question Number Key 77
Appendix E NSC Methods and Data Analysis 80
Appendix F Response Distributions by Grade 83
Appendix G Response Distributions by Work Location 109
Appendix H Response Distributions by Branch 122
Appendix I Acronyms 136
Appendix J Report Distribution 137

1 Department of Defense Safety Perception Surveys—2007

1.1 Introduction

This report describes the results of the second series of the DoD biennial safety perception survey for the DoD Civilian population group.

As one of many initiatives to improve the Department of Defense (DoD) safety program, the Under Secretary of Defense for Personnel and Readiness directed the use of the biennial safety perception survey to periodically measure the DoD safety climate and culture. The first series of the survey were completed in 2005—and serves as the baseline for this and subsequent surveys.

The survey looks at three population groups:[1]

- Active Duty (enlisted and officers O-6 and below, all Services)
- DoD Civilians (all grades below Senior Executive Service)
- Guard and Reserves (enlisted and officers O-6 and below, all Services)

As designed, this report, and follow-on reports, can be used to compare and contrast results against the 2005 baseline survey. Therefore, DoD personnel, program managers, and decision makers can examine the results to measure safety climate and culture changes, identify trends, and target safety prevention opportunities.

Completed safety survey reports are posted on http://www.dodig.mil/Inspections/IE/Reports.htm

1.2 Survey Purposes and Objectives

The purposes of the survey program are to:

- Assist DoD managers develop strategies to improve the effectiveness of the DoD safety program;
- Facilitate management's processes to achieve the Department's goal of zero preventable accidents.[2]

The objectives of the survey program are to:

- Measure employees' perceptions of the safety culture throughout DoD;
- Establish a safety climate baseline for 2005 and biennially measure progress against that baseline.

---

1 The DoD IG also administered a safety survey to all DoD senior leaders—and that survey will be repeated every four years (see http://www.dodig.mil/Inspections/IE/Reports.htm).
2 See App A for Secretary of Defense Memorandum, "Zero Preventable Accidents," May 30, 2007.

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.

1.3 Background

The DoD Inspector General partnered with the National Safety Council (NSC) (http://www.nsc.org/) and the Defense Manpower Data Center (http://www.dmdc.osd.mil/) to develop, administer, and analyze the safety surveys.

The DoD IG team adapted the NSC *Safety Barometer Survey* and modified it to fit the DoD environment. The survey captured employees' perceptions on a broad spectrum of elements that contribute to successful safety management. Over 230 organizations—in and out of government—have used the Safety Barometer Survey and the NSC maintains a data base of all the survey results. Consequently, the data base provides an excellent repository to benchmark results against other organizations and to generate comparative percentile scores on a scale of 0 to 100. A further benefit of this approach is that management can analyze the responses at the lower end of the percentile scores and identify and prioritize potential problem areas.

The 2005 perception survey consisted of 50 questions: 46 were adapted from NSC's 50 Safety Barometer questions and 4 were customized to include DoD special interest in off-duty safety issues.[3] The 2007 survey used all 50 questions in the original NSC survey and deleted the customized questions. This change had no statistical effect on the comparison of individual items, program categories, and any other sub-groups. These can be compared across survey years with sound statistical certainty. Because of these changes, though, survey statements were assigned different identifiers across survey years. The "question number key" in Appendix D cross-references NSC numbers used in this report with those used in the 2005 report.

The Defense Manpower Data Center administered the safety survey as part of the Status of Forces annual survey. Response rates for the 2007 and 2005 surveys for the three population groups are shown. The response rates are considered "good" for this type of survey.

Survey Response Rates

Population Group	2007 (%)	2005 (%)
Active Duty	31	48
DoD Civilian	65	63
Guard and Reserves	33	36

3 The Senior Leader survey conducted in 2005 had 17 questions—12 multiple choice, 3 demographic, and 2 open-ended, write-ins. The next Senior Leader survey is planned for 2009.

2 Summary – Civilian Safety Perception Survey

2.1 Overview

The DoD safety perception survey was a Web-based survey sent to 233,747 DoD active duty, civilian, and reserve item personnel in the spring of 2007 as part of the Defense Manpower Data Center Status of Forces Survey. Of the 102,490 civilians selected to receive the survey, 66,970 eligible respondents completed the survey. The weighted response rate was 65.3 percent.

This survey was designed to assess the overall safety climate of the Department of Defense as perceived by the Department of Defense member. The survey had 50 items. 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.

2.2 Results

2.2.1 Summary of Results

Personnel who participated in the Safety Barometer survey were asked to indicate their level of agreement or disagreement with a variety of safety and work-related statements. 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 (NSC) database at the time of the initial DoD survey in 2005. These responses generate comparative percentile values. The overall civilian percentile score was a moderate 53 out of a possible 100, a slight decrease from the same population's moderate score of 56 in 2005. Civilian scores on the six standard safety program categories ranged from a moderately low 30 percent for Personnel Participation to a moderately high 76 percent for Organizational Climate. Civilian average response scores are above the 50th percentile for 24 of the 50 individual standard items in the survey, a slight increase from 21 above average items in 2005.

The safety program items with comparative percentile scores below 50 percent should receive attention. Civilians scored below the mean on the 26 Safety Barometer items listed below. There are 22 repeat items which from the 2005 survey are noted with the date at the end of the item title. This convention is used throughout the report.

They are presented in order from lowest (6) to highest (49) percentile score.

- ***Personnel believing that their actions can protect other personnel - 2005***
- ***Personnel identifying and eliminating hazards - 2005***
- ***Effectiveness of command safety officer in improving safety conditions - 2005***
- ***Personnel following lockout/tagout procedures - 2005***
- ***Belief that personnel understand safety regulations - 2005***
- ***Personnel being involved in safety practices - 2005***
- ***Leadership stressing the importance of safety in communications - 2005***
- ***Unit personnel assignment stability***
- ***Leadership participating in safety activities on a regular basis - 2005***
- ***Leadership publishing a policy on the value of personnel safety - 2005***
- ***Leadership setting annual safety goals - 2005***
- ***Frequency of safety meeting occurrence - 2005***
- ***Presence of safety training in new personnel orientation - 2005***
- ***Supervisors understanding personnel's job safety problems - 2005***
- ***Supervisors maintaining a high safety performance standard - 2005***
- ***Personnel taking part in the development of safety requirements - 2005***
- ***Supervisors acting on personnel safety suggestions - 2005***
- ***Belief that leadership insists supervisors think safety - 2005***
- ***Availability of safety officer to provide assistance - 2005***
- ***Supervisors providing helpful safety training - 2005***
- ***Belief that leadership is sincere in safety efforts***
- ***Supervisors reducing personnel's fear of reporting safety problems***
- ***Belief that leadership shows it cares about personnel safety - 2005***
- ***Personnel using standardized precautions for hazardous materials***
- ***Perception that the safety officer has high status - 2005***
- ***Frequency of detailed and regularly scheduled inspections - 2005***

Higher grades generated more positive perceptions within civilian personnel grade groups, with some exceptions. Dissimilarities in perceptions among work locations were found, with those in Clinic/Hospital and Ship having the most positive perceptions while those in Other Location and Outdoor/Field hold the least positive perceptions. Branch of Service analyses show the Air Force again generating the most positive safety program perceptions, although its overall percentile score decreased from a moderately high 72 in 2005 to its current score of 62. The only branch of Service that improved since 2005 is Marine Corps, with an increase for a moderately low 37 in 2005 to a slightly below average 45 in 2007. Army and Navy continue to generate moderate perceptions with overall scores of 52. DoD Agencies/Activities have the least positive perceptions, generating an overall score of 43.

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 compared to 2005 results to measure and identify trends in safety perceptions.

3 Civilian Safety Perception Survey Results

3.1 Introduction

This report documents the biennial 2007 results of the civilian portion of the DoD Safety Perception Survey, to include comparison to the initial 2005 survey of civilian personnel. This survey was designed to assess the overall safety climate of the Armed Services, both on- and off-duty, including active duty, civilian (Report IE 2009-002), and Guard and Reserve component (Report IE 2009-003) members.

3.2 The National Safety Council Partnership

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

The analyses that follow compare 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. The 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

3.3.2 Web-Based Survey

The Defense Manpower Data Center (DMDC) conducted this survey via the Web as part of an annual Status of Forces survey. DMDC collected data 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.

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 (see page 9) 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 civilian survey participants' opinions compare to the 232 organizations in the NSC database for each of the 50 standard Safety Barometer items. A comparative percentile score expresses the percentage of database companies with a lower average response score than civilian respondents.

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

Category[1]		Statement Number and Component	Percentile Score[2]	Percent Distribution of Responses					Average Response Score[3]
				Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
PP	1	Personnel identifying and eliminating hazards	**16**	15.3%	56.7%	20.4%	6.6%	1.0%	0.79
OC	2	Frequency of personnel/leadership interactions	**50**	10.9%	49.6%	25.2%	11.6%	2.7%	0.54
SSC	3	Priority of safety issues relative to performing duties	**73**	15.7%	46.8%	23.1%	10.9%	3.5%	0.60
PP	4	Personnel being involved in safety practices	**26**	6.1%	37.1%	39.9%	14.7%	2.2%	0.30
SP	5	Supervisors maintaining a high safety performance standard	**36**	15.5%	47.1%	31.6%	4.3%	1.4%	0.71
SSA	6	Frequency of detailed and regularly scheduled inspections	**49**	10.6%	46.0%	34.5%	7.2%	1.7%	0.57
LP	7	Leadership stressing the importance of safety in communications	**27**	8.0%	36.6%	30.6%	20.5%	4.2%	0.24
SSA	8	Frequency of safety meeting occurrence	**33**	6.5%	30.3%	40.4%	19.0%	3.8%	0.17
OC	9	Condition of unit teamwork	**90**	13.8%	53.3%	22.2%	8.1%	2.6%	0.67
SSC	10	Belief that leadership shows it cares about personnel safety	**48**	14.5%	50.8%	26.9%	5.7%	2.1%	0.70
PP	11	Personnel believing that their actions can protect other personnel	**6**	19.7%	61.9%	16.5%	1.4%	0.4%	0.99
SP	12	Supervisors behaving in accord with safety procedures	**55**	21.1%	51.5%	19.9%	5.7%	1.8%	0.85
SSA	13	Presence of personnel well-trained in emergency response	**54**	10.2%	44.7%	35.3%	7.9%	1.9%	0.53
LP	14	Leadership publishing a policy on the value of personnel safety	**29**	12.0%	47.8%	32.1%	6.7%	1.4%	0.62
SSA	15	Thoroughness of near miss accident/incident investigation	**62**	10.1%	36.7%	45.9%	5.5%	1.9%	0.48
OC	16	Condition of personnel morale	**62**	7.0%	29.8%	28.4%	23.6%	11.3%	-0.03
SSC	17	Belief that leadership does more than law requires	**50**	8.6%	34.9%	36.4%	16.5%	3.5%	0.29
PP	18	Belief that personnel understand safety regulations	**25**	16.4%	64.5%	16.2%	2.3%	0.6%	0.94
SP	19	Supervisors enforcing safe job procedures	**53**	14.7%	54.0%	27.4%	3.1%	0.8%	0.79
PP	20	Personnel using standardized precautions for hazardous materials	**48**	14.3%	46.3%	37.2%	1.5%	0.6%	0.72
LP	21	Leadership providing adequate safety staff	**57**	10.0%	46.3%	36.4%	5.9%	1.4%	0.58
SSA	22	Effectiveness of recognition programs in promoting safe behavior	**53**	4.6%	22.9%	53.0%	15.8%	3.7%	0.09
SSC	23	Safety standard level relative to standard duty performance level	**62**	4.1%	22.9%	52.2%	17.7%	3.2%	0.07
SP	24	Supervisors understanding personnel's job safety problems	**36**	10.0%	47.0%	38.4%	3.7%	0.9%	0.62
PP	25	Personnel following lockout/tagout procedures	**20**	9.6%	30.6%	52.9%	5.3%	1.7%	0.41
SSA	26	Presence of safety training in new personnel orientation	**33**	14.8%	46.1%	31.2%	6.6%	1.3%	0.67
SSC	27	Belief that leadership is sincere in safety efforts	**46**	15.7%	55.3%	24.3%	3.7%	1.1%	0.81
SP	28	Supervisors acting on personnel safety suggestions	**41**	9.4%	40.6%	40.7%	7.4%	1.8%	0.48
SSA	29	Occurrence of emergency response procedures testing	**66**	10.0%	40.3%	35.1%	11.8%	2.8%	0.43
SSA	30	Effectiveness of command safety officer in improving safety condition	**19**	7.7%	35.9%	49.4%	5.5%	1.5%	0.43
LP	31	Leadership setting a positive safety example	**74**	10.6%	46.0%	36.3%	5.7%	1.4%	0.59
SP	32	Supervisors integrating safety into the performance of duties	**53**	10.4%	43.2%	39.2%	6.1%	1.1%	0.56
SSA	33	Quality of preventative maintenance system operation	**63**	5.8%	28.1%	48.7%	13.5%	3.9%	0.18
LP	34	Leadership participating in safety activities on a regular basis	**29**	8.1%	36.4%	47.1%	6.9%	1.5%	0.43
SSC	35	Perception that the safety officer has high status	**49**	7.8%	29.2%	52.7%	8.2%	2.2%	0.32
SSC	36	Belief that hazards not fixed right away will still be addressed	**77**	7.6%	40.1%	39.5%	10.6%	2.1%	0.41
PP	37	Personnel take part when accident or incident investigations occur	**59**	6.3%	39.2%	48.6%	5.0%	0.9%	0.45
SP	38	Supervisors providing helpful safety training	**46**	7.6%	41.3%	43.4%	6.4%	1.2%	0.48
SSC	39	Perception that medical facilities are sufficient	**53**	8.4%	41.3%	39.0%	7.8%	3.5%	0.43
LP	40	Leadership including safety in job promotion reviews	**74**	8.8%	30.9%	49.3%	8.2%	2.8%	0.35
SSA	41	Availability of safety officer to provide assistance	**45**	9.9%	42.2%	39.8%	6.5%	1.6%	0.52
OC	42	Unit personnel assignment stability	**27**	5.5%	38.7%	43.0%	10.5%	2.3%	0.35
SP	43	Supervisors reducing personnel's fear of reporting safety problems	**47**	11.7%	47.7%	32.3%	6.3%	1.9%	0.61
SP	44	Supervisors investigating safety incidents	**73**	9.9%	41.4%	43.3%	4.3%	1.1%	0.55
SSC	45	Perception that good environmental conditions are kept	**68**	8.4%	45.9%	27.5%	13.4%	4.8%	0.40
PP	46	Personnel using necessary personal protective equipment	**55**	7.7%	34.2%	46.4%	9.7%	1.9%	0.36
OC	47	Significance of job stress as a problem for personnel	**99**	7.2%	31.3%	51.5%	8.0%	1.9%	0.34
SSC	48	Belief that leadership insists supervisors think safety	**43**	11.0%	45.7%	39.0%	3.3%	1.0%	0.62
LP	49	Leadership setting annual safety goals	**32**	7.9%	34.7%	48.4%	7.3%	1.7%	0.40
PP	50	Personnel taking part in the development of safety requirements	**38**	5.2%	27.8%	49.5%	14.9%	2.7%	0.18

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

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

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

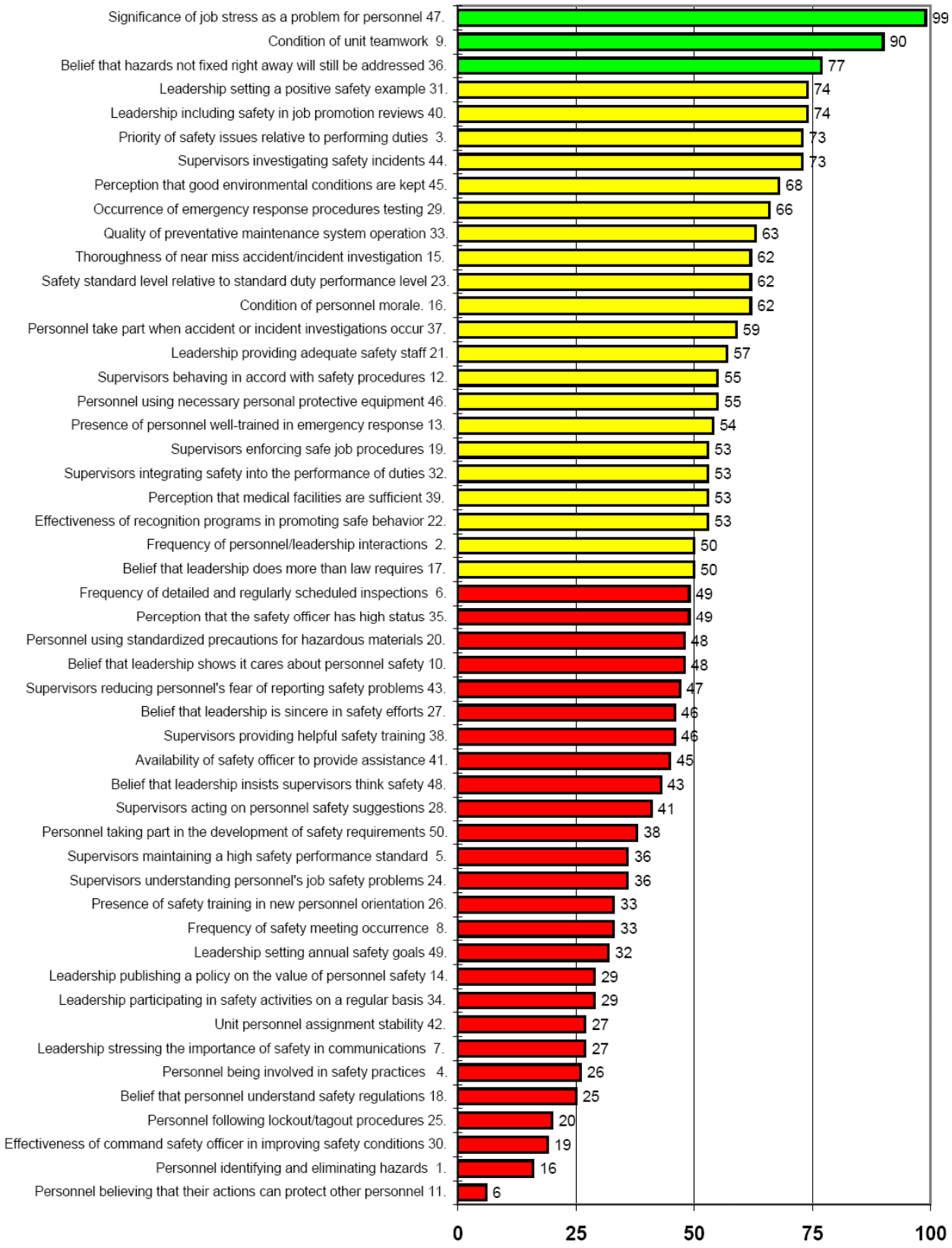
In the 2005 Safety Barometer, DoD substituted four standard survey items with customized items. In 2007, all 50 standard Safety Barometer items are included. Because of these changes, each statement may not be assigned the same question letter across survey years. To compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key in Appendix D provides a cross-reference between the NSC numbers used in this report and the question lettering schemes used for the 2005 and 2007 Safety Barometer survey instruments.

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 the problem areas lie than a rank order of average response scores.

Items in Figure 1 are listed in order of decreasing comparative percentile scores. Items with identical comparative percentile scores are ordered by average response score, from best to worst. At the top of the table are items that were more highly ranked among civilian responses compared with other establishments' responses. Items at the bottom of the table are those that were evaluated less positively compared with responses from other establishments. Items with identical percentile scores are ordered by average response score from best to worst.

The majority of personnel opinions regarding the civilian safety program were moderate compared to the NSC database participants. Of the 50 standard items, 24 received above average percentile scores of 50 or above, a slight increase from 21 such items in 2005. In the current survey, 26 standard items received scores below 50. Only one item achieved a high percentile score above 80 in 2005, while 2007 results show three items with percentiles above 80. Four items generated low percentile scores of 20 or below both in 2005 and 2007.

Figure 1
Comparative Percentile Scores of Safety Program Items – 2007



3.5.2 Highest performing items

As shown in Table 1, the ten highest performing items received percentile scores of 63 and above. These items consist of three items from the Safety Support Climate category, two each in the Leadership Participation, Safety Support Activities, and Organizational Climate categories, and one Supervisor Participation item. There were no items from the Personnel Participation category in the current group of highest-scoring items.

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

Q31 Leadership setting a positive safety example (74) - 2005
Q40 Leadership including safety in job promotion reviews (74) - 2005
Q44 Supervisors investigating safety incidents (73) - 2005

As in 2005 , more than half the respondents feel that leadership sets a positive safety example through their words and actions (Question [Q]31) and that their supervisor always investigates safety incidents (Q44). Nearly 40 percent of Civilian personnel indicate that leadership considers a person's safety performance when determining promotions (Q40). Similar to 2005 results, an additional 36-49 percent of participants provided neutral "neither agree nor disagree" responses for each of these items. High rates of neutral responses (above 30 percent) are usually associated with low-ranking program items and rarely with the upper percentiles. Although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate that a item is not sufficiently visible from the perspective of personnel or that the element is not considered relevant by personnel.

The highly rated Safety Support Activities and Safety Support Climate items are:

Q36 Belief that hazards not fixed right away will still be addressed (77)- 2005
Q3 Priority of safety issues relative to performing duties (73) - 2005
Q45 Perception that good environmental conditions are kept (68) - 2005
Q29 Occurrence of emergency response procedures testing (66) - 2005
Q33 Quality of preventative maintenance system operation (63) - 2005

With results very similar to 2005, nearly two-thirds of respondents feel that safety does not take a back seat to performing duties (Q3). Over half of the respondents indicate that ventilation, lighting, noise, and other environmental conditions are kept at good levels (Q45) and that emergency response procedures are tested to make sure they are working (Q29). Nearly half believe that hazards that are not fixed right away by supervisors are not ignored (Q36). Over a third of respondents report that the system of preventive maintenance for facilities, tools, and machinery operates at a good level (Q33). Three of these items also generated more than 30

percent neutral "neither agree nor disagree" responses.

The Organizational Climate items rated most highly are:

Q47 Significance of job stress as a problem for personnel (99)
Q9 Condition of unit teamwork (90) - 2005

More than 60 percent of respondents feel that good teamwork exists within their unit (Q9), which also scored high in 2005. Almost 40 percent feel that the stress of performing their duties is not a significant problem for them nor other personnel in their unit (Q47), while more than half provided a neutral response regarding stress.

3.5.3 Below average priority items

As shown in Figure 1, 24 items received percentile scores below the average score of 50, very similar to 25 below average items in 2005. Items with below average percentiles are potential target areas that can be used to establish improvement priorities for the Civilian personnel safety program.

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

Q7 Leadership stressing the importance of safety in communications (27) - 2005
Q34 Leadership participating in safety activities on a regular basis (29) - 2005
Q14 Leadership publishing a policy on the value of personnel safety (29) - 2005
Q49 Leadership setting annual safety goals (32) - 2005

Consistent with 2005 results, the highest rate of negative responses among below average Leadership Participation items was approximately one-quarter of respondents indicating that leadership's views on the importance of safety are seldom stressed in personnel communications (Q7). Between 8 percent and 9 percent of responses were negative for the other items. Elevated neutral responses (>30 percent) were provided for all below average Leadership Participation items, indicating that these items may not be sufficiently visible from the personnel perspective.

The below average scoring Supervisor Participation items are:

Q24 Supervisors understanding personnel's job safety problems (36) - 2005
Q5 Supervisors maintaining a high safety performance standard (36) - 2005
Q28 Supervisors acting on personnel safety suggestions (41) - 2005
Q38 Supervisors providing helpful safety training (46) - 2005
Q43 Supervisors reducing personnel's fear of reporting safety problems (47)

Similar to 2005 results, less than 10 percent of respondents provided negative responses for these items. However, all of these below average Supervisor Participation items generated elevated neutral responses.

The Personnel Participation items with below average scores are:

Q11 Personnel believing that their actions can protect other personnel (6) - 2005
Q1 Personnel identifying and eliminating hazards (16) - 2005
Q25 Personnel following lockout/tagout procedures (20) - 2005
Q18 Belief that personnel understand safety regulations (25) - 2005
Q4 Personnel being involved in safety practices (26) - 2005
Q50 Personnel taking part in the development of safety requirements (38) - 2005
Q20 Personnel using standardized precautions for hazardous materials (48)

Among these items, the highest levels of negative responses were approximately 17 percent of respondents indicating that personnel rarely take part in the development of safety requirements for their jobs (Q50) and that personnel don't often get involved in developing or revising safety practices (Q4). Four of the seven items also had more than 30 percent neutral responses. More than half of the respondents provided a neutral "neither agree nor disagree" response regarding personnel following lockout/tagout procedures (Q25).

The below average scoring Safety Support Activities items are:

Q30 Effectiveness of command safety officer in improving safety conditions (19) - 2005
Q8 Frequency of safety meeting occurrence (33) - 2005
Q26 Presence of safety training in new personnel orientation (33) - 2005
Q41 Availability of safety officer to provide assistance (45) - 2005
Q6 Frequency of detailed and regularly scheduled inspections (49) - 2005

Very similar to 2005 results, more than 20 percent of respondents feel that safety meetings are held less often than they should be (Q8). Although the remaining items each generated less than 10 percent negative responses, all these below average Safety Support Activities items generated elevated neutral response levels.

The below average scoring Safety Support Climate items are:

Q48 Belief that leadership insists supervisors think safety (43) - 2005
Q27 Belief that leadership is sincere in safety efforts (46)
Q10 Belief that leadership shows it cares about personnel safety (48) - 2005
Q35 Perception that the safety officer has high status (49) - 2005

While more than 10 percent of respondents feel that the safety officer does not have high status in their unit (Q35), more than half gave a neutral response. The remaining items generated less than 10 percent negative responses, although an elevated neutral response level is seen for leadership insisting supervisors think safety (Q48).

The Organizational Climate item with a below average score is:

Q42 Unit personnel assignment stability (27)

While approximately 13 percent of participants feel that the assignment of personnel to their unit is not stable (Q42), an additional 43 percent provide a neutral "neither agree nor disagree" response.

It is interesting to note that Civilian personnel generated elevated neutral responses (>30 percent) for fully 38 of the 50 standard items in the 2007 Safety Barometer, very similar to 37 such items in 2005. Although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that the majority of items or their related programs are not sufficiently visible from the personnel perspective.

3.5.4 Comparisons by survey year

Table 2 shows a comparison of percentile scores for individual items across 2005 and 2007, as well as the percentile change between survey years for DoD Civilian Personnel. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) since 2005. Those items that generated percentile scores above 75 in each year are shaded green; those identified as below average, with percentiles less than 50, are shaded red. Of the 50 standard items, improvement in percentile scores since 2005 was achieved for 14 items, whereas 25 items saw decreases in percentile scores since the previous survey with seven items showing no change. The four standard Safety Barometer items at the bottom of the table were not surveyed in 2005.

Only one item showed notable improvement, generating a percentile score increase of 10 points since 2005.

Q17 Belief that leadership does more than law requires

This suggests that efforts to address this item since 2005 have been beneficial.

Likewise, among the 25 items showing decreases from 2005 to 2007, only one shows a notable decline of 10 percentile points.

Q 12 Supervisors behaving in accord with safety procedures

Looking across survey years, two items consistently appeared among the better-performing items: belief that hazards not fixed right away will still be addressed (Q36) and condition of unit teamwork (Q9). Twenty-two items generated below average percentile scores of less than 50 for both survey years. Comparisons across survey years also show a remarkably high level of consistency. Changes in percentile scores are restricted to ±5 percentile points for 41 of the standard program items.

Table 2
Percentile Scores of Program Items by Survey Year

Category[1]		Statement Number and Component	Percentile Scores[2] 2005	Percentile Scores[2] 2007	Percentile Change 2005 to 2007
SSC	17	Belief that leadership does more than law requires	40	50	+10
SP	32	Supervisors integrating safety into the performance of duties	48	53	+5
SP	19	Supervisors enforcing safe job procedures	49	53	+4
PP	50	Personnel taking part in the development of safety requirements	34	38	+4
SSC	35	Perception that the safety officer has high status	46	49	+3
SSA	26	Presence of safety training in new personnel orientation	30	33	+3
LP	49	Leadership setting annual safety goals	29	32	+3
LP	40	Leadership including safety in job promotion reviews	72	74	+2
SSA	6	Frequency of detailed and regularly scheduled inspections	47	49	+2
LP	34	Leadership participating in safety activities on a regular basis	27	29	+2
LP	31	Leadership setting a positive safety example	73	74	+1
SSC	48	Belief that leadership insists supervisors think safety	42	43	+1
PP	25	Personnel following lockout/tagout procedures	19	20	+1
PP	1	Personnel identifying and eliminating hazards	15	16	+1
SSA	15	Thoroughness of near miss accident/incident investigation	62	62	0
PP	46	Personnel using necessary personal protective equipment	55	55	0
SSA	13	Presence of personnel well-trained in emergency response	54	54	0
SP	38	Supervisors providing helpful safety training	46	46	0
SSA	41	Availability of safety officer to provide assistance	45	45	0
LP	14	Leadership publishing a policy on the value of personnel safety	29	29	0
PP	4	Personnel being involved in safety practices	26	26	0
SSC	36	Belief that hazards not fixed right away will still be addressed	78	77	-1
SSC	45	Perception that good environmental conditions are kept	69	68	-1
SSC	23	Safety standard level relative to standard duty performance level	63	62	-1
SSC	10	Belief that leadership shows it cares about personnel safety	49	48	-1
SSA	8	Frequency of safety meeting occurrence	34	33	-1
SSA	30	Effectiveness of command safety officer in improving safety conditions	20	19	-1
OC	9	Condition of unit teamwork	92	90	-2
SSA	29	Occurrence of emergency response procedures testing	68	66	-2
OC	2	Frequency of personnel/leadership interactions	52	50	-2
PP	20	Personnel using standardized precautions for hazardous materials	50	48	-2
SP	5	Supervisors maintaining a high safety performance standard	38	36	-2
PP	11	Personnel believing that their actions can protect other personnel	8	6	-2
SP	44	Supervisors investigating safety incidents	76	73	-3
PP	37	Personnel take part when accident or incident investigations occur	62	59	-3
SSA	22	Effectiveness of recognition programs in promoting safe behavior	56	53	-3
LP	21	Leadership providing adequate safety staff	61	57	-4
SP	28	Supervisors acting on personnel safety suggestions	45	41	-4
SP	24	Supervisors understanding personnel's job safety problems	40	36	-4
SSC	3	Priority of safety issues relative to performing duties	78	73	-5
SSA	33	Quality of preventative maintenance system operation	68	63	-5
SP	43	Supervisors reducing personnel's fear of reporting safety problems	52	47	-5
SSC	27	Belief that leadership is sincere in safety efforts	52	46	-6
LP	7	Leadership stressing the importance of safety in communications	33	27	-6
PP	18	Belief that personnel understand safety regulations	33	25	-8
SP	12	Supervisors behaving in accord with safety procedures	65	55	-10
OC	47	Significance of job stress as a problem for personnel	N/A	99	N/A
OC	16	Condition of personnel morale	N/A	62	N/A
SSC	39	Perception that medical facilities are sufficient	N/A	53	N/A
OC	42	Unit personnel assignment stability	N/A	27	N/A

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

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

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

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

3.6 Percentile Scores of Program Categories

Civilian Personnel average response scores for the six standard Safety Barometer program categories were also compared with establishments in the NSC database. These comparisons are presented in Table 3. From these scores, category percentile scores were generated, which are included in Table 3 and are also presented with 2005 results in Figure 2. Currently, four of the six program categories have percentile scores at or above the database average of 50, compared to three of five above average categories in 2005. This year, Organizational Climate received the highest percentile, with a moderately high score of 76. Because of the standard items that were not included in the 2005 survey, no Organizational Climate program category score was generated for that survey. The lowest score continues to be for Personnel Participation, which decreased slightly from a moderately low score of 31 in 2005 to 30 in 2007.

Table 3
Average Response Scores and Percentile Scores by Program Category - 2007

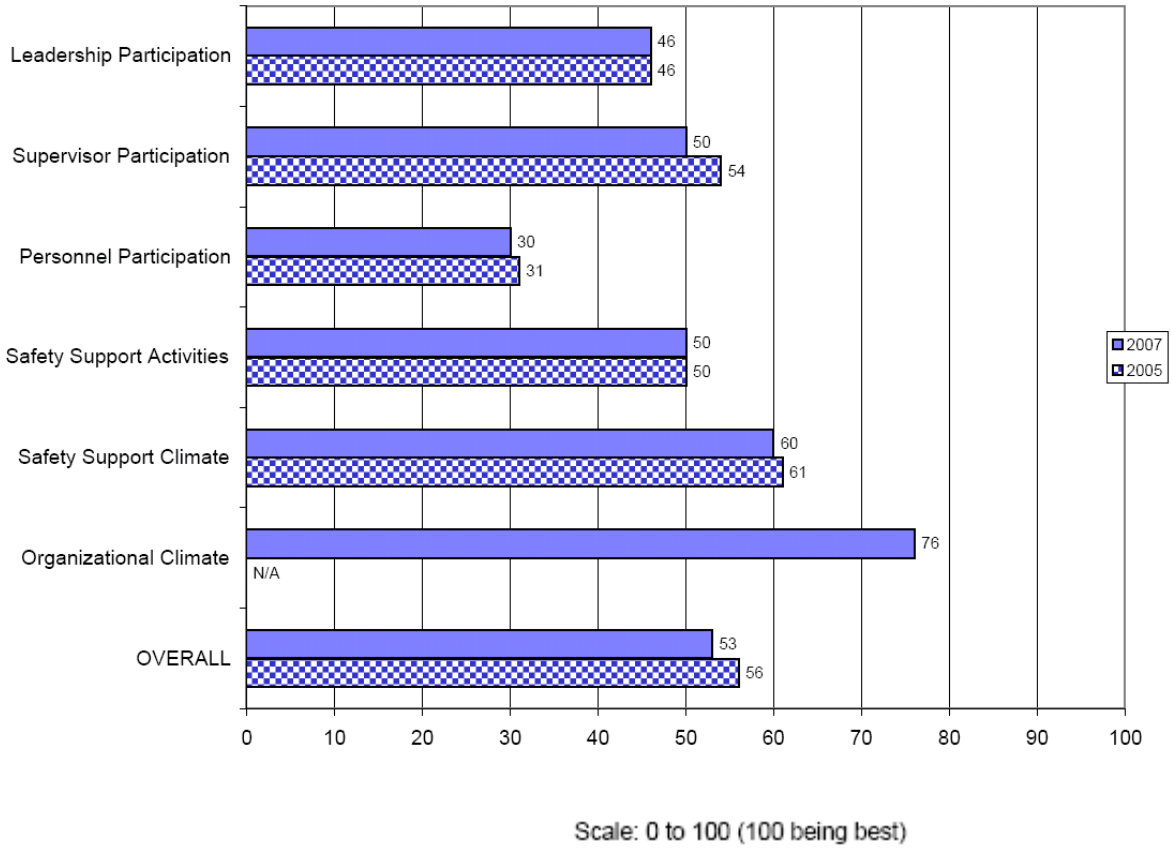
	NSC Database[1]	ALL RESPONDENTS	
Program Category	Average Response Score[2]	Average Response Score[2]	Percentile Score[3]
Leadership Participation	0.50	0.46	46
Supervisor Participation	0.63	0.63	50
Personnel Participation	0.66	0.57	30
Safety Support Activities	0.41	0.41	50
Safety Support Climate	0.39	0.47	60
Organizational Climate	0.14	0.38	76
OVERALL	**0.48**	**0.49**	**53**

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

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

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

Figure 2
Program Category Percentile Scores



Finally, the current overall Safety Barometer percentile score is a moderate 53, indicating that 47 percent of the organizations in the NSC database achieved a higher overall Section IV score than DoD Civilian Personnel. This is a decrease of 3 percentile points from the score of 56 in 2005. Again, remarkable consistency in program categories scores is seen with two categories generated identical scores in both survey years, and the remaining categories showing decreases of only 1 or 4 points.

3.7 Comparisons of Survey Responses by Personnel Subgroups

3.7.1 Comparison by grade

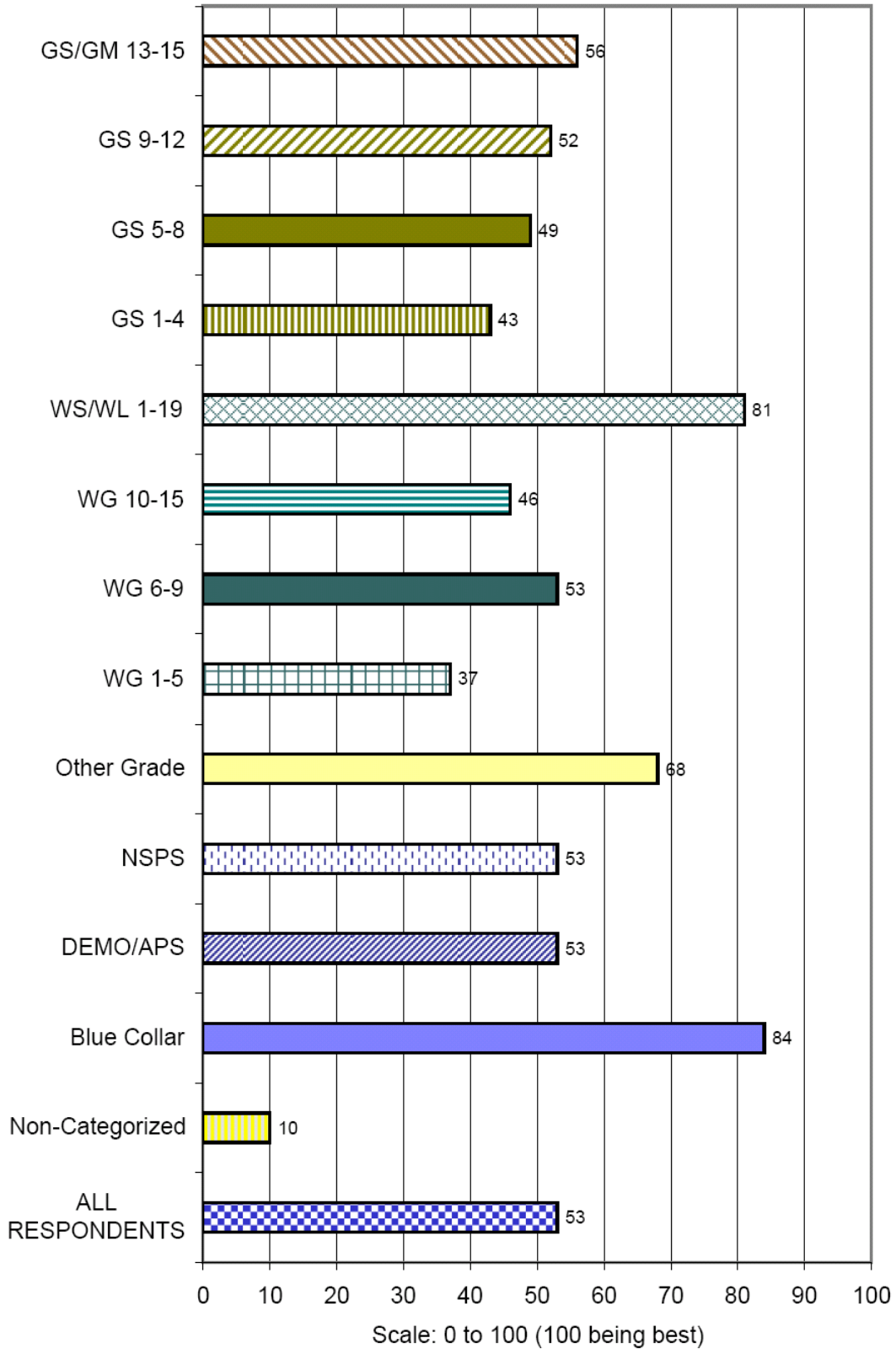
Of the total respondents, the number of personnel representing each grade was:

Grade	*Number of Respondents (weighted)*	*Percent of Total Respondents*
GS 1-4	22,863	3.5 %
GS 5-8	98,661	15.0 %
GS-9-12	181,070	27.5 %
GS/GM 13-15	60,216	9.1 %
Other	13,689	2.1 %
WG 1-5	13,731	2.1 %
WG 6-9	32,691	5.0 %
WG 10-15	65,119	9.9 %
WS/WL 1-19	25,172	3.8 %
NSPS Pay Bands	107,595	16.3 %
Demo/APS Status	32,768	5.0 %
Remaining Blue Collar	3,044	0.5 %
Non-categorized Groups	345	0.1 %
Not Indicated	2,296	0.3 %

The weighted [4] response distributions for each survey item by grade are presented in Appendix F. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the standard program categories. Figure 3 compares the overall safety perceptions of the Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made.

4 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 3
Program Category Percentile Scores by Grade - 2007



Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel tend to report more positive safety program perceptions overall, while lower-ranking personnel tend to generate less positive responses, with some exceptions. Within General Schedule (GS) grades, GS/GM 13-15 holds the highest perceptions, while GS 1-4 is the least positive. Among Wage (WG/WS/WL) grades, WS/WL 1-19 personnel hold much higher perceptions than WG groups, with WG 1-5 having the least positive perceptions. High overall percentile scores above 80 are generated by WS/WL 1-19 and Blue Collar personnel, with scores of 81 and 84, respectively. In addition, above average overall perceptions are held by GS/GM 13-15, GS 9-12, WG 6-9, Other Grade, NSPS and Demo/APS groups. Below average overall percentile scores are generated for GS 5-8, GS 1-4, WG 10-15, WG 1-5, and Non-Categorized staff.

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

3.7.2 Comparison by work location

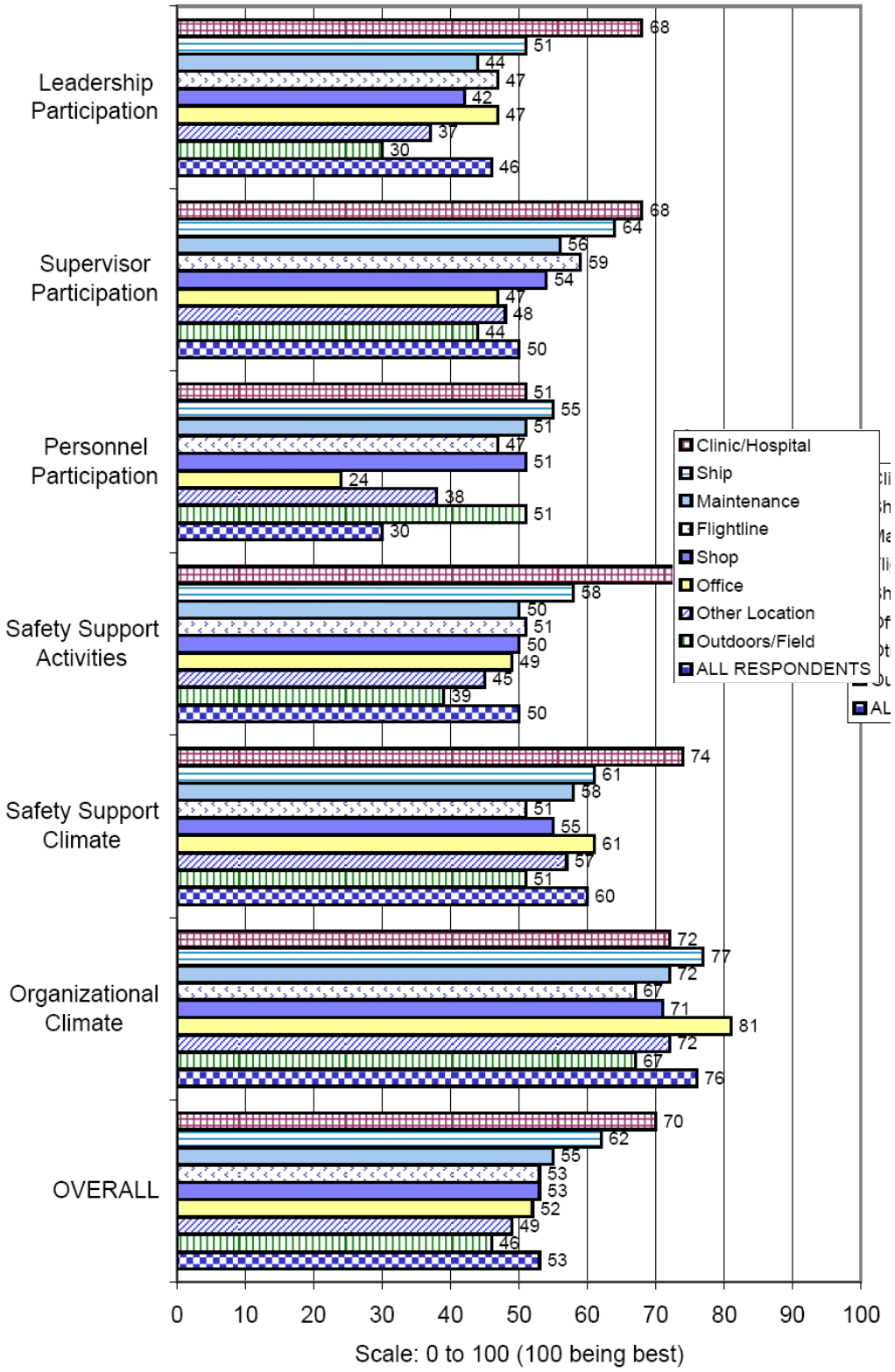
Of the total respondents, the number of personnel representing each of the work locations is as follows:

Work Location	*Number of Respondents (weighted)*	*Percent of Total Respondents*
Office	402,278	61.0 %
Shop	56,414	8.6 %
Maintenance	39,865	6.0 %
Outdoors/Field	21,115	3.2 %
Flightline	15,598	2.4 %

Work Location	*Number of Respondents (weighted)*	*Percent of Total Respondents*
Ship	7,407	1.1 %
Clinic/Hospital	20,828	3.2 %
Other	48,130	7.3 %
Not Indicated	47,624	7.2 %

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

Figure 4
Percentile Scores of Safety Program Items - 2007



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

Figure 5 compares the 2007 and 2005 overall percentile scores for each work location. While most work locations generated decreased scores compared with 2005, Clinic/Hospital shows improved safety perceptions, increasing 4 percentile points from a moderately high score of 66 in 2005 to 70 in 2007. The greatest decreases were generated by Ship personnel, with a decrease of 24 percentile points from a high 86 in 2005 to a moderately high 62 in 2007, and by Flightline, which decreased 19 points from 72 to 53.

3.7.3 Comparison by branch of Service

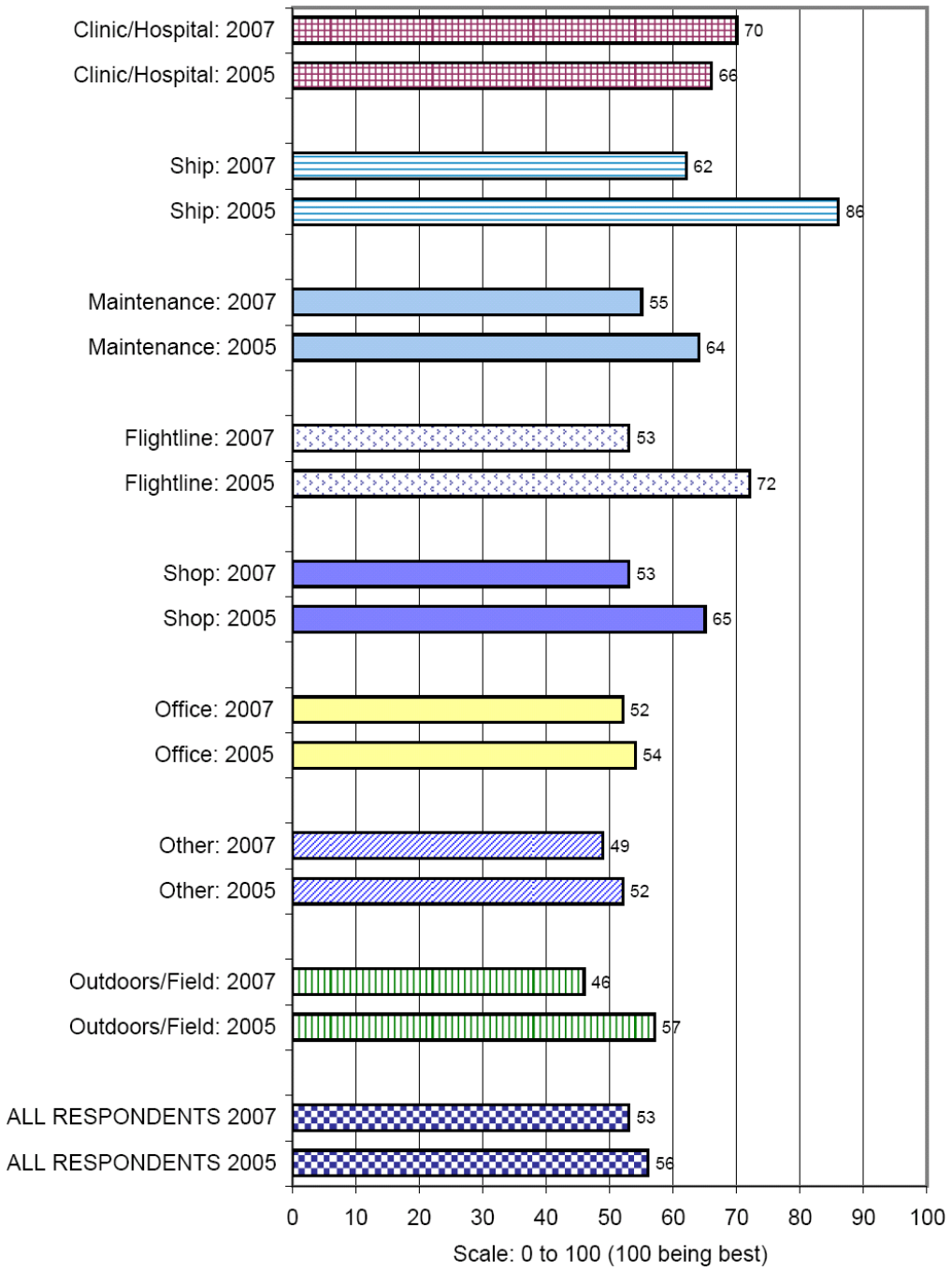
Of the total respondents, the number of personnel representing each of the branches of Service was:

Branch of Service	***Number of Respondents (weighted)***	***Percent of Total Respondents***
Army	218,829	33.2 %
Navy	143,513	21.8 %
Marine Corps	16,044	2.4 %
Air Force	167,323	25.4 %
DoD Agencies/ Activities	106,899	16.2 %
Not Indicated	6,616	1.0 %

The weighted[5] response distributions for each survey item by branch of Service are presented in Appendix F. Personnel responses were compared with establishments in the NSC database to generate percentile scores for the 50 standard survey items. Each branch of Service will be addressed in greater detail in their respective branch-specific results discussions.

[5] Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to nonresponse, and 3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Figure 5
Program Category Percentile Scores by Work Location



3.7.3.1 Standardized Items

Safety program item percentile scores for each branch of Service are presented in Table 4. For each Civilian Personnel branch of Service, those items that were identified as scoring above the

75th percentile are shaded green; those identified as below average priority items (percentile scores <50) are shaded red. In the branch-specific results sections of this report, approximately ten of the highest scoring items will be identified to determine strengths at each branch of Service. Items with percentiles below 50 will also be identified as priority areas. Table 4 can be used to determine which branch of Service has a particular strength or weakness regarding each of the survey items.

Two items are distinguished as better performing by all branches of Service. These are significance of job stress as a problem for personnel (Q47) and condition of unit teamwork (Q9). No other items are identified by two or more of the Service branches as better performing items among Civilian personnel. This compares to four items that were identified by at least two branches of Service as higher performing in 2005.

In contrast, 16 below average items are identified as priority items by all branches of Service, with four additional items rated below average by four branches. This compares to 13 and 12 such items in 2005, respectively. Currently, nine items are identified by two or three Service branches as below average. Although there appears to be commonality in the areas needing improvement, the personnel in each Civilian Personnel branch of Service demonstrate a unique perspective on the DoD safety program. Further analysis of each branch of Service is provided in Sections 3.8 - 3.12 of this report.

3.7.3.2 Program Categories by Branch of Service

The percentile scores for program categories by branch of Service are presented in Figure 6 and highlight the differences and similarities among the branches of Service. Overall Civilian Personnel respondent scores, previously presented in Figure 2, are also included for comparison. As illustrated in Figure 6, Air Force generally generated the highest, above average program category and overall percentile score (62), while the Army and Navy generated more moderate percentiles (52 overall). The Marine Corps and DoD Agencies/Activities consistently generated the least positive, below average safety perceptions among Civilian personnel, resulting in moderate, below average overall percentile scores of 45 and 43, respectively.

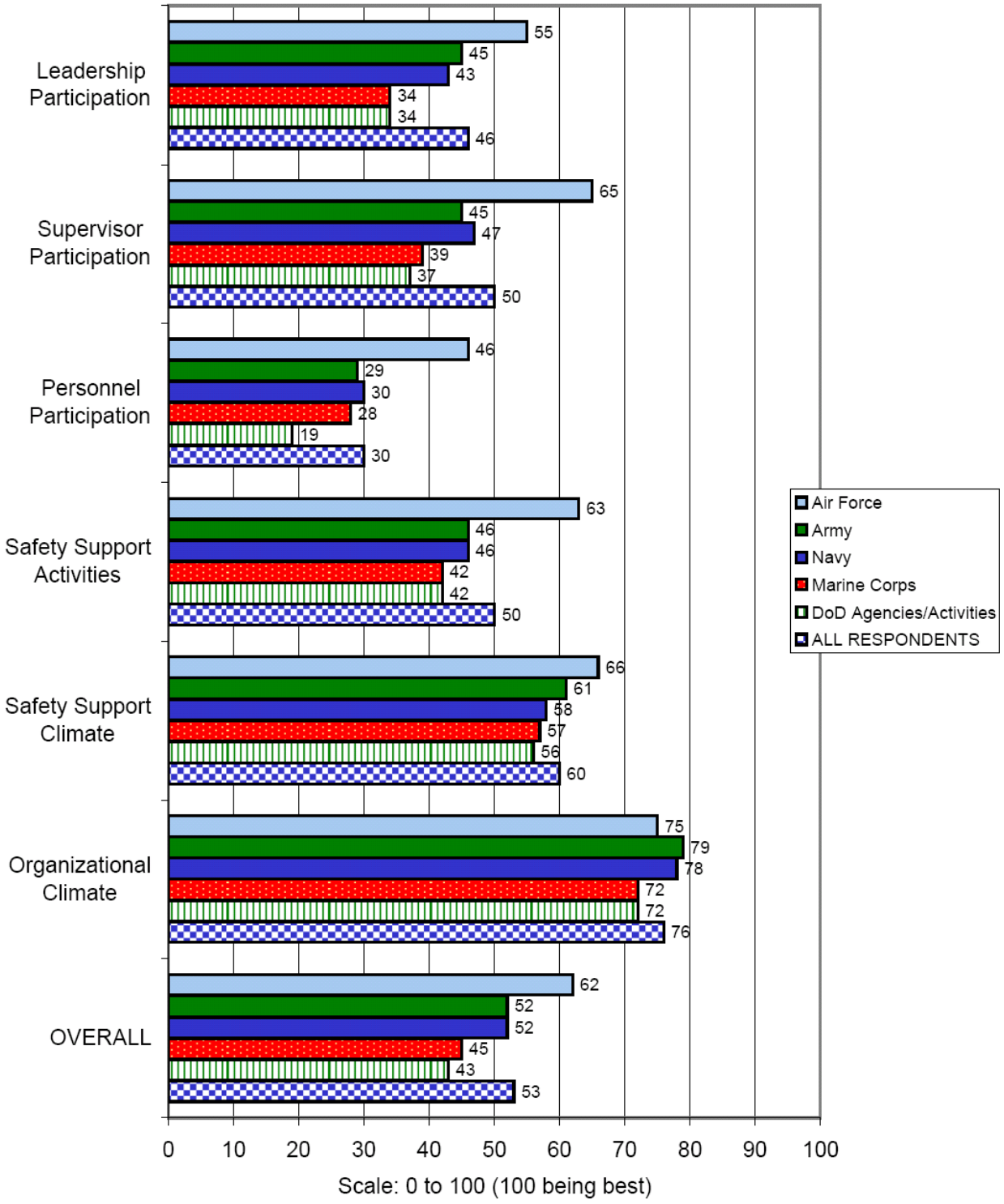
Figure 7 compares the 2007 and 2005 overall percentile scores for each branch of Service. Marine Corps improved its Safety Barometer performance, while the remaining Service branches saw decreases in their survey results. Marine Corp increased by 8 percentile points from a moderately low score of 37 in 2005 to a moderate score of 45 in 2007. Among DoD Civilian personnel, Air Force shows the greatest decline, with a decline of 10 points from a moderately high 72 to 62. The remaining branches of Service show slight declines of 1 or 3 percentile points across survey years.

Table 4
Program Item Percentile Scores by Branch of Service - 2007

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

[1] A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is 0 to 100.
For each branch of service, better performing components with percentile scores above 75 are shaded green. Below average components (<50) are shaded red.

Figure 6
Program Category Percentile Scores by Branch of Service - 2007



3.7.3.3 Work Locations

Figure 8 graphically compares the overall safety perceptions of Service branches within each Civilian Personnel 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. Across work locations, no overall trend of one branch of Service consistently reporting more positive or less positive perceptions than another is evident.

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

Figure 7
Overall Percentile Scores by Branch of Service

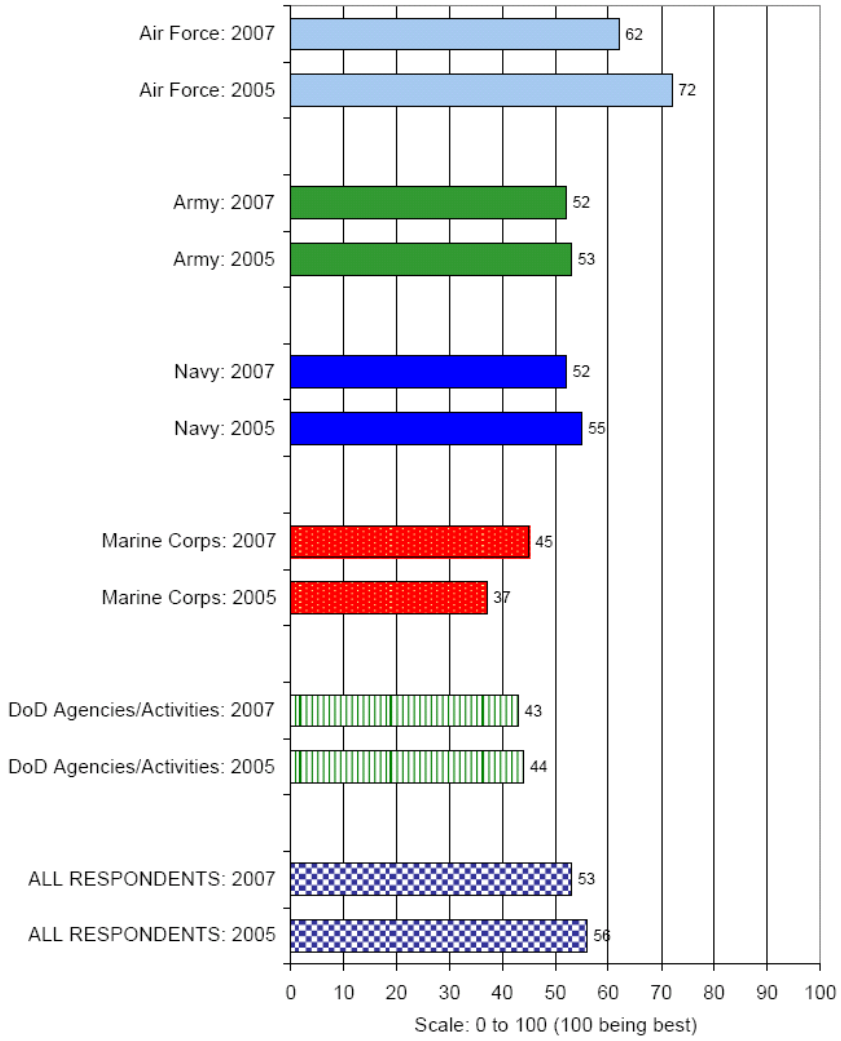
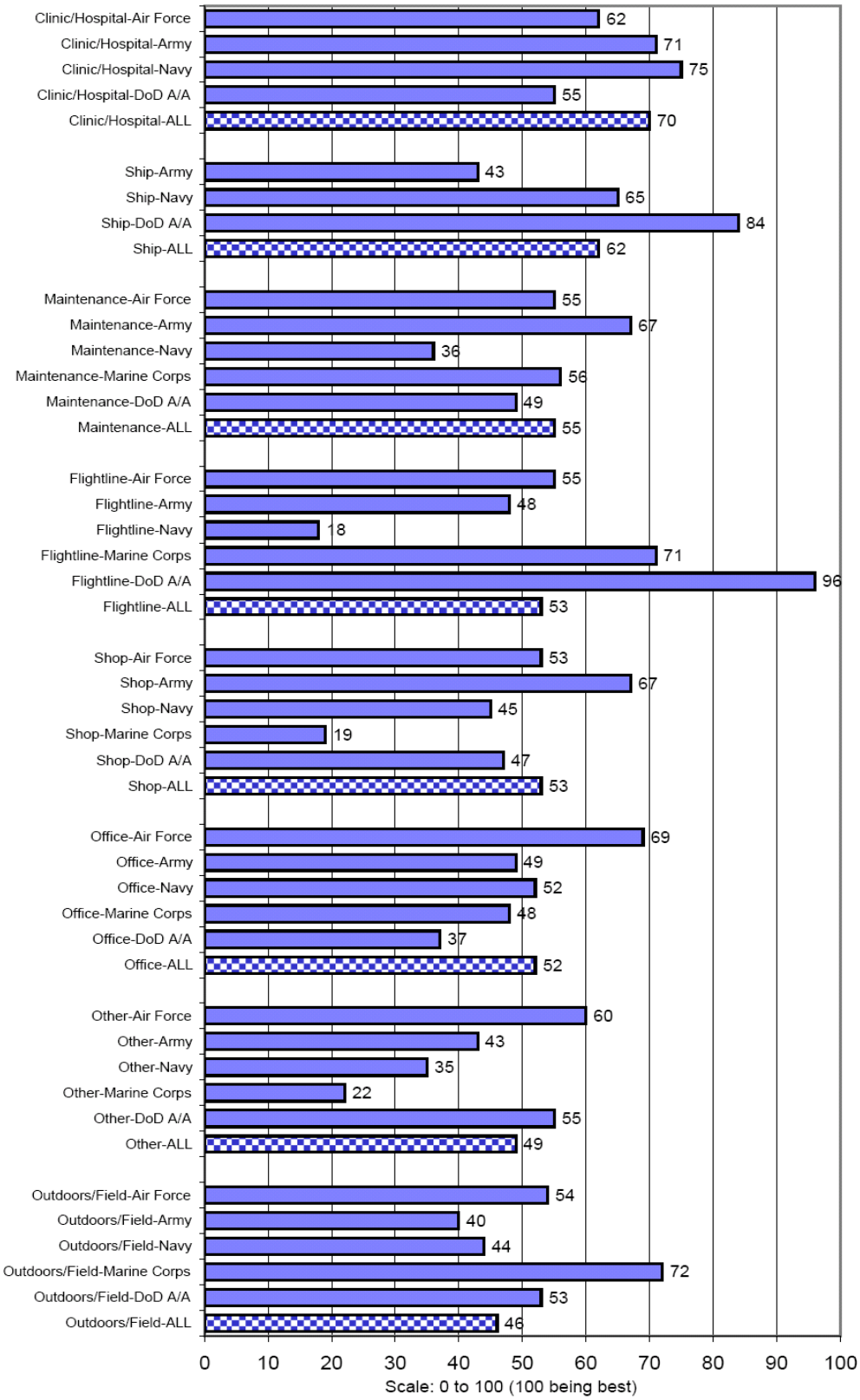
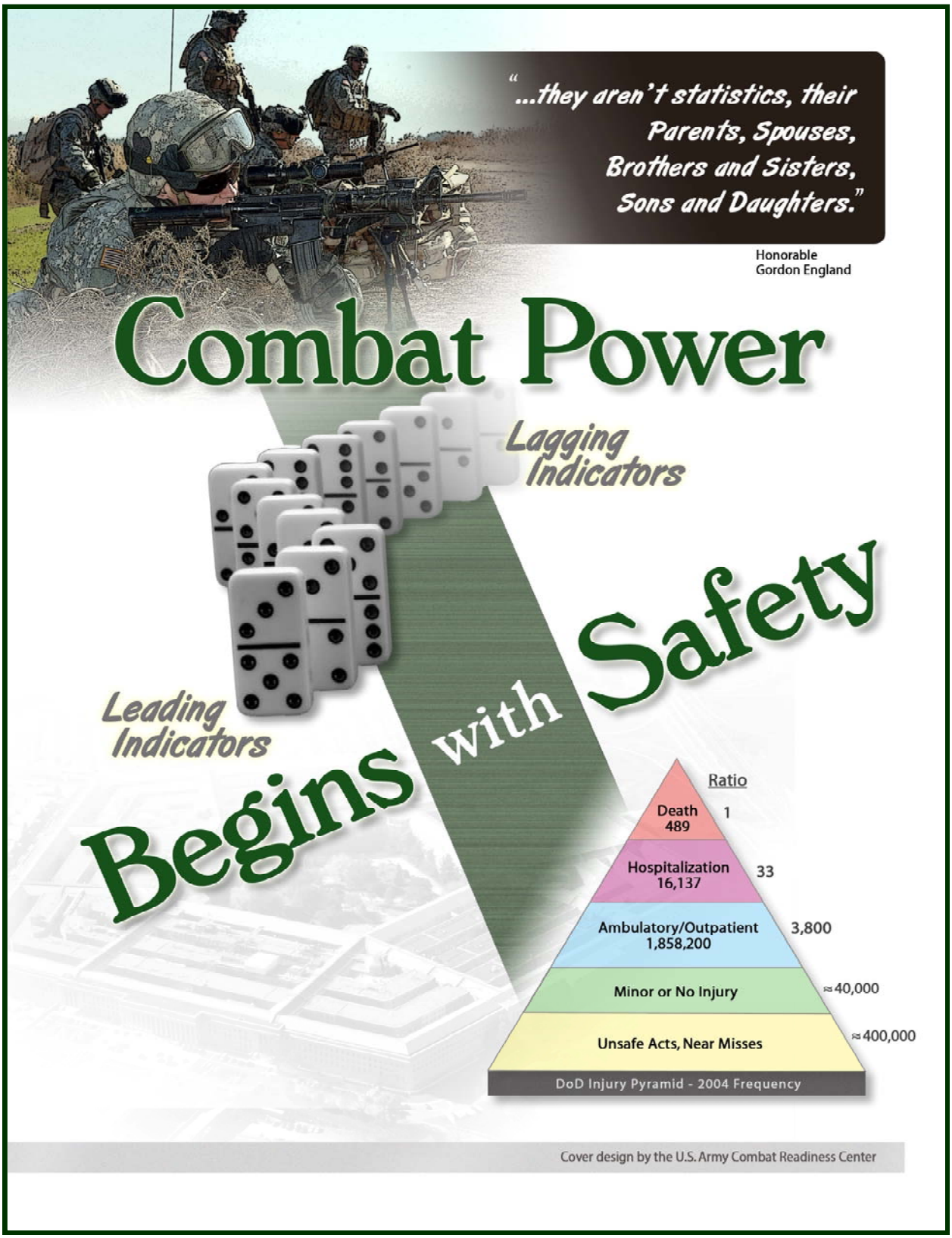


Figure 8
Overall Work Location Percentile Scores by Branch of Service - 2007




"...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
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 9 graphically presents the Army's percentile scores for each of the 50 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 9, 27 items meet or surpass the 50th percentile mark, compared to 18 above average items in 2005. Two items achieved very high scores at or above 90. The ten highest scoring items for the Army had percentile scores at or above 64 and are listed below (with percentile scores):

Q47 Significance of job stress as a problem for personnel (99)
Q9 Condition of unit teamwork (90) - 2005
Q36 Belief that hazards not fixed right away will still be addressed (75) - 2005
Q31 Leadership setting a positive safety example (74) - 2005
Q40 Leadership including safety in job promotion reviews (73) - 2005
Q3 Priority of safety issues relative to performing duties (72) - 2005
Q44 Supervisors investigating safety incidents (71) - 2005
Q45 Perception that good environmental conditions are kept (71) - 2005
Q16 Condition of personnel morale (66)
Q33 Quality of preventative maintenance system operation (64) - 2005

As indicated by the red shading, the Army generated 23 items with scores below the 50th percentile (representing below average performance), similar to 28 such items in 2005. Among these items, 16 items have moderately low scores below 40, four of which have low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

Q11 Personnel believing that their actions can protect other personnel (6) - 2005
Q25 Personnel following lockout/tagout procedures (15) - 2005
Q1 Personnel identifying and eliminating hazards (15) - 2005
Q30 Effectiveness of command safety officer in improving safety conditions (20) - 2005
Q18 Belief that personnel understand safety regulations (23) - 2005
Q26 Presence of safety training in new personnel orientation (26) - 2005
Q42 Unit personnel assignment stability (27)
Q7 Leadership stressing the importance of safety in communications (28) - 2005
Q4 Personnel being involved in safety practices (28) - 2005
Q34 Leadership participating in safety activities on a regular basis (29) - 2005

Q14 Leadership publishing a policy on the value of personnel safety (29) - 2005
Q24 Supervisors understanding personnel's job safety problems (32) - 2005
Q49 Leadership setting annual safety goals (33) - 2005
Q8 Frequency of safety meeting occurrence (34) - 2005
Q5 Supervisors maintaining a high safety performance standard (36) - 2005
Q28 Supervisors acting on personnel safety suggestions (39) - 2005
Q50 Personnel taking part in the development of safety requirements (40) - 2005
Q38 Supervisors providing helpful safety training (41) - 2005
Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005
Q48 Belief that leadership insists supervisors think safety (42) - 2005
Q6 Frequency of detailed and regularly scheduled inspections (44) - 2005
Q27 Belief that leadership is sincere in safety efforts (44) - 2005
Q20 Personnel using standardized precautions for hazardous materials (46) - 2005

Figure 10 compares the current Army results to its own 2005 results and the 2007 all Civilian Personnel respondents. For most program categories, Army scores are slightly lower than the All Respondents results, but slightly higher than its own 2005 results. The Army percentile scores range from a moderately low score of 29 for Personnel Participation to a moderately high 79 for Organizational Climate. The overall Army percentile score is a moderate 52 indicating that 48 percent of the database organizations achieved a higher overall score than did the Army. This is a negligible decrease of 1 percentile points from Army's moderate score of 53 in 2005.

Figure 11 compares the overall safety perceptions of the Army Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. Consistent with many organizations that have conducted the Safety Barometer within each grade grouping, such as General Schedule (GS) and Wage (WG/WS/WL) staff, higher-ranking personnel tend to report more positive safety program perceptions, while lower-ranking personnel tend to generate the least positive responses. WS/WL 1-19 and Blue Collar staff perceptions are considerably more positive than other Army Civilian Personnel, generating high scores of 82 and 97, respectively. Average or above average overall perceptions are also held by GS/GM 13-15, GS 9-12, WG 10-15, WG 6-9, Other Grade, and NSPS groups. Below average overall percentile scores are generated for GS 5-8, GS 1-4, WG 1-5, and DEMO/APS.

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

Figure 12 compares the safety perceptions of eight Civilian Personnel Army work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other Location.

Clinic/Hospital, Maintenance, and Shop personnel tend to report the most positive safety program perceptions, generating above average percentile scores for all program categories and overall. Flightline and Office staff tended to generate moderate perceptions. Ship, Other Location, and Outdoors/Field personnel consistently generate the least positive responses with below average perceptions. No work location generated very low scores below 10. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration or perception of the safety program.

Figure 9
Percentile Scores of Safety Program Items – Army – 2007

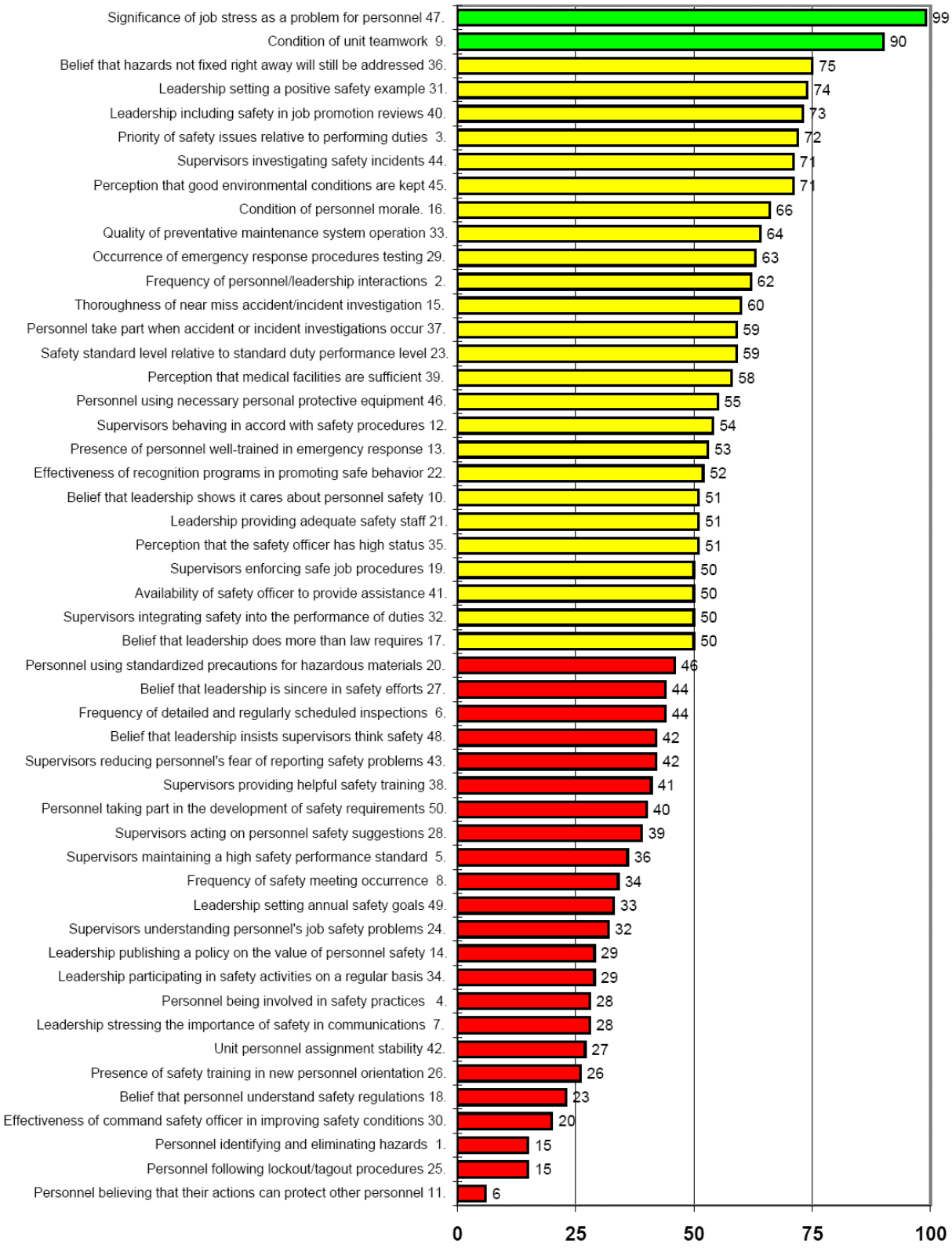


Figure 10
Program Category Percentile Scores - Army

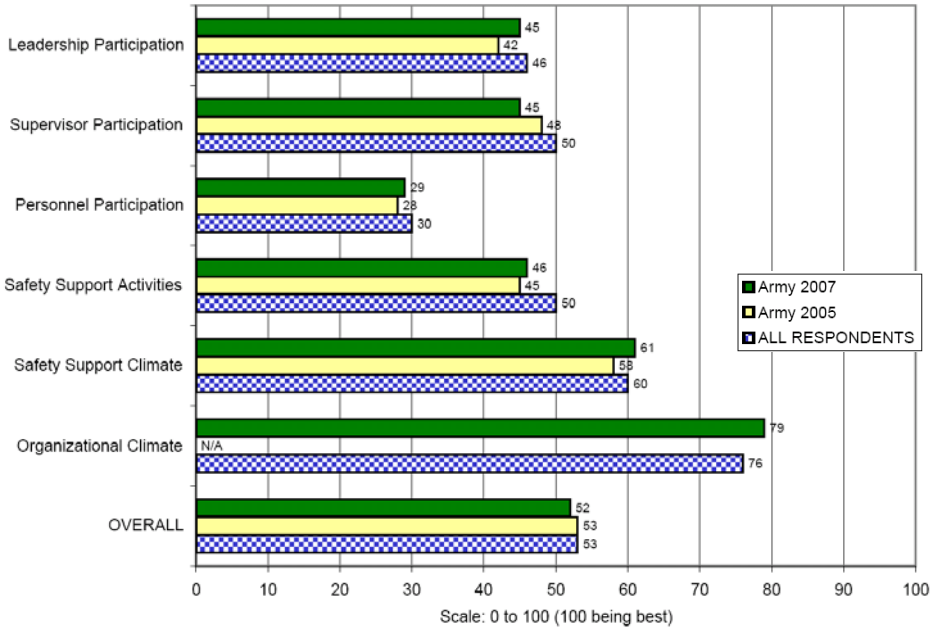


Figure 11
Program Category Percentile Scores – Army – 2007

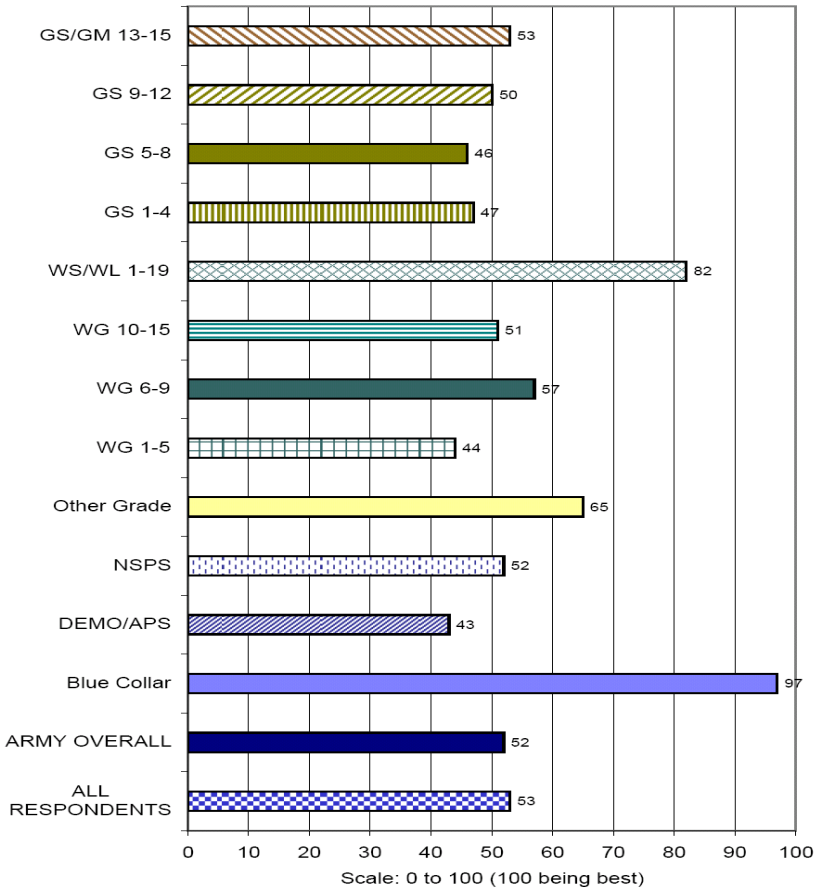
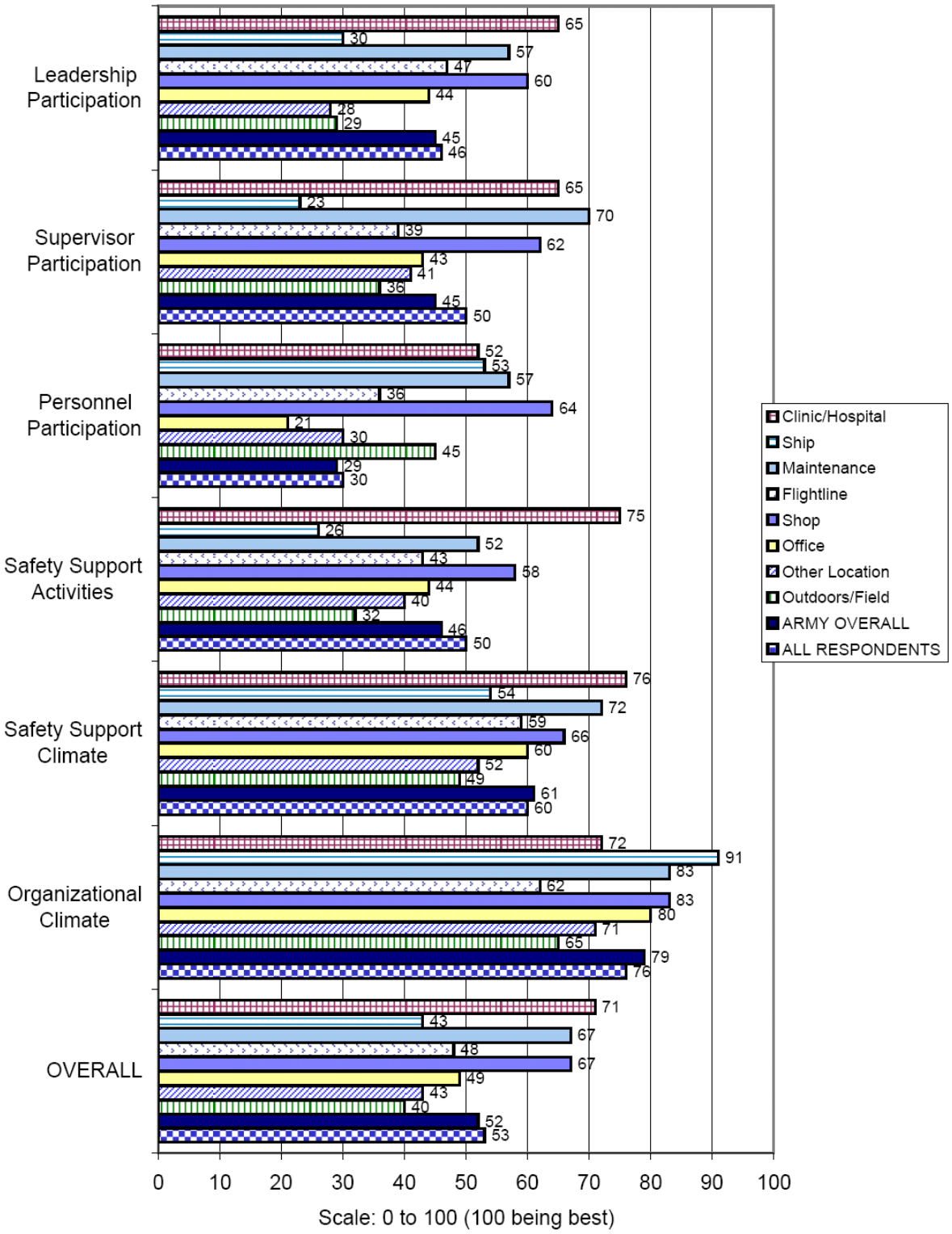
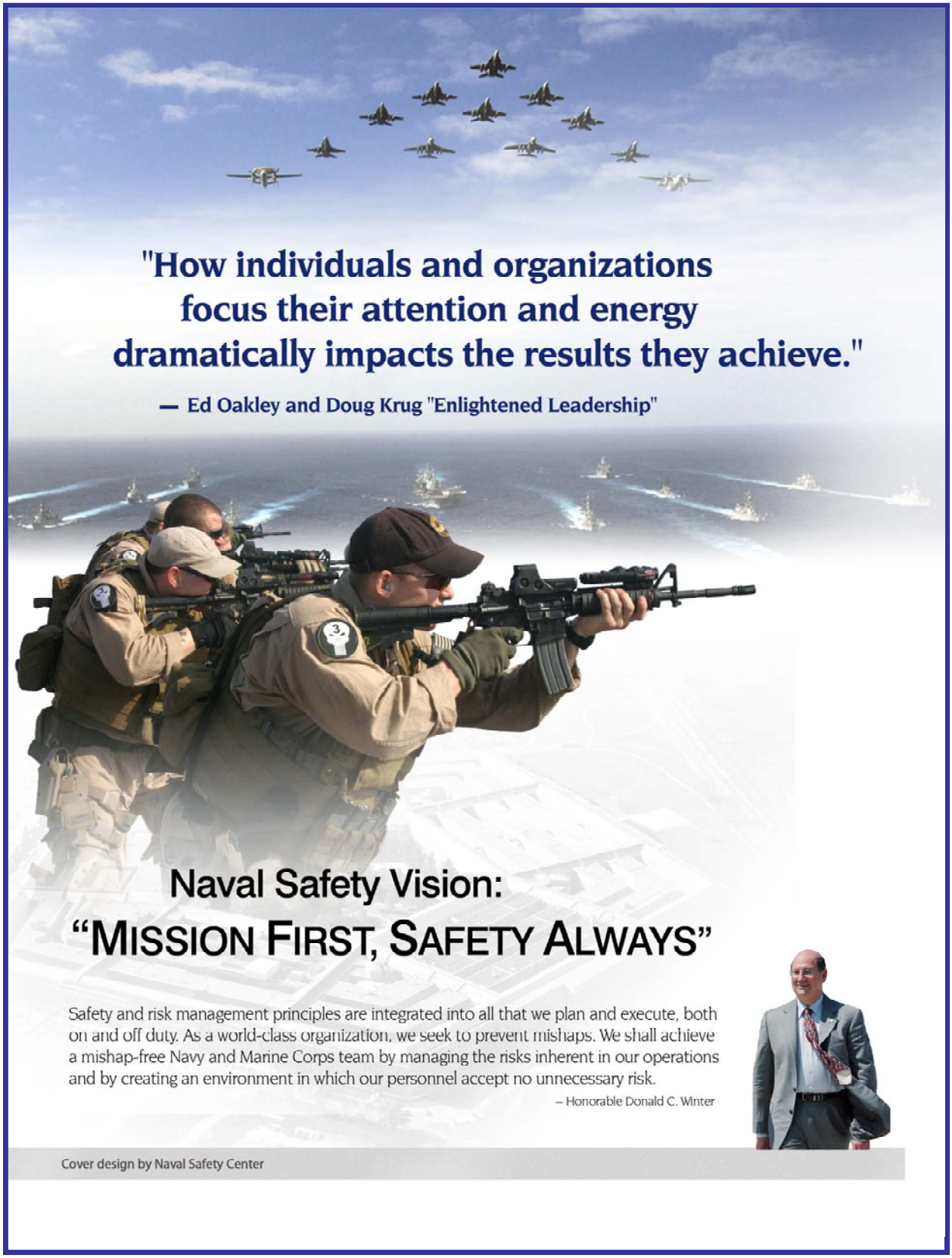


Figure 12
Program Category Percentile Scores by Work Location – Army – 2007



This Page Intentionally Left Blank


"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 13 graphically presents the Navy's percentile scores for each of the 50 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 13, 22 items meet or surpass the 50th percentile mark, compared to only 20 above average items in 2005. Two items achieved very high percentile scores above 90. The ten highest scoring items for the Navy had percentile scores at or above 65 and are listed below (with percentile scores):

Q47 Significance of job stress as a problem for personnel (99)
Q9 Condition of unit teamwork (93) - 2005
Q3 Priority of safety issues relative to performing duties (73) - 2005
Q44 Supervisors investigating safety incidents (73) - 2005
Q36 Belief that hazards not fixed right away will still be addressed (73) - 2005
Q40 Leadership including safety in job promotion reviews (72) - 2005
Q31 Leadership setting a positive safety example (71) - 2005
Q15 Thoroughness of near miss accident/incident investigation (65)
Q29 Occurrence of emergency response procedures testing (65) - 2005
Q16 Condition of personnel morale (65)

As indicated by the red shading, the Navy generated 28 items with scores below the 50th percentile (representing below average performance), compared to 26 such items in 2005. Among these items, 18 items have moderately low scores below 40, three of which have low scores below 20. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

Q11 Personnel believing that their actions can protect other personnel (6) - 2005
Q1 Personnel identifying and eliminating hazards (14) - 2005
Q30 Effectiveness of command safety officer in improving safety conditions (17) - 2005
Q4 Personnel being involved in safety practices (23) - 2005
Q25 Personnel following lockout/tagout procedures (23) - 2005
Q18 Belief that personnel understand safety regulations (23) - 2005
Q34 Leadership participating in safety activities on a regular basis (24) - 2005
Q42 Unit personnel assignment stability (27)
Q14 Leadership publishing a policy on the value of personnel safety (28) - 2005
Q7 Leadership stressing the importance of safety in communications (30) - 2005
Q49 Leadership setting annual safety goals (30) - 2005

Q8 Frequency of safety meeting occurrence (33) - 2005
Q24 Supervisors understanding personnel's job safety problems (34) - 2005
Q26 Presence of safety training in new personnel orientation (34) - 2005
Q5 Supervisors maintaining a high safety performance standard (35) - 2005
Q41 Availability of safety officer to provide assistance (38) - 2005
Q50 Personnel taking part in the development of safety requirements (39) - 2005
Q38 Supervisors providing helpful safety training (39) - 2005
Q48 Belief that leadership insists supervisors think safety (42) - 2005
Q35 Perception that the safety officer has high status (43) - 2005
Q2 Frequency of personnel/leadership interactions (43) - 2005
Q6 Frequency of detailed and regularly scheduled inspections (44) - 2005
Q27 Belief that leadership is sincere in safety efforts (44)
Q10 Belief that leadership shows it cares about personnel safety (45) - 2005
Q32 Supervisors integrating safety into the performance of duties (46) - 2005
Q28 Supervisors acting on personnel safety suggestions (46) - 2005
Q43 Supervisors reducing personnel's fear of reporting safety problems (48)
Q19 Supervisors enforcing safe job procedures (48) - 2005

Figure 14 compares the current Navy results to its own 2005 results and the 2007 all Civilian Personnel respondents. For most program categories, Navy scores are slightly lower than the All Respondents results and its own 2005 results. The Navy percentile scores range from a moderately low score of 30 for Personnel Participation to a moderately high 78 for Organizational Climate. The overall Navy percentile score is a moderate 52 indicating that 48 percent of the database organizations achieved a higher overall score than did the Navy. This is a slight decrease of 3 percentile points from Navy's moderate score of 55 in 2005.

Figure 15 compares the overall safety perceptions of the Navy Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. As with many organizations that have conducted the SAFETY BAROMETER, higher-ranking personnel tend to report more positive safety program perceptions overall, while lower-ranking personnel tend to generate less positive responses, with some exceptions. Within General Schedule (GS) grades, GS/GM 13-15 holds the highest perceptions, while GS 1-4 is the least positive. However, among Wage (WG/WS/WL) grades, WS/WL 1-19 holds the most positive perceptions followed closely by WG 1-5, while WG 10-15 and WG 6-9 have identical, below average perceptions. A high overall percentile score of 81 is generated by Blue Collar personnel. In addition, above average overall perceptions are also held by GS/GM 13-15, GS 9-12, WS/WL 1-19, WG 1-5, and DEMO/APS groups. Below average overall percentile scores are generated for GS 5-8, GS 1-4, WG 10-15, WG 6-9, Other Grade, and NSPS staff.

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

Figure 16 compares the safety perceptions of eight Civilian Personnel Navy work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other.

Clinic/Hospital and Ship personnel report the most positive safety program perceptions, with mostly moderately high scores in the 60s and 70s. Office, Shop, and Outdoors/Field staff tended to exhibit more moderate perceptions, followed by Maintenance and Other Locations staff. Flightline generates the least positive responses for all program categories with well below average perceptions. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 13
Percentile Scores of Safety Program Items – Navy – 2007

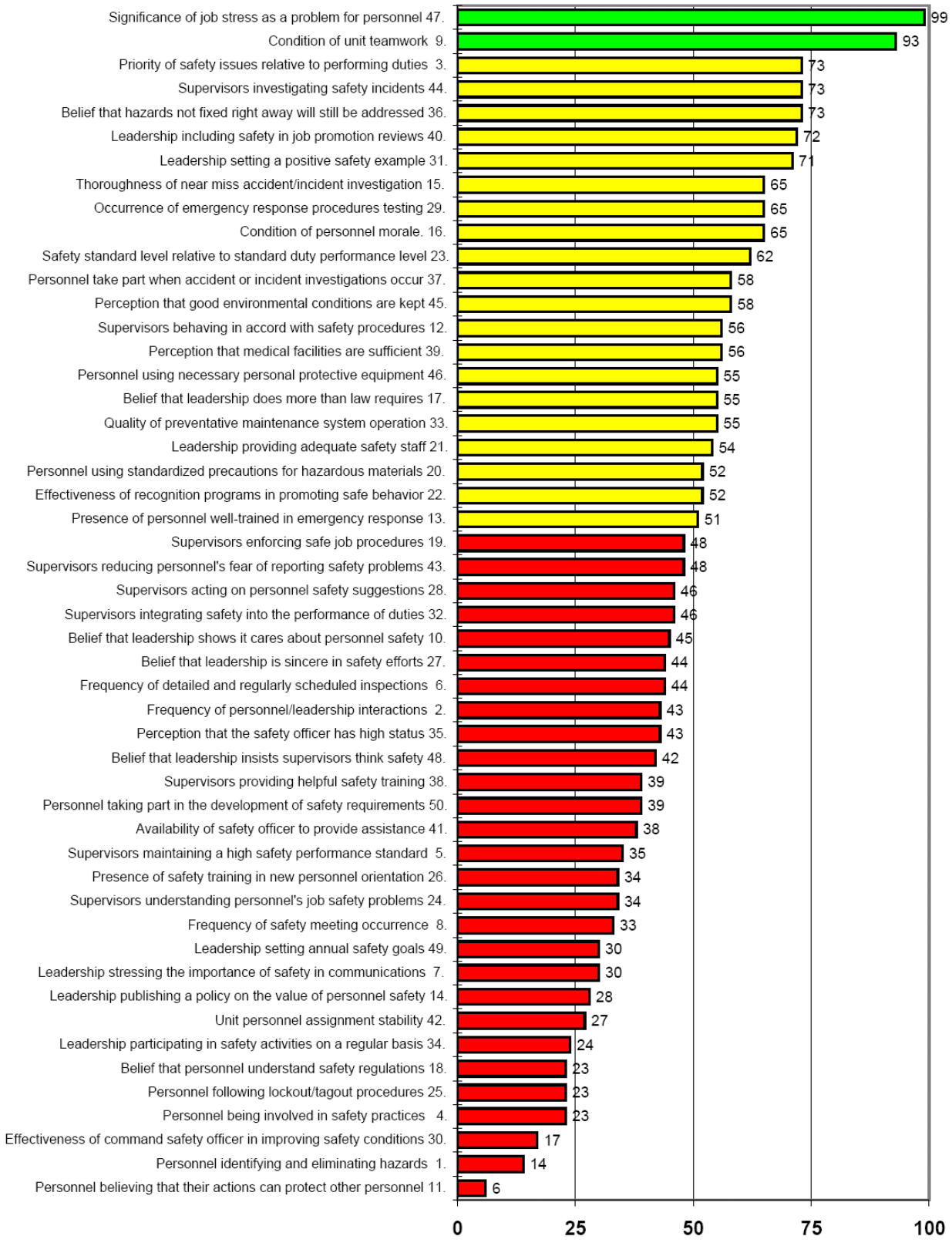


Figure 14
Program Category Percentile Scores - Navy

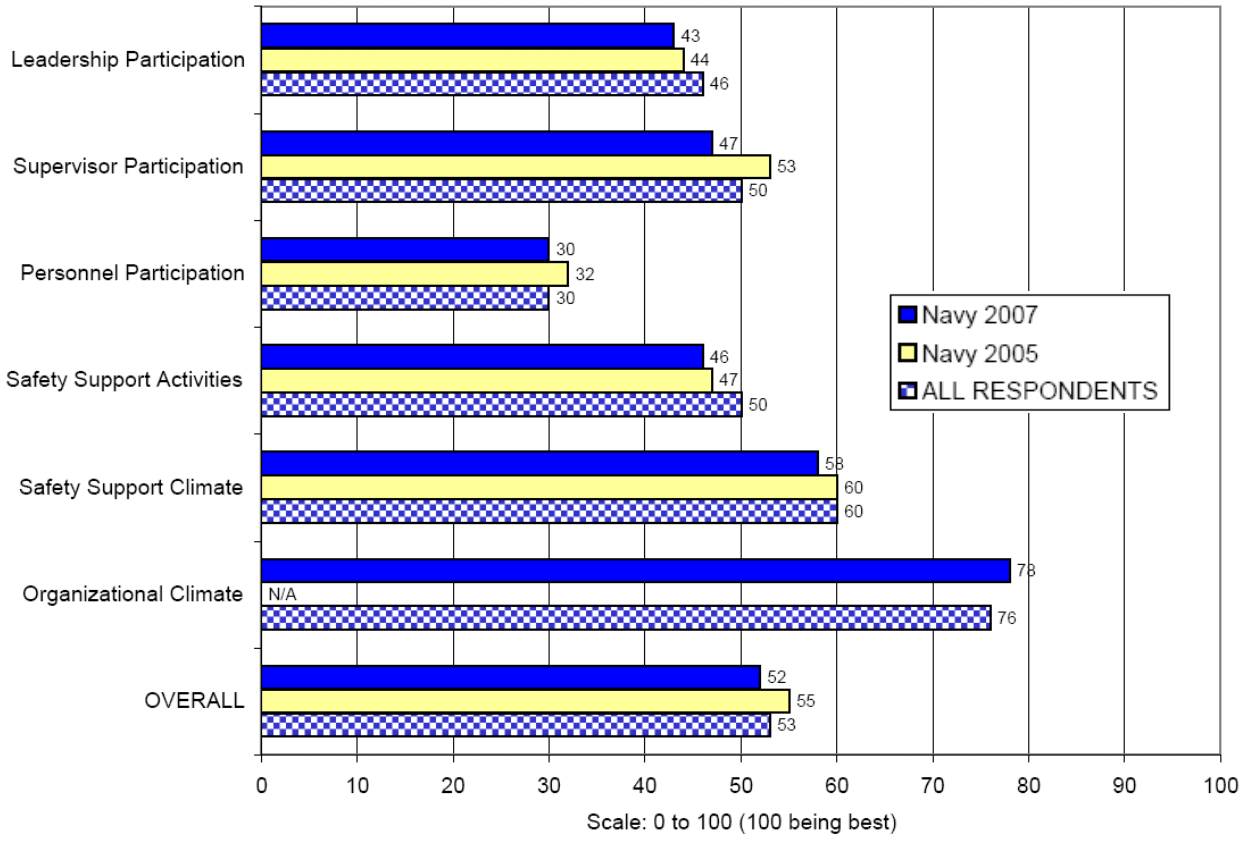


Figure 15
Overall Percentile Scores by Grade - Navy

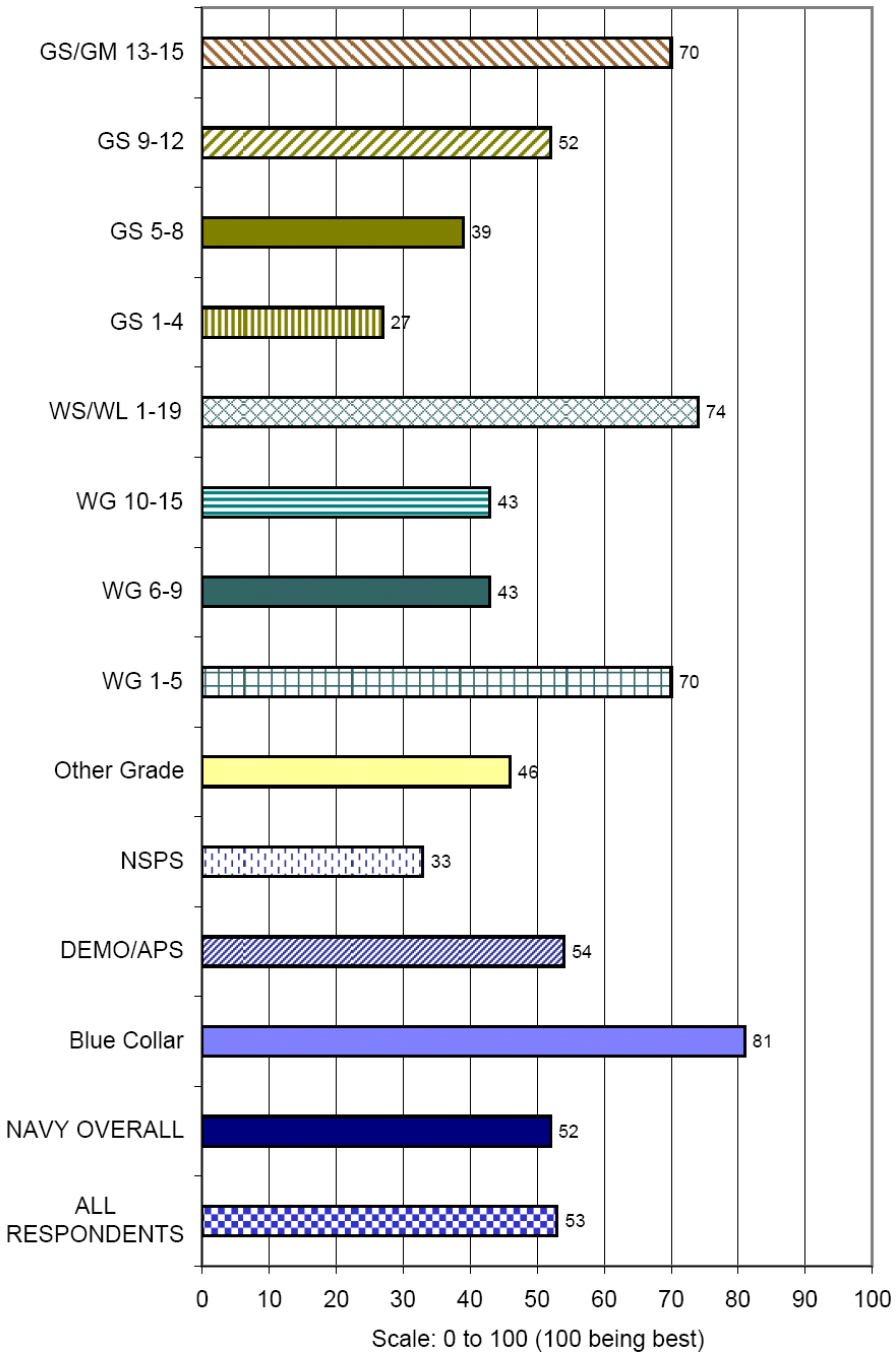
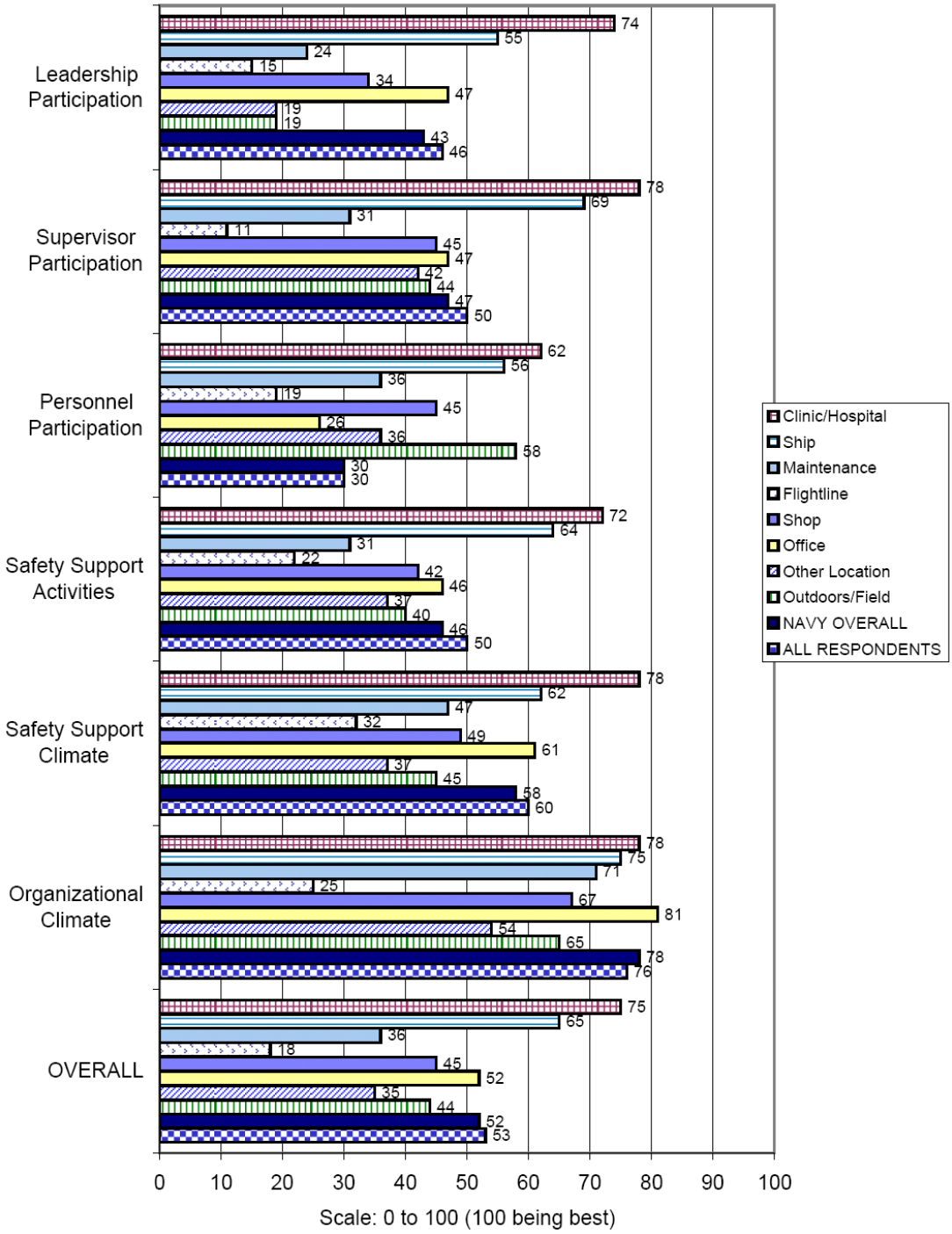


Figure 16
Program Category Percentile Scores by Work Location – Navy - 2007



3.10 Marine Corps

Figure 17 graphically presents the Marine Corps' percentile scores for each of the 50 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 17, 22 items meet or surpass the 50th percentile mark, an improvement from 14 above average items in 2005. Two items achieved high percentile scores above 80. The eight highest scoring items for the Marine Corps have percentile scores at or above 59 and are listed below (with percentile scores):

Q47 Significance of job stress as a problem for personnel (99)
Q9 Condition of unit teamwork (87) - 2005
Q31 Leadership setting a positive safety example (74) - 2005
Q36 Belief that hazards not fixed right away will still be addressed (74) - 2005
Q23 Safety standard level relative to standard duty performance level (63) - 2005
Q46 Personnel using necessary personal protective equipment (61)
Q40 Leadership including safety in job promotion reviews (61)
Q29 Occurrence of emergency response procedures testing (59) - 2005

As indicated by the red shading, the Marine Corps generated 28 items with scores below the 50th percentile (representing below average performance), compared to 32 such items in 2005. Among these items, 18 items have moderately low scores of 40 or below, seven of which have low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

Q11 Personnel believing that their actions can protect other personnel (6) - 2005
Q7 Leadership stressing the importance of safety in communications (15) - 2005
Q25 Personnel following lockout/tagout procedures (15) - 2005
Q30 Effectiveness of command safety officer in improving safety conditions (16) - 2005
Q1 Personnel identifying and eliminating hazards (18) - 2005
Q18 Belief that personnel understand safety regulations (19) - 2005
Q34 Leadership participating in safety activities on a regular basis (20) - 2005
Q26 Presence of safety training in new personnel orientation (22) - 2005
Q14 Leadership publishing a policy on the value of personnel safety (22) - 2005
Q4 Personnel being involved in safety practices (23) - 2005
Q38 Supervisors providing helpful safety training (24) - 2005
Q24 Supervisors understanding personnel's job safety problems (25) - 2005
Q42 Unit personnel assignment stability (27)

Q49 Leadership setting annual safety goals (27) - 2005
Q5 Supervisors maintaining a high safety performance standard (35) - 2005
Q8 Frequency of safety meeting occurrence (38) - 2005
Q48 Belief that leadership insists supervisors think safety (38) - 2005
Q28 Supervisors acting on personnel safety suggestions (39) - 2005
Q50 Personnel taking part in the development of safety requirements (41) - 2005
Q2 Frequency of personnel/leadership interactions (41) - 2005
Q19 Supervisors enforcing safe job procedures (42) - 2005
Q32 Supervisors integrating safety into the performance of duties (44) - 2005
Q20 Personnel using standardized precautions for hazardous materials (44) - 2005
Q33 Quality of preventative maintenance system operation (45)
Q35 Perception that the safety officer has high status (45) - 2005
Q13 Presence of personnel well-trained in emergency response (45) - 2005
Q21 Leadership providing adequate safety staff (45) - 2005
Q27 Belief that leadership is sincere in safety efforts (46) - 2005

Figure 18 compares the current Marine Corps results to its own 2005 results and the 2007 all Civilian Personnel respondents. For all program categories, Marine Corps scores are lower than the All Respondents results, but higher than their own 2005 results. The Marine Corps percentile scores range from a moderately low score of 28 for Personnel Participation to a moderately high 72 for Organizational Climate. The overall Marine Corps Civilian percentile score is a moderate, but below average 45 indicating that 55 percent of the database organizations achieved a higher overall score than did the Marine Corps. This is an improvement of +8 percentile points from Marine Corps's moderately low 37 in 2005.

Figure 19 compares the overall safety perceptions of the Marine Corps Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. To avoid making inaccurate generalizations based on an inadequate or absent sample, specific results were not computed for the WG 1-5 category.

As with many organizations that have conducted the Safety Barometer, higher-ranking personnel tend to report more positive safety program perceptions overall, while lower-ranking personnel tend to generate less positive responses. Within General Schedule (GS) grades, GS 9-12 holds the highest perceptions, followed by GS/GM 13-15 and the lower grades. GS 1-4 perceptions are notably lower than the other General Schedule groups. Among Wage (WG/WS/WL) grades, WS/WL 1-19 holds a much higher perception than the other WG groups, with WG 6-9 generating the lowest scores. A very high overall percentile score of 90 is generated by WS/WL 1-19 personnel. Above average overall perceptions are also held by GS 9-12 and WG 10-15. The remaining grades all generated below average overall percentile scores.

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

Figure 20 compares the safety perceptions of six Civilian Personnel Marine Corps work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, and Other. To avoid making inaccurate generalizations based on an inadequate or absent sample, results were not computed for the Clinic/Hospital and Ship categories.

Outdoors/Field personnel report the most positive safety program perceptions, generating high scores above 80 for three program categories and a moderately high score of 72 overall. Flightline generated mostly moderately high scores in the 70s. Maintenance and Office staff show more moderate perceptions. Other Location and Shop results are relatively similar to each other and consistently generate the least positive responses, with mostly well below average results. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 17
Percentile Scores of Safety Program Items – Marine Corps – 2007

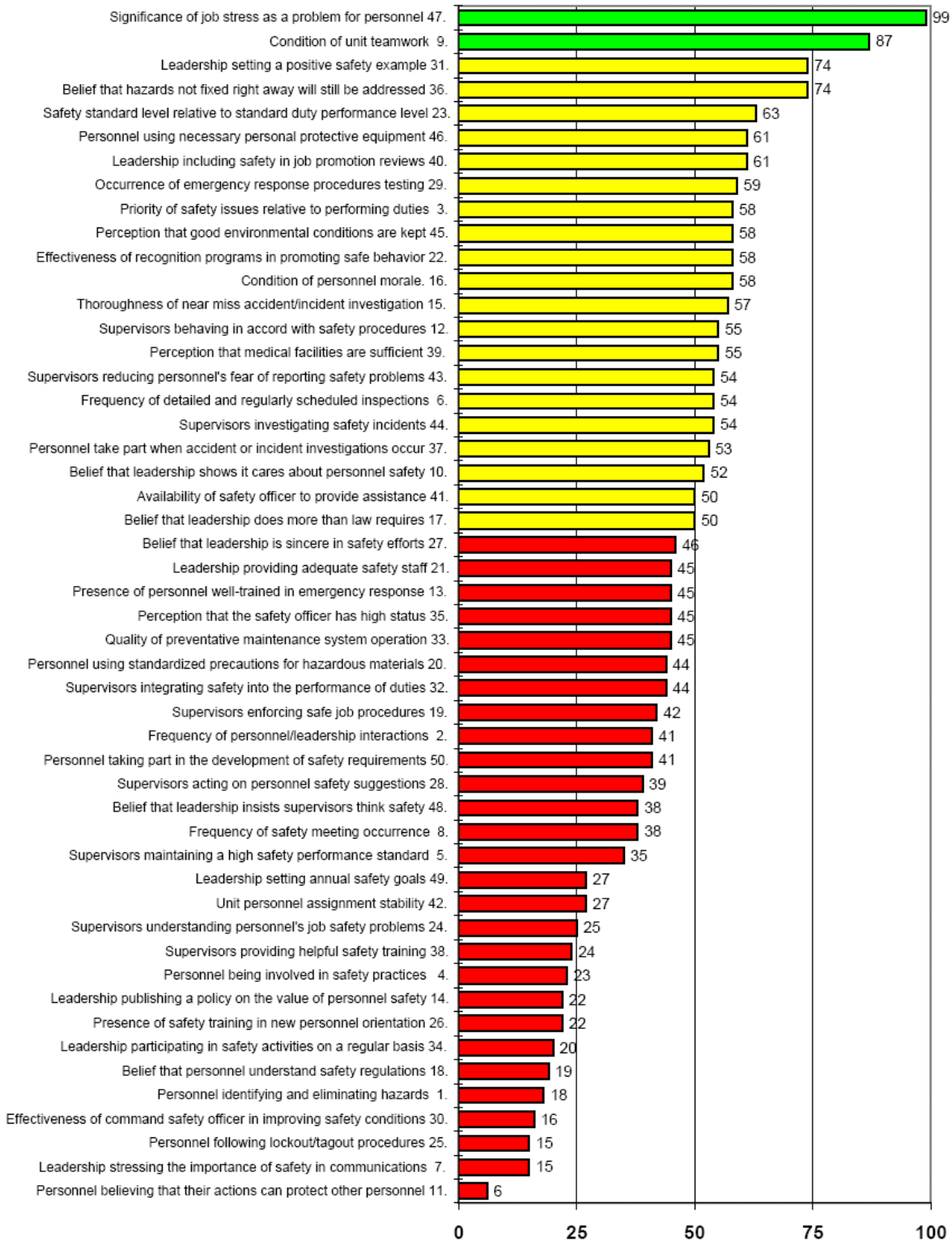


Figure 18
Program Category Percentile Scores – Marine Corps

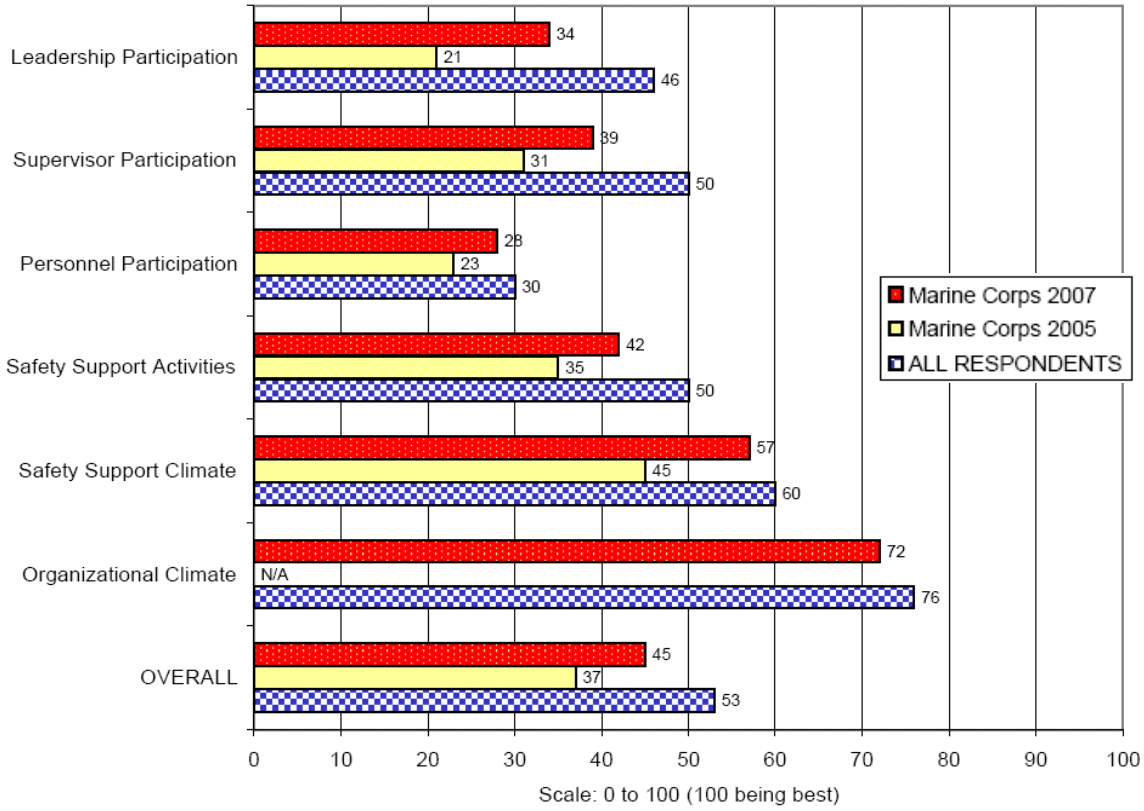


Figure 19
Overall Percentile Scores by Grade – Marine Corps – 2007

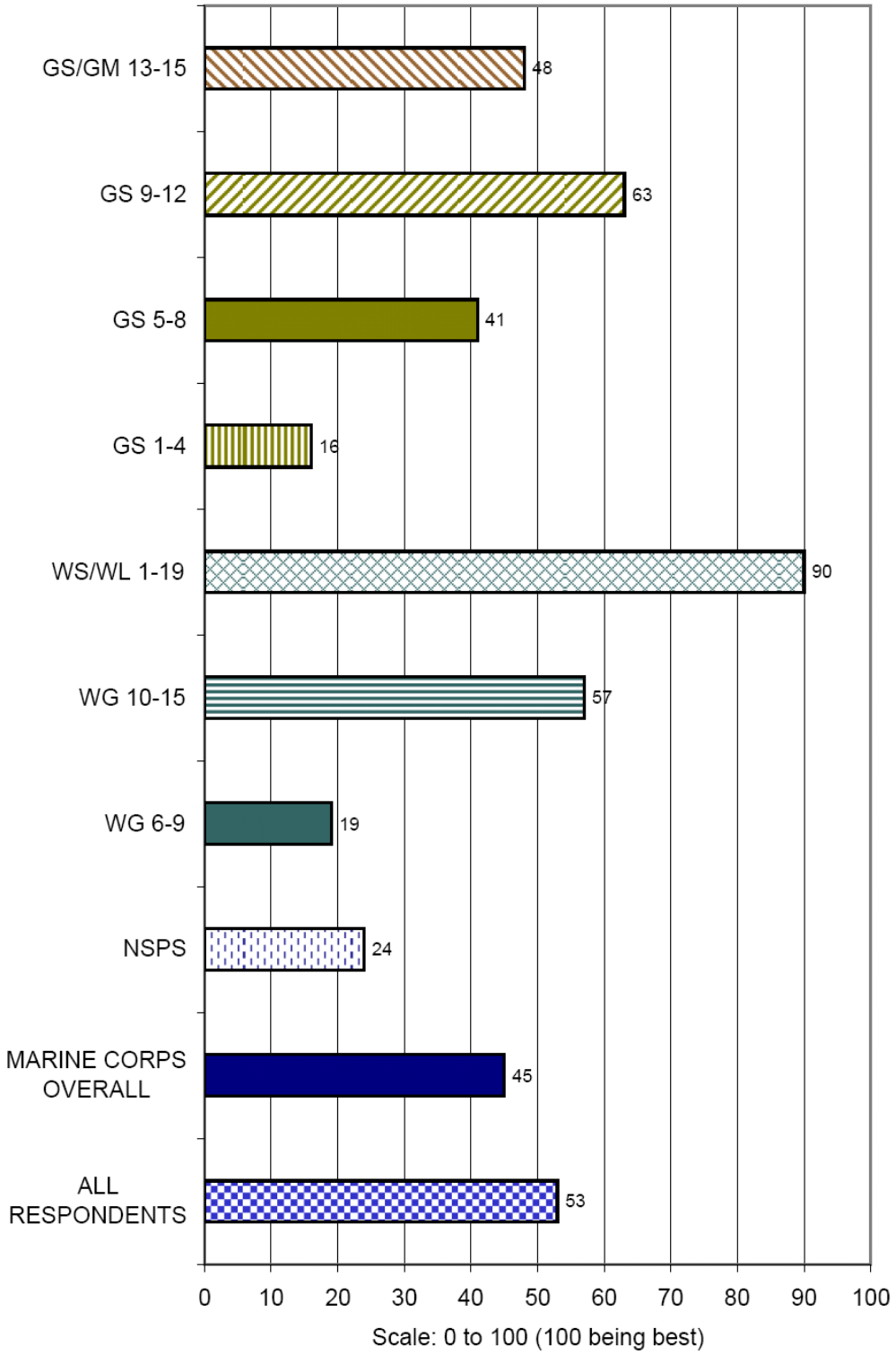
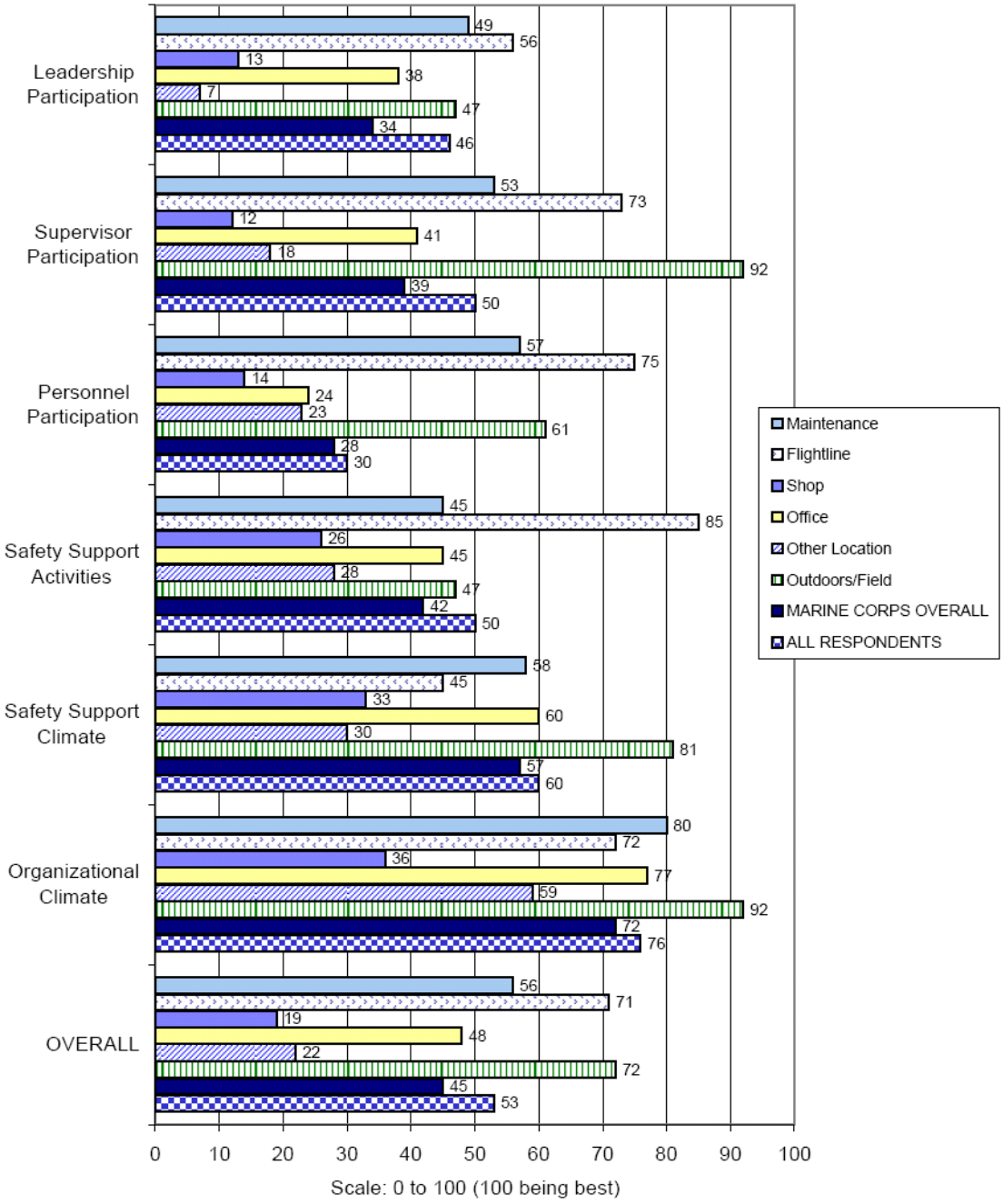


Figure 20
Program Category Percentile Scores by Work Location – Marine Corps – 2007



This Page Intentionally Left Blank

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

3.11 Air Force

Figure 21 graphically presents the Air Force's percentile scores for each of the 50 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 21, 33 items meet or surpass the 50th percentile mark, identical to 33 above average items in 2005. As in 2005, five items achieved a high percentile score at or above 80. The nine highest scoring items for the Air Force had percentile scores at or above 70 and are listed below (with percentile scores):

Q47 Significance of job stress as a problem for personnel (99)
Q9 Condition of unit teamwork (90) - 2005
Q36 Belief that hazards not fixed right away will still be addressed (83) - 2005
Q44 Supervisors investigating safety incidents (82) - 2005
Q40 Leadership including safety in job promotion reviews (80) - 2005
Q31 Leadership setting a positive safety example (79) - 2005
Q3 Priority of safety issues relative to performing duties (78) - 2005
Q33 Quality of preventative maintenance system operation (71) - 2005
Q29 Occurrence of emergency response procedures testing (70)

As indicated by the red shading, the Air Force generated 17 items with scores below the 50th percentile (representing below average performance), similar to 13 such items in 2005. Among these items, 12 items have moderately low scores below 40, one of which has a low score below 20. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

Q11 Personnel believing that their actions can protect other personnel (10) - 2005
Q30 Effectiveness of command safety officer in improving safety condition (22) - 2005
Q42 Unit personnel assignment stability (26)
Q1 Personnel identifying and eliminating hazards (26) - 2005
Q25 Personnel following lockout/tagout procedures (29) - 2005
Q4 Personnel being involved in safety practices (31) - 2005
Q7 Leadership stressing the importance of safety in communications (34) - 2005
Q14 Leadership publishing a policy on the value of personnel safety (35) - 2005
Q39 Perception that medical facilities are sufficient (36)
Q49 Leadership setting annual safety goals (36) - 2005
Q34 Leadership participating in safety activities on a regular basis (37) - 2005
Q8 Frequency of safety meeting occurrence (38) - 2005

Q18 Belief that personnel understand safety regulations (40)
Q50 Personnel taking part in the development of safety requirements (42) - 2005
Q5 Supervisors maintaining a high safety performance standard (48)
Q28 Supervisors acting on personnel safety suggestions (49)
Q26 Presence of safety training in new personnel orientation (49) - 2005

Figure 22 compares the current Air Force results to its own 2005 results and the 2007 all Civilian Personnel respondents. For five of the six program categories, Air Force scores are higher than the All Respondents results. However, current Air Force scores are lower than their 2005 results. The Air Force percentile scores range from a moderate score of 46 for Personnel Participation to a moderately high 75 for Organizational Climate. The overall Air Force Civilian percentile score is a moderately high 62 indicating that 38 percent of the database organizations achieved a higher overall score than did the Air Force. This is a decline of 10 percentile points from Air Force's moderately high score of 72 in 2005.

Figure 23 compares the overall safety perceptions of the Air Force Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made.

As with many organizations that have conducted the Safety Barometer, higher-ranking personnel tend to report more positive safety program perceptions overall compared to lower ranking personnel. Within General Schedule (GS) grades, GS/GM 13-15, GS 9-12, and GS 5-8 hold rather similar perceptions, with GS 1-4 holding the least positive perceptions of the safety program. Among Wage (WG/WS/WL) grades, WS/WL 1-19 holds a much higher perception than the other WG groups, followed by WG 6-9, WG 10-15, and finally WG 1-5 with the lowest Wage group scores. A high overall percentile score of 90 is generated by Other Grade personnel, and high scores above 80 are generated by WS/WL 1-19 and Demo/APS. Above average overall perceptions are also held by GS/GM 13-15, GS 9-12, GS 5-8, GS 1-4, WG 6-9, and NSPS. Below average overall percentile scores are WG 10-15 and WG 1-5.

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

Figure 24 compares the safety perceptions of Civilian Personnel Air Force work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location.

Office personnel report the most positive safety program perceptions for three program categories and overall, generating a moderately high overall score of 69. Clinic/Hospital and

Other Location staff also generated moderately high overall scores of 62 and 60, respectively. Maintenance, Flightline, Shop, and Outdoors/Field staff results are relatively similar to each other and generated moderate overall scores in the 50s. Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 21
Percentile Scores of Safety Program Items – Air Force – 2007

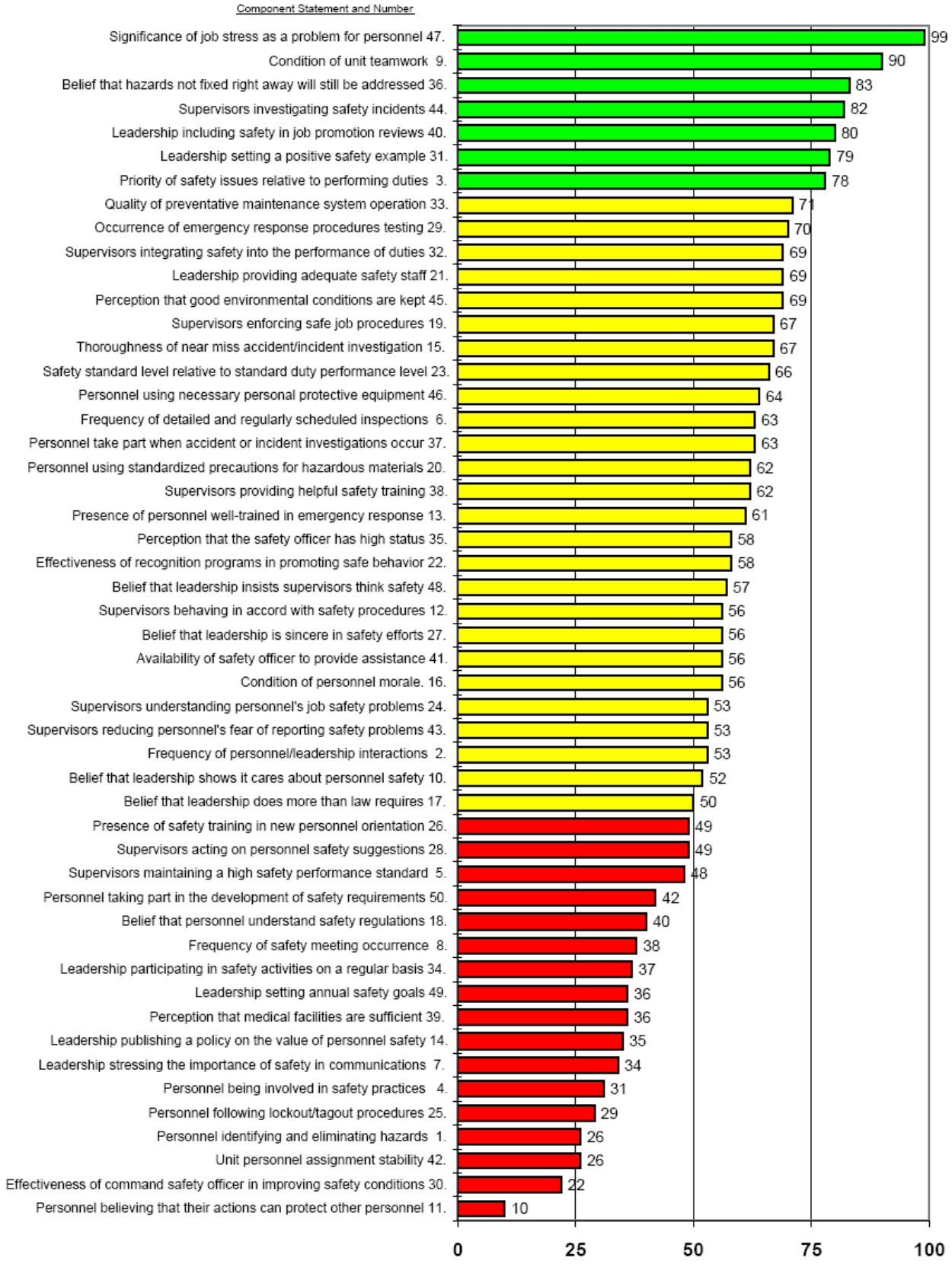


Figure 22
Program Category Percentile Scores – Air Force

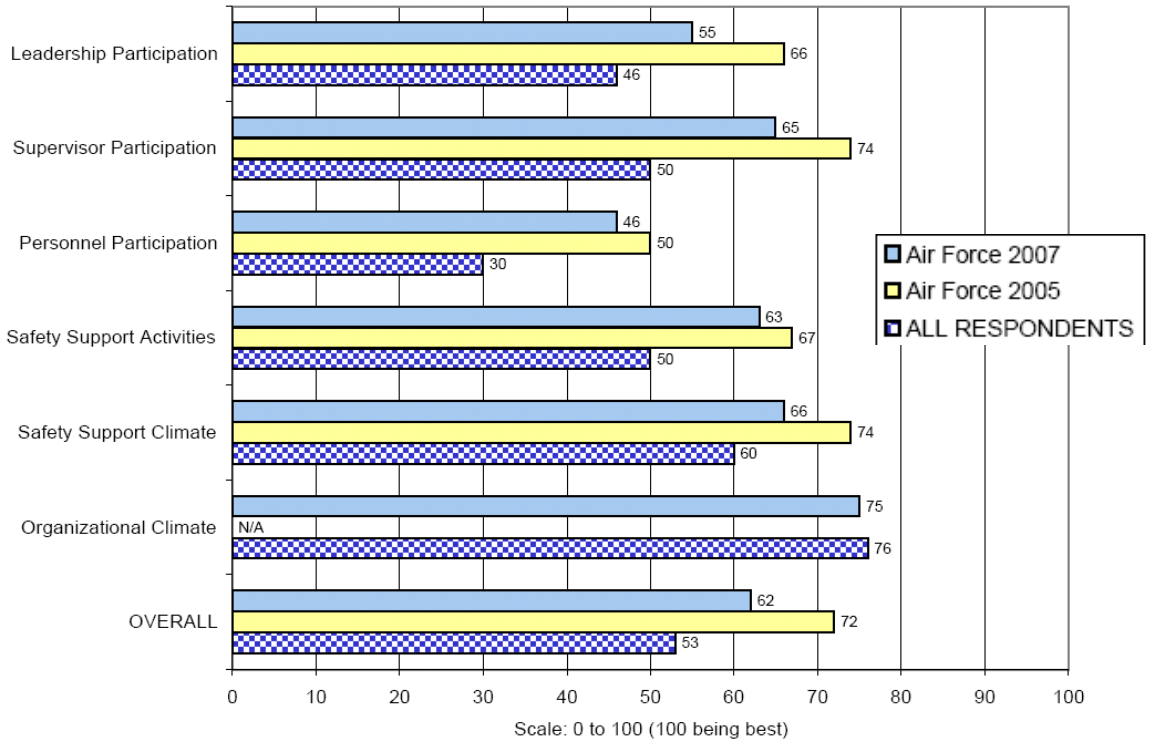


Figure 23
Overall Percentile Scores by Grade – Air Force – 2007

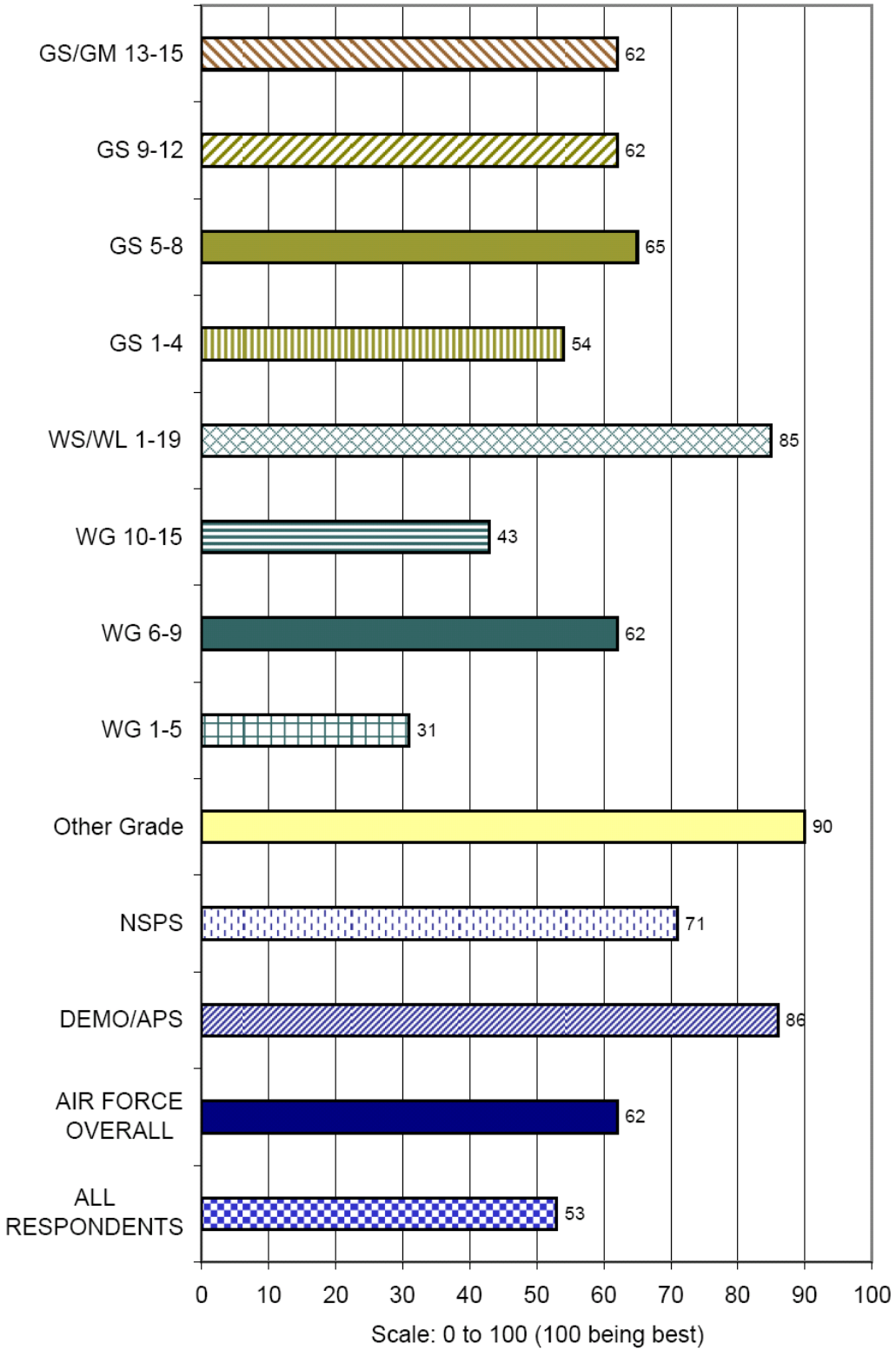
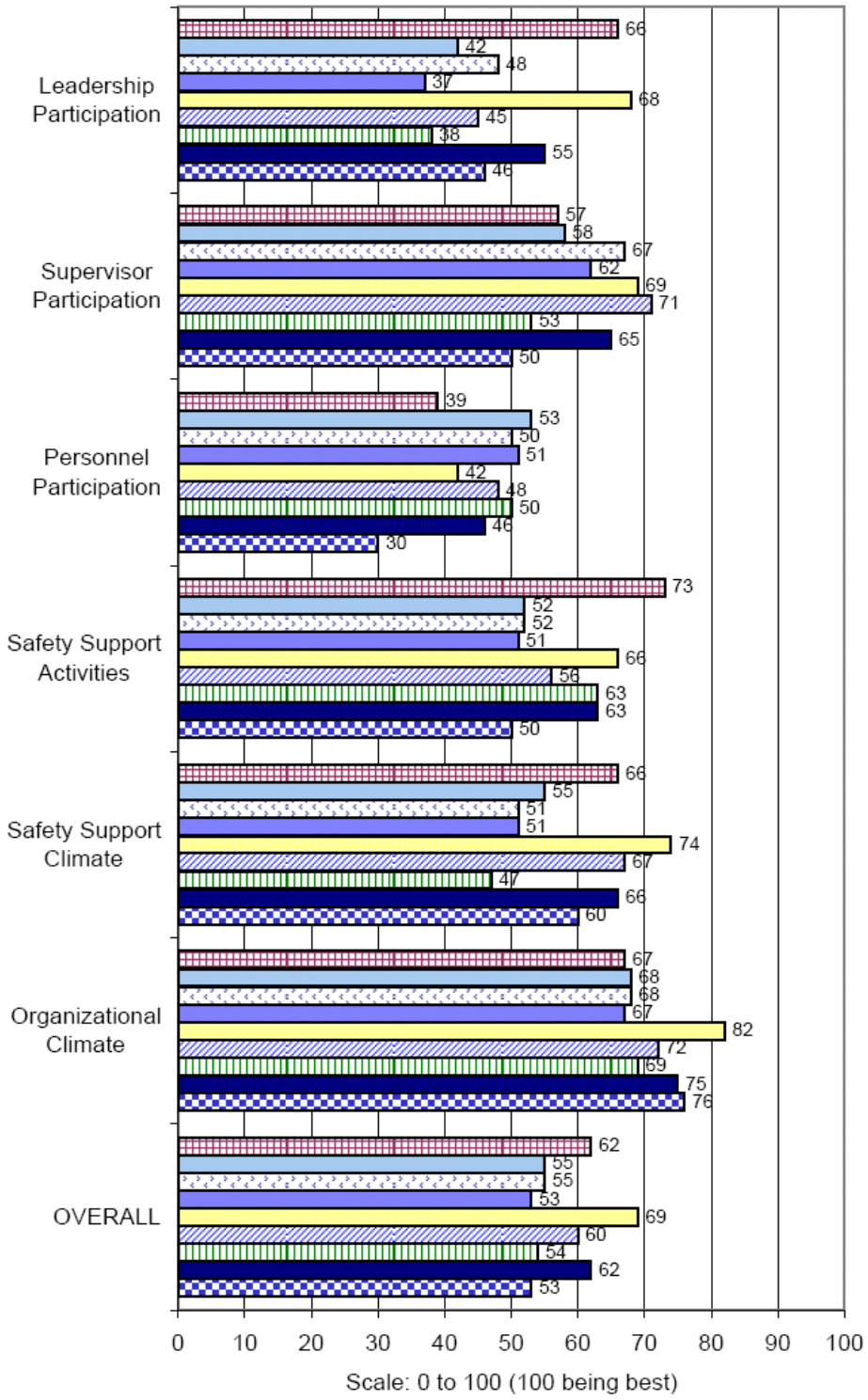


Figure 24
Program Category Percentile Scores by Work Location – Air Force – 2007



3.12 DoD Agencies/Activities

Figure 25 graphically presents the DoD Agencies/Activities percentile scores for each of the 50 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 25, 19 items meet or surpass the 50th percentile mark, similar to 17 above average items in 2005. Two items achieved high scores above 80. The ten highest scoring items for the DoD Agencies/Activities had percentile scores at or above 63 and are listed below (with percentile scores):

Q47 Significance of job stress as a problem for personnel (98)
Q9 Condition of unit teamwork (89) - 2005
Q45 Perception that good environmental conditions are kept (76) - 2005
Q36 Belief that hazards not fixed right away will still be addressed (74) - 2005
Q40 Leadership including safety in job promotion reviews (72) - 2005
Q31 Leadership setting a positive safety example (71) - 2005
Q44 Supervisors investigating safety incidents (68) - 2005
Q29 Occurrence of emergency response procedures testing (66) - 2005
Q3 Priority of safety issues relative to performing duties (65) - 2005
Q33 Quality of preventative maintenance system operation (63) - 2005

As indicated by the red shading, the DoD Agencies/Activities generated 31 items with scores below the 50th percentile (representing below average performance), similar to 29 such items in 2005. Among these items, 21 items have low scores below 40, eight of which have low scores below 20. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

Q11 Personnel believing that their actions can protect other personnel (4) - 2005
Q1 Personnel identifying and eliminating hazards (10) - 2005
Q25 Personnel following lockout/tagout procedures (15) - 2005
Q7 Leadership stressing the importance of safety in communications (16) - 2005
Q30 Effectiveness of command safety officer in improving safety conditions (16) - 2005
Q4 Personnel being involved in safety practices (17) - 2005
Q34 Leadership participating in safety activities on a regular basis (19) - 2005
Q18 Belief that personnel understand safety regulations (19) - 2005
Q24 Supervisors understanding personnel's job safety problems (21) - 2005
Q26 Presence of safety training in new personnel orientation (22) - 2005
Q14 Leadership publishing a policy on the value of personnel safety (22) - 2005

Q8 Frequency of safety meeting occurrence (25) - 2005
Q49 Leadership setting annual safety goals (25) - 2005
Q5 Supervisors maintaining a high safety performance standard (26) - 2005
Q20 Personnel using standardized precautions for hazardous materials (27) - 2005
Q42 Unit personnel assignment stability (29)
Q48 Belief that leadership insists supervisors think safety (29) - 2005
Q50 Personnel taking part in the development of safety requirements (30) - 2005
Q28 Supervisors acting on personnel safety suggestions (33) - 2005
Q41 Availability of safety officer to provide assistance (37) - 2005
Q2 Frequency of personnel/leadership interactions (39) - 2005
Q38 Supervisors providing helpful safety training (40) - 2005
Q19 Supervisors enforcing safe job procedures (40) - 2005
Q27 Belief that leadership is sincere in safety efforts (40) - 2005
Q35 Perception that the safety officer has high status (42) - 2005
Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005
Q10 Belief that leadership shows it cares about personnel safety (42) - 2005
Q6 Frequency of detailed and regularly scheduled inspections (43) - 2005
Q32 Supervisors integrating safety into the performance of duties (44) - 2005
Q17 Belief that leadership does more than law requires (45) - 2005
Q22 Effectiveness of recognition programs in promoting safe behavior (48)

Figure 26 compares the current DoD Agencies/Activities results to its own 2005 results and the 2007 all Civilian Personnel respondents. For all program categories, DoD Agencies/Activities scores are lower than the All Respondents results, and remain relatively similar to its own 2005 results. The DoD Agencies/Activities percentile scores range from a moderately low score of 19 for Personnel Participation to a moderately high 72 for Organizational Climate. The overall DoD Agencies/Activities percentile score is a moderate but below average 43 indicating that 57 percent of the database organizations achieved a higher overall score than did the DoD Agencies/Activities. This is a negligible decrease of 1 percentile points from DoD Agencies/Activities' previous score of 44 in 2005.

Figure 27 compares the overall safety perceptions of the DoD Agencies/Activities Civilian Personnel grades. Because the grade categories changed from 2005 to 2007, comparisons across survey years cannot be made. Counter to many organizations that have conducted the Safety Barometer, General Schedule (GS & GM) staff generated increasingly more positive safety program perceptions by lower-ranking personnel. The similarity of perceptions among this grade group is an unusual and commendable achievement. More typically, among Wage (WG/WS/WL) grades, WS/WL 1-19 holds a much higher perception than the other WG groups, with WG 6-9 and WG 1-5 demonstrating the lowest scores. No DoD Agencies/Activities grade generated a high overall percentile score above 80. Above average overall perceptions are held by WS/WL 1-19, WG 10-15, and Other Grade staff. The remaining grades scored below 50.

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

Figure 28 compares the safety perceptions of eight Civilian Personnel DoD Agencies/Activities work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Ship, Clinic/Hospital, and Other Location. Flightline and Ship staff personnel report the most positive safety program perceptions with many high to very high scores in the 80s and 90s. More moderate perceptions are held by Clinic/Hospital, Other Location, and Outdoors/Field staff, with overall percentile scores in the 50s. Maintenance and Shop staff also tended toward moderate perceptions, generating slightly below average overall percentile scores. Office personnel consistently generate the least positive responses with well below average perceptions.

Relative similarity among work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration or perception of the safety program.

Figure 25
Percentile Scores of Safety Program Items – DoD Agencies/Activities – 2007

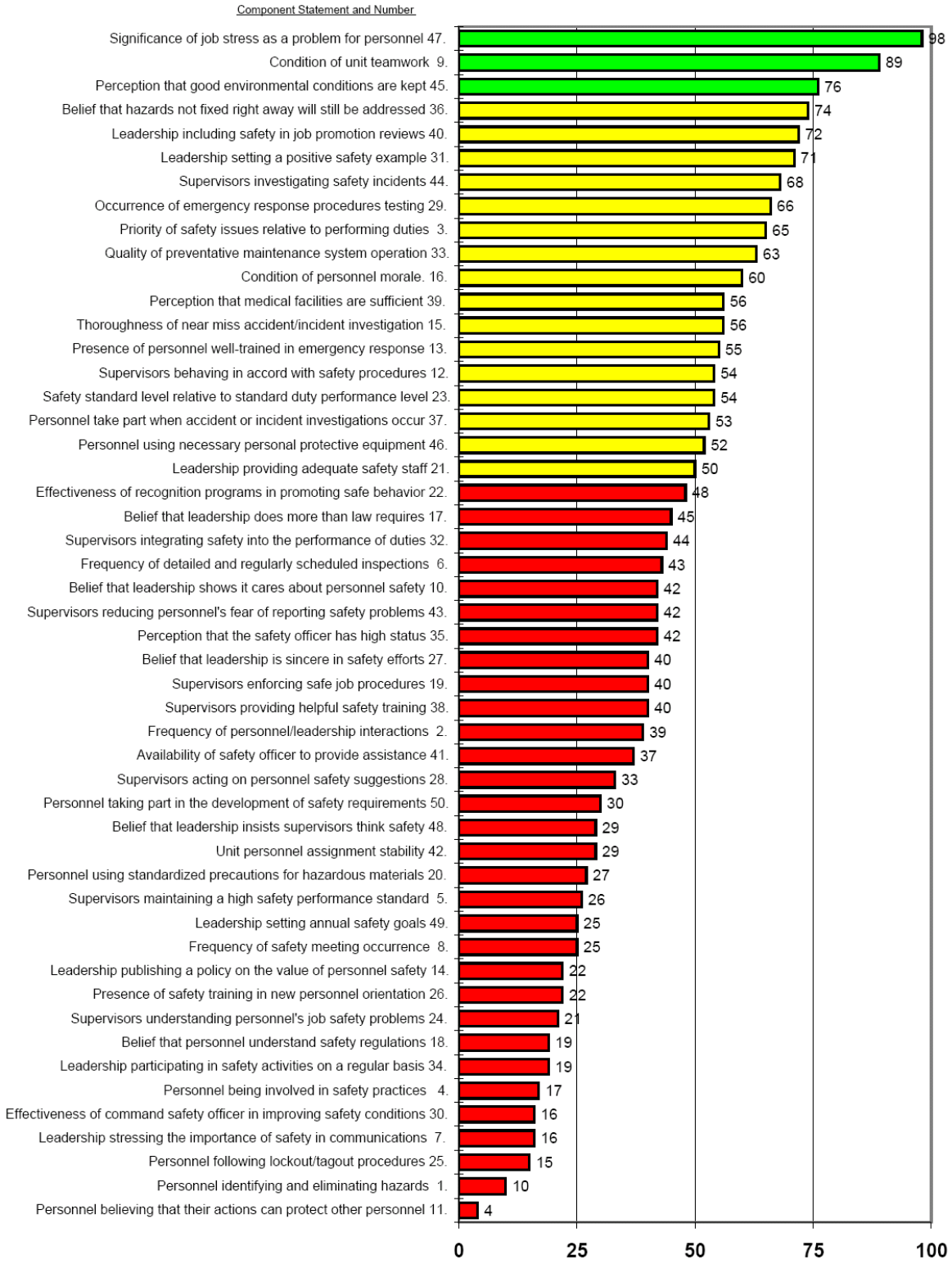


Figure 26
Program Category Percentile Scores – DoD Agencies/Activities

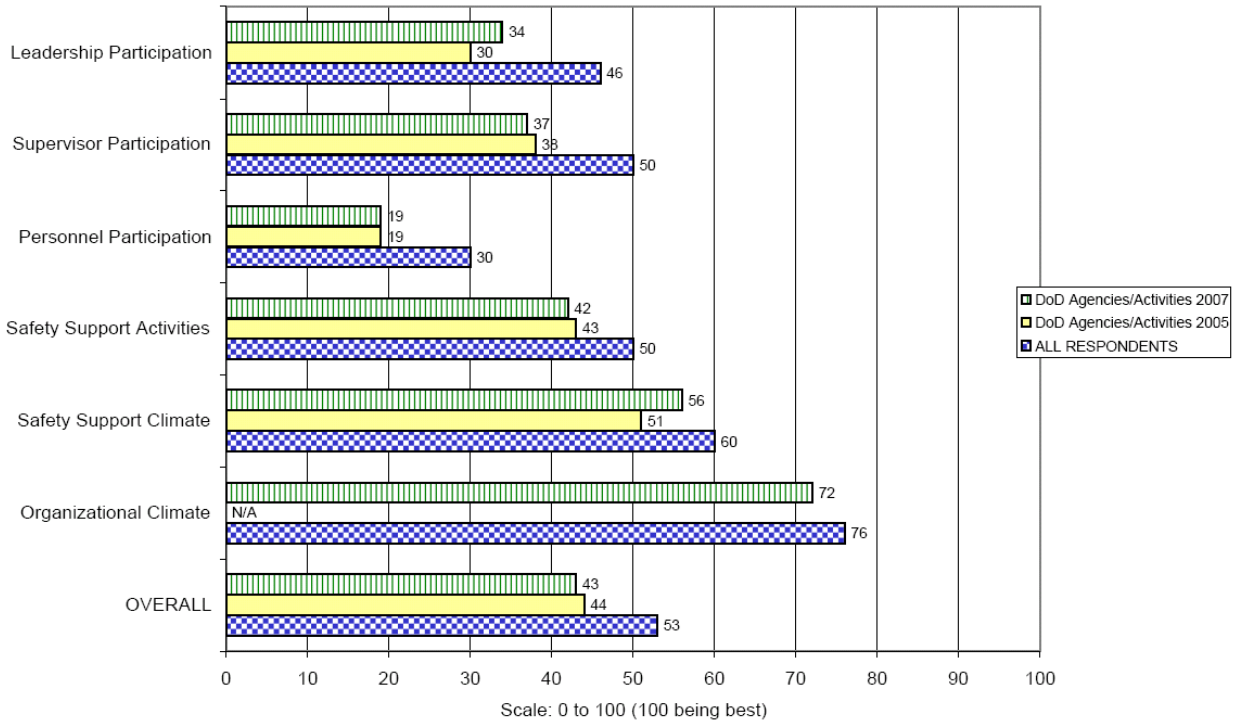


Figure 27
Overall Percentile Scores by Grade – DoD Agencies/Activities – 2007

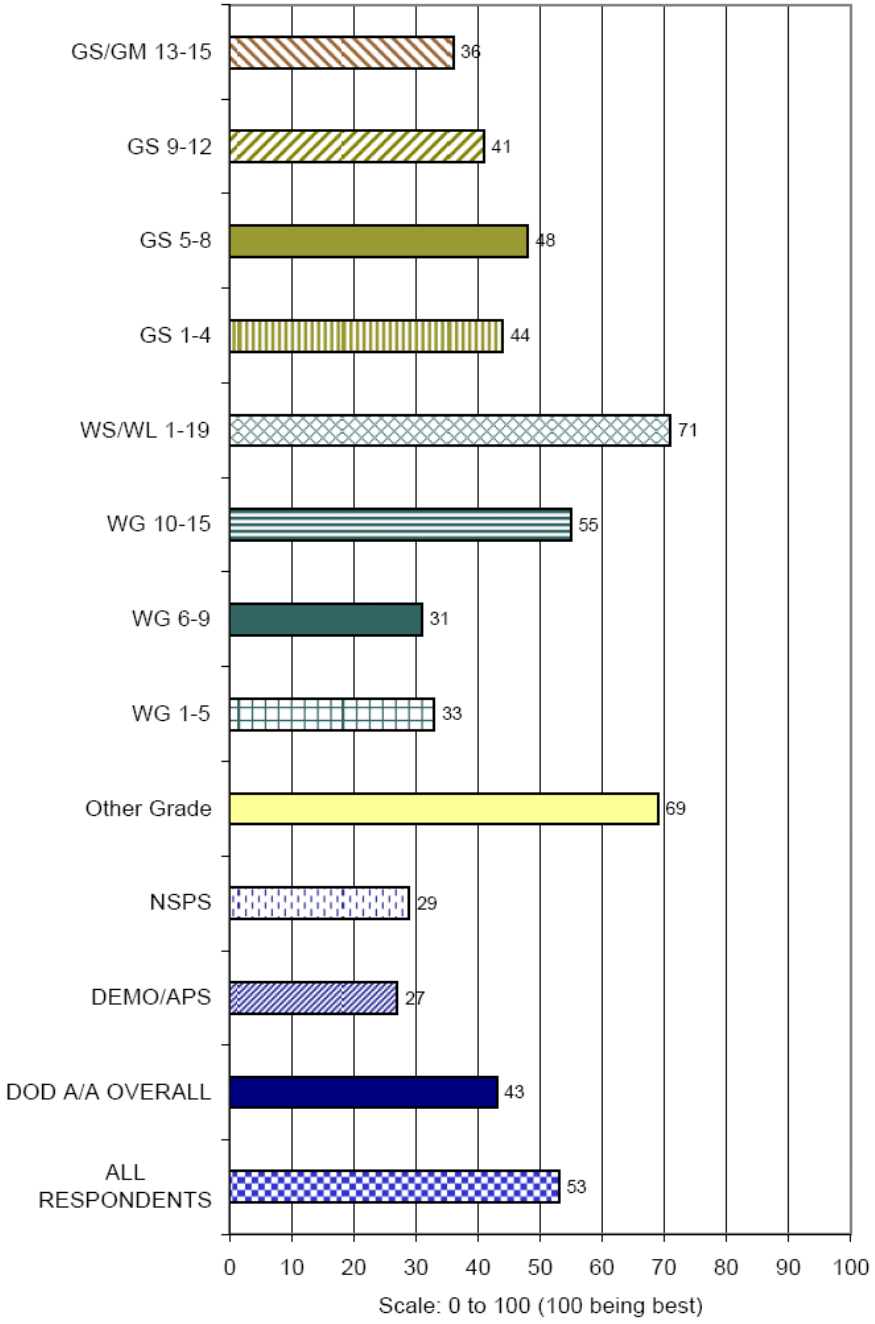
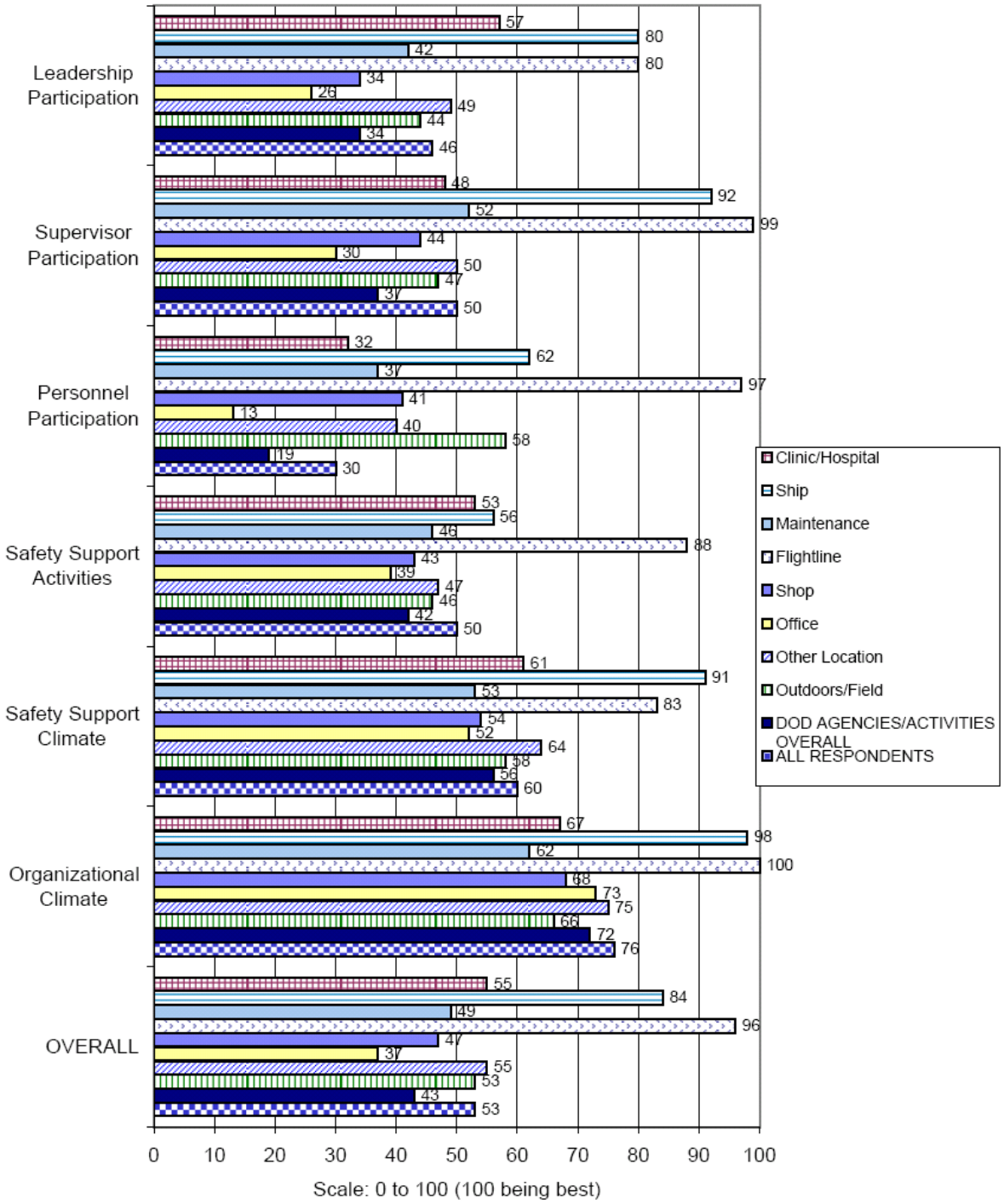


Figure 28
Program Category Percentile Scores by Work Location –
DoD Agencies/Activities – 2007



4 Conclusions

4.1 Overview

This report provides results of a survey of Civilian personnel conducted in 2007, with comparisons to 2005 results. These results can be used to assess perceptions of Civilian personnel regarding a variety of culture and activity-based items, to identify priority problem areas for specific action planning, and to analyze differences by grade, branch of Service, and work location. The data presented in this report can also be used as a baseline against which to continue measuring future progress and to quantify changes in perceptions regarding activity-based and culture-based issues in the future. Used on an on-going basis, the survey facilitates motivation, encourages safety related actions and serves as an evaluation and planning tool.

4.2 Path Forward

DoD Components should use these results as a catalyst and guide for making current safety program improvements. This report identifies lower-scoring priority items and problem areas for the organization as a whole and for various subgroups of personnel. Safety managers should examine the results and use the following three-step process to:

- Investigate, discuss, and understand why the areas might have been identified as lower-scoring priorities by survey respondents;
- Decide whether attention to each candidate priority item aligns with broader cultural and strategic initiatives of the organization; and
- Select and implement specific action-oriented strategies as countermeasures within DoD.

In addition, in order to maximize use of survey results:

- A team or teams of personnel should be identified with specific responsibility to further understand survey results and implement the three-step results interpretation process described above.
- Results interpretation team(s) should include personnel from all appropriate branches of Service, grades, and other demographic groups.
- Proposed action-oriented strategies developed by the results interpretation team(s) should be reviewed by high-level DoD leadership and implemented with clear support from them
- Results of the action plans should be measured using appropriate indicators and re-implementation of the survey instrument, for which a timetable should be determined as far in advance as possible.
- Feedback of survey results should be communicated to those identified in the survey population and to a wider distribution within DoD as appropriate.

4.3 List of Report Conclusions

The safety program for Civilian personnel received generally moderate ratings on the Safety Barometer survey, with more than half the 50 standard items scoring below average. Compared with responses from the 232 locations in the NSC database, Civilian Personnel percentile scores for safety program categories ranged from a moderately low 30 for Personnel Participation to a moderately high 76 for Organizational Climate. Currently, four of the six standard program categories have percentile scores at or above the average of 50. The overall Safety Barometer percentile score is a moderate 53 out of 100, meaning that 47 percent of the database organizations achieved a higher overall score than did Civilian personnel. This is a slight decline from the moderate score of 56 for DoD Civilian Personnel in 2005.

Closer examination shows that Civilian personnel scored at or above the 50th percentile for 24 of 50 standard items, very similar to 21 above average items in 2005. Two items generated high scores above 80. It is generally recommended that safety program items with percentiles less than 50 receive attention. These lowest scoring items may be used to establish improvement priorities. The 26 Safety Barometer items that generated below average percentile scores (<50) for Civilian personnel are presented below from lowest to highest percentile score.

Q11 Personnel believing that their actions can protect other personnel (6) - 2005
Q1 Personnel identifying and eliminating hazards (16) - 2005
Q30 Effectiveness of command safety officer in improving safety conditions (19) - 2005
Q25 Personnel following lockout/tagout procedures (20) - 2005
Q18 Belief that personnel understand safety regulations (25) - 2005
Q4 Personnel being involved in safety practices (26) - 2005
Q7 Leadership stressing the importance of safety in communications (27) - 2005
Q42 Unit personnel assignment stability (27)
Q34 Leadership participating in safety activities on a regular basis (29) - 2005
Q14 Leadership publishing a policy on the value of personnel safety (29) - 2005
Q49 Leadership setting annual safety goals (32) - 2005
Q8 Frequency of safety meeting occurrence (33) - 2005
Q26 Presence of safety training in new personnel orientation (33) - 2005
Q24 Supervisors understanding personnel's job safety problems (36) - 2005
Q5 Supervisors maintaining a high safety performance standard (36) - 2005
Q50 Personnel taking part in the development of safety requirements (38) - 2005
Q28 Supervisors acting on personnel safety suggestions (41) - 2005
Q48 Belief that leadership insists supervisors think safety (43) - 2005
Q41 Availability of safety officer to provide assistance (45) - 2005
Q38 Supervisors providing helpful safety training (46) - 2005
Q27 Belief that leadership is sincere in safety efforts (46)

Q43 Supervisors reducing personnel's fear of reporting safety problems (47)
Q10 Belief that leadership shows it cares about personnel safety (48) - 2005
Q20 Personnel using standardized precautions for hazardous materials (48)
Q35 Perception that the safety officer has high status (49) - 2005
Q6 Frequency of detailed and regularly scheduled inspections (49) - 2005

Within grade groups, higher-ranking grades tended to generate more positive perceptions among Civilian personnel, although this trend is stronger within some grade groups than in others. Currently, the Blue Collar and WS/WL 1-19 categories generate high overall percentile scores in the 80s. The lowest scoring grade is the Non-Categorized staff, who generated a very low score of 10.

Dissimilarities in perceptions among work locations were found, with those in Clinic/Hospital and Ship having the most positive perceptions (overall scores of 70 and 62, respectively). However, Ship staff also exhibited the largest decline among work locations, decreasing -24 percentile points since 2005. Those in Other Location and Outdoor/Field have the least positive perceptions, with overall scores of 49 and 46, respectively, which also reflect percentile score decreases since 2005.

Branch of Service analyses show that, while declining 10 percentile points since 2005, the Air Force again generated the most positive safety program perceptions with a moderately high overall percentile score of 62. Army and Navy results continue to be moderate, each producing an overall score of 52. Marine Corps is the only branch of Service that shows improvement since 2005, with overall percentile scores increasing 8 points from a moderately low 37 in 2005 to a slightly below average 45 in 2007. The DoD Agencies/Activities respondents had the least positive perceptions, declining slightly from a moderately low 44 in 2005 to 43 in 2007.

The results in this report are a guide for making safety program improvements. The data presented in this report can also be used as a baseline against which to continue measuring future progress. Communicating results of the survey and involving personnel in the decision-making process that results from it are fundamental aspects of any successful safety program

Appendix A – SECDEF Memo – 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.

Robert M. Gates

OSD 07979-07
5/31/2007 9:36:40 AM

Appendix B – Scope and Methodology

Scope. This is part of the biennial report by the DoD Office of Inspector General (DoD OIG) documenting perception survey results. The purpose of this report was to evaluate the DoD Civilian personnel perception of safety, and compare to 2005 survey results. The survey was designed and administered with the support of the National Safety Council (NSC).

Work Performed. The DoD OIG safety evaluation team, in conjunction with the NSC, designed, developed, and analyzed results of the DoD safety perception surveys. The NSC administered the senior leader survey (see report IE 2008-006), and the Defense Manpower Data Center (DMDC) administered the safety perception survey. The safety perception survey process began on 4/30/2007. DMDC mailed notification letters to 102,490 DoD Civilian Personnel. 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 5/07/2007 and 6/14/2007.

DMDC employed single-stage, non-proportional stratified random sampling procedures, drawing the population of 102,490 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. Completed surveys (50 percent or more items answered) were received from 66,970 eligible respondents. The weighted response rate was 65.3 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 OIG evaluation team performed the evaluation in accordance with the *Quality Standards for Inspections,* the President's Council on Integrity and Efficiency, January 2005.

Appendix C – Safety Barometer Survey

2007 Status of Forces Survey of DoD Civilian Employees

SAFETY ITEMS

C 137. To what extent 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.	☒	☒	☒	☒	☒
b. There is frequent contact and communication between personnel and leadership.	☒	☒	☒	☒	☒
c. Safety takes a back seat to performing duties.	☒	☒	☒	☒	☒
d. Personnel often get involved in developing or revising safety practices.	☒	☒	☒	☒	☒
e. My supervisor maintains a high job safety standard.	☒	☒	☒	☒	☒
f. Detailed inspections of the base and facilities are made at regular, frequent intervals.	☒	☒	☒	☒	☒
g. Leadership's views on the importance of safety are seldom stressed in personnel communications.	☒	☒	☒	☒	☒
h. Safety meetings are held less often than they should be.	☒	☒	☒	☒	☒
i. Good teamwork exists within our unit.	☒	☒	☒	☒	☒
j. Leadership shows that it cares about personnel safety.	☒	☒	☒	☒	☒
k. I can protect myself and other personnel through my actions while on duty.	☒	☒	☒	☒	☒
l. My supervisor's behavior often goes against safety procedures.	☒	☒	☒	☒	☒
m. Designated personnel are well trained in emergency-response related procedures, including evacuation.	☒	☒	☒	☒	☒
n. Leadership has published a written policy that expresses their attitude about personnel safety.	☒	☒	☒	☒	☒
o. Near miss accidents/ incidents are thoroughly investigated.	☒	☒	☒	☒	☒
p. Morale among personnel in my unit is poor.	☒	☒	☒	☒	☒
q. Leadership does no more than the law requires to keep personnel safe.	☒	☒	☒	☒	☒
r. I understand the safety regulations relating to my duties.	☒	☒	☒	☒	☒

2007 Status of Forces Survey of DoD Civilian Employees

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

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

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
ax. Personnel rarely take part in the development of safety requirements for their jobs.	☒	☒	☒	☒	☒

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

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

Appendix D – Safety Barometer Question Number Key

In the 2005 SAFETY BAROMETER, DoD substituted 4 standard survey items with customized items. The standard NSCs SAFETY BAROMETER items previously removed were then included in 2007, while no custom items were included. Because of these changes, each statement may not be assigned the same question letter across survey years. In order to compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key below provides a crossreference between the NSC numbers used in the Results Report and the question lettering in two SAFETY BAROMETER surveys.

Question Number Key for DoD SAFETY BAROMETER Forms

Category	Statement (short form, as found in Results Report tables and figures)	NSC Question Number	Question Letter on DoD Form	
		Report & Appendices	2005 Survey	2007 Survey
PP	Personnel identifying and eliminating hazards	1	A	A
OC	Frequency of personnel/leadership interactions	2	B	B
SSC	Priority of safety issues relative to performing duties	3	C	C
PP	Personnel being involved in safety practices	4	D	D
SP	Supervisors maintaining a high safety performance standard	5	E	E
SSA	Frequency of detailed and regularly scheduled inspections	6	F	F
LP	Leadership stressing the importance of safety in communications	7	G	G
SSA	Frequency of safety meeting occurrence	8	H	H
OC	Condition of unit teamwork	9	I	I
SSC	Belief that leadership shows it cares about personnel safety	10	J	J
PP	Personnel believing that their actions can protect other personnel	11	K	K
SP	Supervisors behaving in accord with safety procedures	12	L	L
SSA	Presence of personnel well-trained in emergency response	13	M	M
LP	Leadership publishing a policy on the value of personnel safety	14	N	N
SSA	Thoroughness of near miss accident/incident investigation	15	O	O
OC	Condition of personnel morale.	16	n/a	P
SSC	Belief that leadership does more than law requires	17	P	Q
PP	Belief that personnel understand safety regulations	18	Q	R

SP	Supervisors enforcing safe job procedures	19	R	S
PP	Personnel using standardized precautions for hazardous materials	20	S	T
LP	Leadership providing adequate safety staff	21	T	U
SSA	Effectiveness of recognition programs in promoting safe behavior	22	U	V
SSC	Safety standard level relative to standard duty performance level	23	V	W
SP	Supervisors understanding personnel's job safety problems	24	W	X
PP	Personnel following lockout/tagout procedures	25	X	Y
SSA	Presence of safety training in new personnel orientation	26	Y	Z
SSC	Belief that leadership is sincere in safety efforts	27	Z	AA
SP	Supervisors acting on personnel safety suggestions	28	AA	AB
SSA	Occurrence of emergency response procedures testing	29	AB	AC
SSA	Effectiveness of command safety officer in improving safety conditions	30	AC	AD
LP	Leadership setting a positive safety example	31	AD	AE
SP	Supervisors integrating safety into the performance of duties	32	AE	AF
SSA	Quality of preventative maintenance system operation	33	AF	AG
LP	Leadership participating in safety activities on a regular basis	34	AG	AH
SSC	Perception that the safety officer has high status	35	AH	AI
SSC	Belief that hazards not fixed right away will still be addressed	36	AI	AJ
PP	Personnel take part when accident or incident investigations occur	37	AJ	AK
SP	Supervisors providing helpful safety training	38	AK	AL
SSC	Perception that medical facilities are sufficient	39	n/a	AM
LP	Leadership including safety in job promotion reviews	40	AL	AN
SSA	Availability of safety officer to provide assistance	41	AM	AO
OC	Unit personnel assignment stability	42	n/a	AP
SP	Supervisors reducing personnel's fear of reporting safety problems	43	AN	AQ
SP	Supervisors investigating safety incidents	44	AO	AR
SSC	Perception that good environmental conditions are kept	45	AP	AS
PP	Personnel using necessary personal protective equipment	46	AQ	AT

OC	Significance of job stress as a problem for personnel	47	n/a	AU
SSC	Belief that leadership insists supervisors think safety	48	AR	AV
LP	Leadership setting annual safety goals	49	AS	AW
PP	Personnel taking part in the development of safety requirements	50	AT	AX
CUS	Stress level/operations tempo increasing accidents off-duty	n/a	AU	n/a
CUS	Off-duty vehicular accidents due to bad decisions, not safety training	n/a	AV	n/a
CUS	DoD's responsibility concerning off-duty safety	n/a	AW	n/a
CUS	Supervisor concern for personnel safety off-duty	n/a	AX	n/a

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

n/a: Does not apply.

Appendix E – NSC Methods and Data Analysis

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

***SAFETY BAROMETER* Background**

The content of the Safety Barometer survey form (Appendix C) itself was distilled from a variety of sources, such as the compilation of importance ratings of safety program practices by top safety professionals, review of research comparing safety program items of organizations with high versus low injury rates, analysis of the best National Safety Council member safety programs, and examination of numerous safety program survey and audit questionnaires. The usefulness of the format was verified through testing with more than 100 establishments throughout the United States.

Results Interpretation

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

Administration Process

Active duty personnel participated in the Safety Barometer survey in spring 2007. 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 program categories (see Appendix D for cross-reference of numbering schemes). Together, they present a comprehensive overview of the DoD's safety program.

SAFETY BAROMETER
Statement Groupings by Program Category

Program Category	Survey Statements: NSC Number (DoD 2007 Letter)
Leadership Participation	7(G), 14(N), 21(U), 31(AE), 34(AH), 40(AN), 49(AW)
Supervisor Participation	5(E), 12(L), 19(S), 24(X), 28(AB), 32(AF), 38(AL), 43(AQ), 44(AR)
Personnel Participation	1(A), 4(D), 11(K), 18(R), 20(T), 25(Y), 37(AK), 46(AT), 50(AX)
Safety Support Activities	6(F), 8(H), 13(M), 15(O), 22(V), 26(Z), 29(AC), 30(AD), 33(AG), 41(AO)
Safety Support Climate	3(C), 10(J), 17(Q), 23(W), 27(AA), 35(AI), 36(AJ), 39(AM), 45(AS), 48(AV)
Organizational Climate	2(B), 9(I), 16(P), 42(AP), 47(AU)

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

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

The fourth category concerns activities frequently found in successful programs:

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

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

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

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

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

+2 = Strongly Agree
+1 = Agree
0 = No Opinion
-1 = Disagree
-2 = Strongly Disagree

Responses to statements with negative descriptions were scored oppositely.

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

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

Appendix F – Response Distributions by Grade

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q1 Personnel identify hazards

XPAYGRP	Count / Row Pct	Strongly Agree (1)	Agree (2)	No Opinion (3)	Disagree (4)	Strongly Disagree (5)	Row Total
1	GS 1-4	3152 / 15.8	10690 / 53.4	5190 / 25.9	608 / 3.0	372 / 1.9	20013 / 3.3
2	GS 5-8	14937 / 16.7	47763 / 53.4	19525 / 21.8	6185 / 6.9	960 / 1.1	89370 / 14.6
3	GS-9-12	24421 / 14.3	100257 / 58.7	33353 / 19.5	11348 / 6.6	1441 / .8	170821 / 28.0
4	GS/GM 13-15	7251 / 12.5	31492 / 54.1	13696 / 23.5	5307 / 9.1	467 / .8	58214 / 9.5
5	SES	121 / 14.9	476 / 58.6	145 / 17.9	65 / 8.0	6 / .7	813 / .1
6	Other	1507 / 12.6	7028 / 58.8	2234 / 18.7	1105 / 9.2	79 / .7	11953 / 2.0
7	WG 1-5	2870 / 22.8	6040 / 48.0	2712 / 21.6	951 / 7.6	234 / 1.9	12574 / 2.1
8	WG 6-9	6402 / 21.7	16507 / 55.9	4509 / 15.3	1884 / 6.4	855 / .8	29536 / 4.8
9	WG 10-15	9555 / 16.2	35846 / 60.6	9387 / 15.9	3502 / 5.9	159 / 1.4	59146 / 9.7
10	WS/WL 1-19	5731 / 24.1	14956 / 62.8	2147 / 9.0	807 / 3.4	171 / .7	23800 / 3.9
11	NSPS Pay Bands T	13345 / 13.3	55217 / 55.2	23881 / 23.9	6475 / 6.5	1102 / 1.2	100088 / 16.4
12	Demo/APS Status	3808 / 12.3	18014 / 58.4	6779 / 22.0	2139 / 6.9	30 / .3	30843 / 5.1
13	Other Remaining	552 / 20.6	1537 / 57.4	475 / 17.7	113 / 4.2	2 / .1	2676 / .4
14	Non-categoried P		108 / 31.2	238 / 68.8			345 / .1
	Column Total	93653 / 15.3	345932 / 56.7	124271 / 20.4	40489 / 6.6	5846 / 1.0	610191 / 100.0

Number of Missing Observations: 49068

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q2 Frequent contact between personnel and l

XPAYGRP	Count / Row Pct	Strongly Agree (1)	Agree (2)	No Opinion (3)	Disagree (4)	Strongly Disagree (5)	Row Total
1	GS 1-4	2318 / 11.5	10087 / 50.0	4862 / 24.1	2043 / 10.1	856 / 4.2	20166 / 3.3
2	GS 5-8	10624 / 12.0	42499 / 48.0	22111 / 25.0	10459 / 11.8	2829 / 3.2	88523 / 14.5
3	GS-9-12	16718 / 9.8	84231 / 49.3	45358 / 26.5	20444 / 12.0	4102 / 2.4	170851 / 28.0
4	GS/GM 13-15	6034 / 10.4	28242 / 48.7	15002 / 25.9	7230 / 12.5	1464 / 2.5	57971 / 9.5
5	SES	159 / 19.6	478 / 58.8	126 / 15.5	42 / 5.2	8 / .9	813 / .1
6	Other	1589 / 13.3	6977 / 58.4	2650 / 22.2	569 / 4.8	158 / 1.3	11943 / 2.0
7	WG 1-5	1535 / 12.2	5718 / 45.6	3063 / 24.4	1861 / 14.8	364 / 2.9	12541 / 2.1
8	WG 6-9	3809 / 12.8	13982 / 47.0	6536 / 22.0	3892 / 13.1	1535 / 5.2	29754 / 4.9
9	WG 10-15	5800 / 9.8	27346 / 46.4	15947 / 27.0	7568 / 12.8	2325 / 3.9	58985 / 9.7
10	WS/WL 1-19	4046 / 16.9	13941 / 58.4	3692 / 15.5	2045 / 8.6	167 / .7	23891 / 3.9
11	NSPS Pay Bands T	10723 / 10.7	51892 / 51.9	24441 / 24.4	10571 / 10.6	2350 / 2.4	99976 / 16.4
12	Demo/APS Status	2775 / 9.0	15227 / 49.5	8582 / 27.9	3697 / 12.0	509 / 1.7	30790 / 5.1
13		302	1604	716	55		2676

```
  Other Remaining  |  11.3  |  59.9  |  26.7  |   2.1  |
    |    .4
                   +--------+--------+--------+--------+----
----+
              14   |        |    76  |   269  |        |
    |   345
  Non-categoried P |        |  22.1  |  77.9  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
           Column   66432   302300   153355    70475
16665   609228
            Total    10.9     49.6     25.2     11.6
2.7    100.0

Number of Missing Observations:  50031
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q3  Safety
takes a back seat to production

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
               1   |  1356  |  2856  |  4966  |  7882  |
2638  | 19698
  GS 1-4           |   6.9  |  14.5  |  25.2  |  40.0  |
13.4  |   3.2
                   +--------+--------+--------+--------+----
----+
               2   |  3908  | 10947  | 23022  | 39164  |
11974  | 89014
  GS 5-8           |   4.4  |  12.3  |  25.9  |  44.0  |
13.5  |  14.6
                   +--------+--------+--------+--------+----
----+
               3   |  4819  | 17033  | 40639  | 81764  |
25954  |170209
  GS-9-12          |   2.8  |  10.0  |  23.9  |  48.0  |
15.2  |  28.0
                   +--------+--------+--------+--------+----
----+
               4   |   653  |  4576  | 12044  | 31387  |
9367  | 58026
  GS/GM 13-15      |   1.1  |   7.9  |  20.8  |  54.1  |
16.1  |   9.5
                   +--------+--------+--------+--------+----
----+
               5   |    17  |    38  |   141  |   468  |
152  |   816
  SES              |   2.1  |   4.7  |  17.3  |  57.3  |
18.6  |    .1
                   +--------+--------+--------+--------+----
----+
               6   |   345  |  1956  |  2169  |  6003  |
1475  | 11948
  Other            |   2.9  |  16.4  |  18.2  |  50.2  |
12.3  |   2.0
                   +--------+--------+--------+--------+----
----+
               7   |  1455  |  1547  |  3230  |  4008  |
2163  | 12403
  WG 1-5           |  11.7  |  12.5  |  26.0  |  32.3  |
17.4  |   2.0
                   +--------+--------+--------+--------+----
----+
               8   |  1994  |  4267  |  6627  | 11780  |
4687  | 29355
  WG 6-9           |   6.8  |  14.5  |  22.6  |  40.1  |
16.0  |   4.8
                   +--------+--------+--------+--------+----
----+
               9   |  3334  |  8115  | 12172  | 25244  |
9978  | 58843
  WG 10-15         |   5.7  |  13.8  |  20.7  |  42.9  |
17.0  |   9.7
                   +--------+--------+--------+--------+----
----+
              10   |   793  |  2200  |  3108  | 10497  |
7244  | 23843
  WS/WL 1-19       |   3.3  |   9.2  |  13.0  |  44.0  |
30.4  |   3.9
                   +--------+--------+--------+--------+----
----+
              11   |  2294  |  9867  | 24271  | 48773  |
14679  | 99884
  NSPS Pay Bands T |   2.3  |   9.9  |  24.3  |  48.8  |
14.7  |  16.4
                   +--------+--------+--------+--------+----
----+
              12   |   329  |  2742  |  7281  | 15901  |
4559  | 30811
  Demo/APS Status  |   1.1  |   8.9  |  23.6  |  51.6  |
14.8  |   5.1
                   +--------+--------+--------+--------+----
----+
              13   |    55  |    52  |   580  |  1308  |
614  |  2607
  Other Remaining  |   2.1  |   2.0  |  22.2  |  50.1  |
23.5  |    .4
                   +--------+--------+--------+--------+----
----+
              14   |        |    45  |   224  |    77  |
    |   345
  Non-categoried P |        |  13.0  |  64.8  |  22.2  |
    |    .1
                   +--------+--------+--------+--------+----
----+
           Column   21351    66240   140474   284255
95483   607802
            Total     3.5     10.9     23.1     46.8
15.7    100.0

Number of Missing Observations:  51456
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q4  Personnel
revise safety & health practic

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
               1   |  2016  |  6600  |  7565  |  3149  |
1003  | 20333
  GS 1-4           |   9.9  |  32.5  |  37.2  |  15.5  |
4.9  |   3.4
                   +--------+--------+--------+--------+----
----+
               2   |  6871  | 28566  | 37780  | 12633  |
2376  | 88225
  GS 5-8           |   7.8  |  32.4  |  42.8  |  14.3  |
2.7  |  14.5
                   +--------+--------+--------+--------+----
----+
               3   |  7461  | 63265  | 71962  | 24578  |
3021  |170287
  GS-9-12          |   4.4  |  37.2  |  42.3  |  14.4  |
1.8  |  28.1
                   +--------+--------+--------+--------+----
----+
               4   |  2416  | 19464  | 25581  |  9631  |
717  | 57809
  GS/GM 13-15      |   4.2  |  33.7  |  44.3  |  16.7  |
1.2  |   9.5
                   +--------+--------+--------+--------+----
----+
               5   |    64  |   294  |   298  |   135  |
 6  |   797
  SES              |   8.1  |  36.9  |  37.4  |  16.9  |
.8  |    .1
                   +--------+--------+--------+--------+----
----+
               6   |   680  |  4593  |  4702  |  1803  |
93  | 11872
  Other            |   5.7  |  38.7  |  39.6  |  15.2  |
.8  |   2.0
                   +--------+--------+--------+--------+----
----+
               7   |  1303  |  4852  |  4426  |  1486  |
217  | 12284
  WG 1-5           |  10.6  |  39.5  |  36.0  |  12.1  |
1.8  |   2.0
                   +--------+--------+--------+--------+----
----+
               8   |  2693  | 12681  |  9363  |  3540  |
1215  | 29491
  WG 6-9           |   9.1  |  43.0  |  31.7  |  12.0  |
4.1  |   4.9
                   +--------+--------+--------+--------+----
----+
               9   |  4095  | 25410  | 17066  | 10671  |
1593  | 58835
  WG 10-15         |   7.0  |  43.2  |  29.0  |  18.1  |
2.7  |   9.7
                   +--------+--------+--------+--------+----
----+
              10   |  2431  | 12426  |  5919  |  2077  |
671  | 23524
  WS/WL 1-19       |  10.3  |  52.8  |  25.2  |   8.8  |
2.9  |   3.9
                   +--------+--------+--------+--------+----
----+
              11   |  4992  | 33583  | 44391  | 14632  |
1876  | 99475
  NSPS Pay Bands T |   5.0  |  33.8  |  44.6  |  14.7  |
1.9  |  16.4
                   +--------+--------+--------+--------+----
----+
```

```
                12  |  1704  | 11810  | 12290  |  4446  |
349  | 30600
  Demo/APS Status  |   5.6  |  38.6  |  40.2  |  14.5  |
1.1  |   5.0
                   +--------+--------+--------+--------+----
----+
                13  |   310  |  1399  |   587  |   324  |
57  |  2676
  Other Remaining  |  11.6  |  52.3  |  21.9  |  12.1  |
2.1  |    .4
                   +--------+--------+--------+--------+----
----+
                14  |        |    62  |   269  |    14  |
    |   345
  Non-categoried P |        |  18.0  |  77.9  |   4.1  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   37036   225006   242201    89118
13193   606554
             Total     6.1     37.1     39.9     14.7
2.2    100.0

Number of Missing Observations:  52705
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q5
Supervisor maintain high safety standard

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  2474  |  9610  |  6348  |   749  |
754  | 19935
  GS 1-4           |  12.4  |  48.2  |  31.8  |   3.8  |
3.8  |   3.3
                   +--------+--------+--------+--------+----
----+
                 2  | 15383  | 37586  | 29095  |  4575  |
1868  | 88508
  GS 5-8           |  17.4  |  42.5  |  32.9  |   5.2  |
2.1  |  14.6
                   +--------+--------+--------+--------+----
----+
                 3  | 22274  | 83594  | 56926  |  6198  |
1571  |170563
  GS-9-12          |  13.1  |  49.0  |  33.4  |   3.6  |
.9  |  28.1
                   +--------+--------+--------+--------+----
----+
                 4  |  8533  | 26230  | 20646  |  2384  |
452  | 58245
  GS/GM 13-15      |  14.7  |  45.0  |  35.4  |   4.1  |
.8  |   9.6
                   +--------+--------+--------+--------+----
----+
                 5  |   153  |   373  |   256  |    16  |
14  |   811
  SES              |  18.9  |  45.9  |  31.6  |   1.9  |
1.7  |    .1
                   +--------+--------+--------+--------+----
----+
                 6  |  2562  |  5574  |  3315  |   353  |
51  | 11856
  Other            |  21.6  |  47.0  |  28.0  |   3.0  |
.4  |   2.0
                   +--------+--------+--------+--------+----
----+
                 7  |  2760  |  4921  |  3945  |   542  |
271  | 12438
  WG 1-5           |  22.2  |  39.6  |  31.7  |   4.4  |
2.2  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8  |  6068  | 14042  |  6760  |  1760  |
849  | 29480
  WG 6-9           |  20.6  |  47.6  |  22.9  |   6.0  |
2.9  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9  | 10036  | 28741  | 15064  |  3749  |
1335  | 58926
  WG 10-15         |  17.0  |  48.8  |  25.6  |   6.4  |
2.3  |   9.7
                   +--------+--------+--------+--------+----
----+
                10  |  5100  | 12628  |  4543  |  1211  |
221  | 23702
  WS/WL 1-19       |  21.5  |  53.3  |  19.2  |   5.1  |
.9  |   3.9
                   +--------+--------+--------+--------+----
----+
                11  | 14558  | 46437  | 33878  |  3559  |
1199  | 99631
  NSPS Pay Bands T |  14.6  |  46.6  |  34.0  |   3.6  |
1.2  |  16.4
                   +--------+--------+--------+--------+----
----+
                12  |  3682  | 15346  | 10320  |  1200  |
102  | 30650
  Demo/APS Status  |  12.0  |  50.1  |  33.7  |   3.9  |
.3  |   5.0
                   +--------+--------+--------+--------+----
----+
                13  |   746  |  1291  |   584  |    55  |
    |  2676
  Other Remaining  |  27.9  |  48.2  |  21.8  |   2.1  |
    |    .4
                   +--------+--------+--------+--------+----
----+
                14  |        |    79  |   238  |        |
    |   316
  Non-categoried P |        |  24.9  |  75.1  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   94330   286452   191920    26350
8686   607738
             Total    15.5     47.1     31.6      4.3
1.4    100.0

Number of Missing Observations:  51520
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q6
Inspections made at regular intervals

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  2267  |  9893  |  6474  |  1357  |
392  | 20383
  GS 1-4           |  11.1  |  48.5  |  31.8  |   6.7  |
1.9  |   3.4
                   +--------+--------+--------+--------+----
----+
                 2  | 11799  | 37257  | 31404  |  7072  |
1409  | 88940
  GS 5-8           |  13.3  |  41.9  |  35.3  |   8.0  |
1.6  |  14.7
                   +--------+--------+--------+--------+----
----+
                 3  | 15064  | 78345  | 62374  | 11180  |
2629  |169592
  GS-9-12          |   8.9  |  46.2  |  36.8  |   6.6  |
1.5  |  27.9
                   +--------+--------+--------+--------+----
----+
                 4  |  4999  | 22131  | 24065  |  5290  |
820  | 57304
  GS/GM 13-15      |   8.7  |  38.6  |  42.0  |   9.2  |
1.4  |   9.4
                   +--------+--------+--------+--------+----
----+
                 5  |    79  |   307  |   310  |    92  |
10  |   798
  SES              |   9.9  |  38.5  |  38.8  |  11.5  |
1.3  |    .1
                   +--------+--------+--------+--------+----
----+
                 6  |  2197  |  4892  |  4042  |   572  |
201  | 11904
  Other            |  18.5  |  41.1  |  34.0  |   4.8  |
1.7  |   2.0
                   +--------+--------+--------+--------+----
----+
                 7  |  1695  |  5762  |  3610  |  1065  |
185  | 12316
  WG 1-5           |  13.8  |  46.8  |  29.3  |   8.6  |
1.5  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8  |  3952  | 15212  |  7724  |  1863  |
951  | 29701
  WG 6-9           |  13.3  |  51.2  |  26.0  |   6.3  |
3.2  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9  |  6492  | 31417  | 15476  |  3809  |
1642  | 58835
  WG 10-15         |  11.0  |  53.4  |  26.3  |   6.5  |
2.8  |   9.7
                   +--------+--------+--------+--------+----
----+
                10  |  3117  | 14285  |  4535  |  1514  |
287  | 23739
  WS/WL 1-19       |  13.1  |  60.2  |  19.1  |   6.4  |
1.2  |   3.9
```

```
                    +--------+--------+--------+--------+----
----+
              11  |  9190  | 42559  | 38394  |  7868  |
1611  | 99622
  NSPS Pay Bands T |   9.2  |  42.7  |  38.5  |   7.9  |
1.6  |  16.4
                    +--------+--------+--------+--------+----
----+
              12  |  2992  | 15446  | 10036  |  2123  |
221  | 30818
  Demo/APS Status  |   9.7  |  50.1  |  32.6  |   6.9  |
.7  |   5.1
                    +--------+--------+--------+--------+----
----+
              13  |   434  |  1436  |   622  |   184  |
    |  2676
  Other Remaining  |  16.2  |  53.7  |  23.2  |   6.9  |
    |    .4
                    +--------+--------+--------+--------+----
----+
              14  |        |   108  |   238  |        |
    |   345
  Non-categoried P |        |  31.2  |  68.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
           Column   64277   279049   209304    43988
10356   606975
            Total    10.6     46.0     34.5      7.2
1.7    100.0

Number of Missing Observations:  52284
------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q7
Leadership safety views seldom communict

            Count  |Strongly  Agree   No      Disagree
Strongly
          Row Pct | Agree            Opinion
Disagree   Row
                  |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
              1  |  1249  |  5280  |  8477  |  3901  |
1035  | 19943
  GS 1-4           |   6.3  |  26.5  |  42.5  |  19.6  |
5.2  |   3.3
                    +--------+--------+--------+--------+----
----+
              2  |  5883  | 19532  | 30018  | 27903  |
5280  | 88616
  GS 5-8           |   6.6  |  22.0  |  33.9  |  31.5  |
6.0  |  14.6
                    +--------+--------+--------+--------+----
----+
              3  |  5653  | 32298  | 52787  | 66249  |
13109  |170097
  GS-9-12          |   3.3  |  19.0  |  31.0  |  38.9  |
7.7  |  28.0
                    +--------+--------+--------+--------+----
----+
              4  |  1351  |  9714  | 18019  | 22520  |
6185  | 57789
  GS/GM 13-15      |   2.3  |  16.8  |  31.2  |  39.0  |
10.7  |   9.5
                    +--------+--------+--------+--------+----
----+
              5  |    44  |   134  |   193  |   346  |
89  |   807
  SES              |   5.4  |  16.6  |  23.9  |  43.0  |
11.1  |    .1
                    +--------+--------+--------+--------+----
----+
              6  |   687  |  2553  |  3391  |  4813  |
243  | 11686
  Other            |   5.9  |  21.8  |  29.0  |  41.2  |
2.1  |   1.9
                    +--------+--------+--------+--------+----
----+
              7  |  1054  |  2926  |  4762  |  2895  |
642  | 12279
  WG 1-5           |   8.6  |  23.8  |  38.8  |  23.6  |
5.2  |   2.0
                    +--------+--------+--------+--------+----
----+
              8  |  2029  |  7672  |  6942  | 10354  |
2431  | 29428
  WG 6-9           |   6.9  |  26.1  |  23.6  |  35.2  |
8.3  |   4.9
                    +--------+--------+--------+--------+----
----+
              9  |  2367  | 13325  | 16315  | 22403  |
4397  | 58808
  WG 10-15         |   4.0  |  22.7  |  27.7  |  38.1  |
7.5  |   9.7
                    +--------+--------+--------+--------+----
----+
              10  |   776  |  4660  |  4875  |  9781  |
3762  | 23854
  WS/WL 1-19       |   3.3  |  19.5  |  20.4  |  41.0  |
15.8  |   3.9
                    +--------+--------+--------+--------+----
----+
              11  |  3736  | 20263  | 30001  | 37183  |
8285  | 99468
  NSPS Pay Bands T |   3.8  |  20.4  |  30.2  |  37.4  |
8.3  |  16.4
                    +--------+--------+--------+--------+----
----+
              12  |   426  |  5662  |  9187  | 12388  |
2966  | 30628
  Demo/APS Status  |   1.4  |  18.5  |  30.0  |  40.4  |
9.7  |   5.1
                    +--------+--------+--------+--------+----
----+
              13  |   115  |   245  |   654  |  1409  |
255  |  2676
  Other Remaining  |   4.3  |   9.1  |  24.4  |  52.6  |
9.5  |    .4
                    +--------+--------+--------+--------+----
----+
              14  |        |   104  |   241  |        |
    |   345
  Non-categoried P |        |  30.2  |  69.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
           Column   25367   124368   185862   222146
48681   606424
            Total     4.2     20.5     30.6     36.6
8.0    100.0

Number of Missing Observations:  52834
------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q8  Safety
meetings held less often than nec

            Count  |Strongly  Agree   No      Disagree
Strongly
          Row Pct | Agree            Opinion
Disagree   Row
                  |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
              1  |  1279  |  4834  |  8962  |  4253  |
1055  | 20383
  GS 1-4           |   6.3  |  23.7  |  44.0  |  20.9  |
5.2  |   3.4
                    +--------+--------+--------+--------+----
----+
              2  |  4253  | 19425  | 36155  | 23736  |
5280  | 88849
  GS 5-8           |   4.8  |  21.9  |  40.7  |  26.7  |
5.9  |  14.6
                    +--------+--------+--------+--------+----
----+
              3  |  5628  | 32015  | 74816  | 47614  |
9758  |169830
  GS-9-12          |   3.3  |  18.9  |  44.1  |  28.0  |
5.7  |  28.0
                    +--------+--------+--------+--------+----
----+
              4  |   889  |  8002  | 26079  | 17834  |
4789  | 57592
  GS/GM 13-15      |   1.5  |  13.9  |  45.3  |  31.0  |
8.3  |   9.5
                    +--------+--------+--------+--------+----
----+
              5  |    17  |    90  |   325  |   322  |
44  |   798
  SES              |   2.2  |  11.3  |  40.8  |  40.3  |
5.5  |    .1
                    +--------+--------+--------+--------+----
----+
              6  |   465  |  1619  |  6674  |  2499  |
574  | 11831
  Other            |   3.9  |  13.7  |  56.4  |  21.1  |
4.9  |   2.0
                    +--------+--------+--------+--------+----
----+
              7  |  1192  |  2764  |  3220  |  4015  |
952  | 12142
  WG 1-5           |   9.8  |  22.8  |  26.5  |  33.1  |
7.8  |   2.0
                    +--------+--------+--------+--------+----
----+
              8  |  2210  |  6909  |  7788  | 10637  |
1954  | 29497
  WG 6-9           |   7.5  |  23.4  |  26.4  |  36.1  |
6.6  |   4.9
                    +--------+--------+--------+--------+----
----+
              9  |  2965  | 12066  | 18286  | 21515  |
3728  | 58560
```

```
  WG 10-15          |   5.1  |  20.6  |  31.2  |  36.7  |
6.4  |   9.7
                    +--------+--------+--------+--------+----
----+
               10   |   613  |  4448  |  4910  | 10549  |
3280  | 23800
  WS/WL 1-19        |   2.6  |  18.7  |  20.6  |  44.3  |
13.8  |   3.9
                    +--------+--------+--------+--------+----
----+
               11   |  3078  | 17601  | 43747  | 29206  |
5841  | 99474
  NSPS Pay Bands T  |   3.1  |  17.7  |  44.0  |  29.4  |
5.9  |  16.4
                    +--------+--------+--------+--------+----
----+
               12   |   298  |  5072  | 13335  |  9913  |
2221  | 30840
  Demo/APS Status   |   1.0  |  16.4  |  43.2  |  32.1  |
7.2  |   5.1
                    +--------+--------+--------+--------+----
----+
               13   |    55  |   116  |   824  |  1435  |
247  |  2676
  Other Remaining   |   2.0  |   4.3  |  30.8  |  53.6  |
9.2  |    .4
                    +--------+--------+--------+--------+----
----+
               14   |        |    45  |   238  |    63  |
    |   345
  Non-categoried P  |        |  13.0  |  68.8  |  18.1  |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   22942   115004   245359   183589
39725   606618
             Total     3.8     19.0     40.4     30.3
6.5    100.0

Number of Missing Observations:  52641
-----------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q9  Good
teamwork exists within unit

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |  2212  |  9411  |  5040  |  1900  |
1183  | 19747
  GS 1-4           |  11.2  |  47.7  |  25.5  |   9.6  |
6.0  |   3.3
                    +--------+--------+--------+--------+----
----+
                2  | 12983  | 41770  | 21967  |  8786  |
3166  | 88672
  GS 5-8           |  14.6  |  47.1  |  24.8  |   9.9  |
3.6  |  14.7
                    +--------+--------+--------+--------+----
----+
                3  | 21155  | 90878  | 40749  | 13634  |
3469  |169885
  GS-9-12          |  12.5  |  53.5  |  24.0  |   8.0  |
2.0  |  28.1
                    +--------+--------+--------+--------+----
----+
                4  |  8448  | 35129  | 10695  |  2707  |
320  | 57298
  GS/GM 13-15      |  14.7  |  61.3  |  18.7  |   4.7  |
.6  |   9.5
                    +--------+--------+--------+--------+----
----+
                5  |   199  |   526  |    63  |    10  |
 9  |   807
  SES              |  24.7  |  65.2  |   7.7  |   1.3  |
1.1  |    .1
                    +--------+--------+--------+--------+----
----+
                6  |  2299  |  6437  |  2716  |   522  |
51  | 12024
  Other            |  19.1  |  53.5  |  22.6  |   4.3  |
.4  |   2.0
                    +--------+--------+--------+--------+----
----+
                7  |  1712  |  5224  |  3681  |  1050  |
564  | 12231
  WG 1-5           |  14.0  |  42.7  |  30.1  |   8.6  |
4.6  |   2.0
                    +--------+--------+--------+--------+----
----+
                8  |  4071  | 14666  |  5766  |  3312  |
1432  | 29246
  WG 6-9           |  13.9  |  50.1  |  19.7  |  11.3  |
4.9  |   4.8
                    +--------+--------+--------+--------+----
----+
                9  |  6815  | 28250  | 12812  |  7832  |
2854  | 58562
  WG 10-15         |  11.6  |  48.2  |  21.9  |  13.4  |
4.9  |   9.7
                    +--------+--------+--------+--------+----
----+
               10  |  4273  | 13920  |  3841  |  1436  |
250  | 23720
  WS/WL 1-19       |  18.0  |  58.7  |  16.2  |   6.1  |
1.1  |   3.9
                    +--------+--------+--------+--------+----
----+
               11  | 14893  | 55828  | 20689  |  5873  |
2033  | 99316
  NSPS Pay Bands T |  15.0  |  56.2  |  20.8  |   5.9  |
2.0  |  16.4
                    +--------+--------+--------+--------+----
----+
               12  |  3699  | 18633  |  5817  |  1866  |
577  | 30592
  Demo/APS Status  |  12.1  |  60.9  |  19.0  |   6.1  |
1.9  |   5.1
                    +--------+--------+--------+--------+----
----+
               13  |   591  |  1524  |   503  |    58  |
    |  2676
  Other Remaining  |  22.1  |  56.9  |  18.8  |   2.2  |
    |    .4
                    +--------+--------+--------+--------+----
----+
               14  |    17  |    59  |   269  |        |
    |   345
  Non-categoried P |   5.0  |  17.1  |  77.9  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   83368   322255   134606    48988
15907   605123
             Total    13.8     53.3     22.2      8.1
2.6    100.0

Number of Missing Observations:  54135
-----------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q10
Leadership shows that it cares about saf

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |  3158  |  9834  |  5462  |  1042  |
584  | 20081
  GS 1-4           |  15.7  |  49.0  |  27.2  |   5.2  |
2.9  |   3.3
                    +--------+--------+--------+--------+----
----+
                2  | 13564  | 41547  | 24955  |  5267  |
2500  | 87833
  GS 5-8           |  15.4  |  47.3  |  28.4  |   6.0  |
2.8  |  14.5
                    +--------+--------+--------+--------+----
----+
                3  | 22500  | 89549  | 45489  |  9199  |
2376  |169112
  GS-9-12          |  13.3  |  53.0  |  26.9  |   5.4  |
1.4  |  28.0
                    +--------+--------+--------+--------+----
----+
                4  |  7392  | 30588  | 16599  |  2693  |
391  | 57664
  GS/GM 13-15      |  12.8  |  53.0  |  28.8  |   4.7  |
.7  |   9.6
                    +--------+--------+--------+--------+----
----+
                5  |   191  |   421  |   164  |    21  |
10  |   807
  SES              |  23.6  |  52.1  |  20.3  |   2.6  |
1.3  |    .1
                    +--------+--------+--------+--------+----
----+
                6  |  2526  |  5632  |  3189  |   371  |
51  | 11769
  Other            |  21.5  |  47.9  |  27.1  |   3.2  |
.4  |   1.9
                    +--------+--------+--------+--------+----
----+
                7  |  2006  |  5396  |  3762  |   440  |
495  | 12098
  WG 1-5           |  16.6  |  44.6  |  31.1  |   3.6  |
4.1  |   2.0
                    +--------+--------+--------+--------+----
----+
```

```
                 8  |  4319  | 14251  |  6562  |  2747  |
1508  | 29388
  WG 6-9            |  14.7  |  48.5  |  22.3  |   9.3  |
5.1  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  7174  | 28033  | 15297  |  5668  |
2439  | 58611
  WG 10-15          |  12.2  |  47.8  |  26.1  |   9.7  |
4.2  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  4858  | 12591  |  4581  |  1023  |
383  | 23437
  WS/WL 1-19        |  20.7  |  53.7  |  19.5  |   4.4  |
1.6  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  | 15219  | 51038  | 26580  |  4617  |
1701  | 99154
  NSPS Pay Bands T  |  15.3  |  51.5  |  26.8  |   4.7  |
1.7  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  4142  | 16260  |  8725  |  1394  |
263  | 30785
  Demo/APS Status   |  13.5  |  52.8  |  28.3  |   4.5  |
.9  |   5.1
                    +--------+--------+--------+--------+----
----+
                13  |   589  |  1490  |   527  |    70  |
    |  2676
  Other Remaining   |  22.0  |  55.7  |  19.7  |   2.6  |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |   108  |   238  |        |
    |   345
  Non-categoried P  |        |  31.2  |  68.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   87637   306739   162130    34552
12702   603761
             Total    14.5     50.8     26.9      5.7
2.1    100.0

Number of Missing Observations:  55498
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q11  My
actions can protect other personnel

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  3416  | 12054  |  4210  |    90  |
148  | 19918
  GS 1-4            |  17.2  |  60.5  |  21.1  |    .5  |
.7  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  | 18068  | 52495  | 16263  |  1322  |
447  | 88595
  GS 5-8            |  20.4  |  59.3  |  18.4  |   1.5  |
.5  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  | 27416  |110075  | 29234  |  2004  |
946  |169675
  GS-9-12           |  16.2  |  64.9  |  17.2  |   1.2  |
.6  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  | 11074  | 34377  | 11239  |  1126  |
266  | 58082
  GS/GM 13-15       |  19.1  |  59.2  |  19.3  |   1.9  |
.5  |   9.6
                    +--------+--------+--------+--------+----
----+
                 5  |   168  |   493  |   135  |     8  |
 2  |   806
  SES               |  20.9  |  61.1  |  16.7  |   1.0  |
.3  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  3103  |  6362  |  1702  |   520  |
    | 11687
  Other             |  26.6  |  54.4  |  14.6  |   4.4  |
    |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  3634  |  6847  |  1505  |   209  |
64  | 12258
  WG 1-5            |  29.6  |  55.9  |  12.3  |   1.7  |
.5  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  8557  | 17904  |  2622  |   248  |
57  | 29388
  WG 6-9            |  29.1  |  60.9  |   8.9  |    .8  |
.2  |   4.8
                    +--------+--------+--------+--------+----
----+
                 9  | 14803  | 36229  |  6668  |   976  |
127  | 58804
  WG 10-15          |  25.2  |  61.6  |  11.3  |   1.7  |
.2  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  7188  | 14586  |  1775  |   242  |
    | 23791
  WS/WL 1-19        |  30.2  |  61.3  |   7.5  |   1.0  |
    |   3.9
                    +--------+--------+--------+--------+----
----+
                11  | 16496  | 62127  | 19015  |  1362  |
406  | 99405
  NSPS Pay Bands T  |  16.6  |  62.5  |  19.1  |   1.4  |
.4  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  5044  | 19807  |  5241  |   478  |
123  | 30693
  Demo/APS Status   |  16.4  |  64.5  |  17.1  |   1.6  |
.4  |   5.1
                    +--------+--------+--------+--------+----
----+
                13  |   643  |  1735  |   299  |        |
    |  2676
  Other Remaining   |  24.0  |  64.8  |  11.2  |        |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |    76  |   269  |        |
    |   345
  Non-categoried P  |        |  22.1  |  77.9  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column  119610   375167   100177     8584
2586   606124
             Total    19.7     61.9     16.5      1.4
.4    100.0

Number of Missing Observations:  53134
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q12  My
supervisors behavior is unsafe

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |   730  |  1912  |  4838  |  9916  |
2998  | 20395
  GS 1-4            |   3.6  |   9.4  |  23.7  |  48.6  |
14.7  |   3.4
                    +--------+--------+--------+--------+----
----+
                 2  |  1875  |  6686  | 19985  | 42639  |
17269  | 88453
  GS 5-8            |   2.1  |   7.6  |  22.6  |  48.2  |
19.5  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  |  2129  |  6100  | 34240  | 93373  |
34313  |170155
  GS-9-12           |   1.3  |   3.6  |  20.1  |  54.9  |
20.2  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |   470  |  1835  |  8555  | 31188  |
15896  | 57944
  GS/GM 13-15       |    .8  |   3.2  |  14.8  |  53.8  |
27.4  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |    15  |    17  |    72  |   423  |
274  |   799
  SES               |   1.8  |   2.1  |   8.9  |  52.9  |
34.2  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |   396  |   775  |  2204  |  5625  |
2653  | 11652
  Other             |   3.4  |   6.7  |  18.9  |  48.3  |
22.8  |   1.9
```

```
                    +--------+--------+--------+--------+----
----+
                 7  |   652  |  1060  |  3128  |  5443  |
1965  | 12249
  WG 1-5            |   5.3  |   8.7  |  25.5  |  44.4  |
16.0  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |   859  |  3632  |  6570  | 13220  |
5143  | 29424
  WG 6-9            |   2.9  |  12.3  |  22.3  |  44.9  |
17.5  |   4.8
                    +--------+--------+--------+--------+----
----+
                 9  |  1780  |  5146  | 13724  | 27966  |
10235  | 58850
  WG 10-15          |   3.0  |   8.7  |  23.3  |  47.5  |
17.4  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |   437  |  1819  |  3269  | 11959  |
6271  | 23755
  WS/WL 1-19        |   1.8  |   7.7  |  13.8  |  50.3  |
26.4  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  1206  |  4453  | 18155  | 52756  |
22842  | 99412
  NSPS Pay Bands T  |   1.2  |   4.5  |  18.3  |  53.1  |
23.0  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |    83  |  1325  |  5168  | 16747  |
7529  | 30852
  Demo/APS Status   |    .3  |   4.3  |  16.8  |  54.3  |
24.4  |   5.1
                    +--------+--------+--------+--------+----
----+
                13  |    55  |    55  |   409  |  1482  |
675  |  2676
  Other Remaining   |   2.0  |   2.1  |  15.3  |  55.4  |
25.2  |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |    45  |   224  |    63  |
14  |   345
  Non-categoried P  |        |  13.0  |  64.8  |  18.1  |
4.1  |    .1
                    +--------+--------+--------+--------+----
----+
            Column   10685    34859   120542   312798
128077   606960
             Total     1.8      5.7     19.9     51.5
21.1    100.0

Number of Missing Observations:  52298
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q13  Des.
personnel trained in emergency prac

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  2786  |  8972  |  6407  |  1256  |
537  | 19957
  GS 1-4            |  14.0  |  45.0  |  32.1  |   6.3  |
2.7  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  | 12279  | 37539  | 30361  |  6026  |
2021  | 88225
  GS 5-8            |  13.9  |  42.5  |  34.4  |   6.8  |
2.3  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  | 15775  | 74319  | 63395  | 12101  |
3796  |169385
  GS-9-12           |   9.3  |  43.9  |  37.4  |   7.1  |
2.2  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |  4188  | 25896  | 22952  |  5015  |
162  | 58213
  GS/GM 13-15       |   7.2  |  44.5  |  39.4  |   8.6  |
.3  |   9.6
                    +--------+--------+--------+--------+----
----+
                 5  |   101  |   375  |   265  |    44  |
18  |   803
  SES               |  12.6  |  46.7  |  33.0  |   5.5  |
2.2  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  1901  |  5915  |  3232  |   546  |
92  | 11687
  Other             |  16.3  |  50.6  |  27.7  |   4.7  |
.8  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  1555  |  4089  |  4803  |  1195  |
396  | 12038
  WG 1-5            |  12.9  |  34.0  |  39.9  |   9.9  |
3.3  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  3706  | 13027  |  7942  |  3707  |
1070  | 29452
  WG 6-9            |  12.6  |  44.2  |  27.0  |  12.6  |
3.6  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  4346  | 28681  | 18385  |  6277  |
1247  | 58936
  WG 10-15          |   7.4  |  48.7  |  31.2  |  10.7  |
2.1  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  2880  | 12372  |  6558  |  1625  |
164  | 23599
  WS/WL 1-19        |  12.2  |  52.4  |  27.8  |   6.9  |
.7  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  9923  | 44324  | 36091  |  7287  |
1507  | 99132
  NSPS Pay Bands T  |  10.0  |  44.7  |  36.4  |   7.4  |
1.5  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  1648  | 13863  | 12179  |  2588  |
365  | 30643
  Demo/APS Status   |   5.4  |  45.2  |  39.7  |   8.4  |
1.2  |   5.1
                    +--------+--------+--------+--------+----
----+
                13  |   362  |  1040  |  1032  |   243  |
    |  2676
  Other Remaining   |  13.5  |  38.9  |  38.6  |   9.1  |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |    76  |   269  |        |
    |   345
  Non-categoried P  |        |  22.1  |  77.9  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   61450   270488   213870    47910
11374   605092
             Total    10.2     44.7     35.3      7.9
1.9    100.0

Number of Missing Observations:  54167
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q14
Leadership published a written safety po

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  2474  |  9349  |  6655  |  1391  |
416  | 20286
  GS 1-4            |  12.2  |  46.1  |  32.8  |   6.9  |
2.1  |   3.4
                    +--------+--------+--------+--------+----
----+
                 2  | 10213  | 37287  | 33231  |  5654  |
1753  | 88138
  GS 5-8            |  11.6  |  42.3  |  37.7  |   6.4  |
2.0  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  | 18512  | 84465  | 52429  | 12000  |
2025  |169431
  GS-9-12           |  10.9  |  49.9  |  30.9  |   7.1  |
1.2  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |  7812  | 27384  | 18519  |  4237  |
184  | 58135
  GS/GM 13-15       |  13.4  |  47.1  |  31.9  |   7.3  |
.3  |   9.6
                    +--------+--------+--------+--------+----
----+
                 5  |   152  |   380  |   203  |    69  |
 5  |   809
```

```
  SES                 |  18.7  |  47.0  |  25.0  |   8.6  |
.6  |    .1
                      +--------+--------+--------+--------+----
----+
                  6   |  1366  |  5707  |  4133  |   299  |
145  | 11650
  Other               |  11.7  |  49.0  |  35.5  |   2.6  |
1.2  |   1.9
                      +--------+--------+--------+--------+----
----+
                  7   |  1627  |  4207  |  4748  |  1234  |
145  | 11961
  WG 1-5              |  13.6  |  35.2  |  39.7  |  10.3  |
1.2  |   2.0
                      +--------+--------+--------+--------+----
----+
                  8   |  3841  | 14473  |  7947  |  2299  |
987  | 29546
  WG 6-9              |  13.0  |  49.0  |  26.9  |   7.8  |
3.3  |   4.9
                      +--------+--------+--------+--------+----
----+
                  9   |  5734  | 30715  | 17588  |  3437  |
1167  | 58640
  WG 10-15            |   9.8  |  52.4  |  30.0  |   5.9  |
2.0  |   9.7
                      +--------+--------+--------+--------+----
----+
                 10   |  4230  | 13244  |  4948  |  1024  |
191  | 23638
  WS/WL 1-19          |  17.9  |  56.0  |  20.9  |   4.3  |
.8  |   3.9
                      +--------+--------+--------+--------+----
----+
                 11   | 12259  | 46725  | 32107  |  6757  |
1323  | 99171
  NSPS Pay Bands T    |  12.4  |  47.1  |  32.4  |   6.8  |
1.3  |  16.4
                      +--------+--------+--------+--------+----
----+
                 12   |  3667  | 13842  | 10713  |  2048  |
347  | 30617
  Demo/APS Status     |  12.0  |  45.2  |  35.0  |   6.7  |
1.1  |   5.1
                      +--------+--------+--------+--------+----
----+
                 13   |   500  |  1400  |   643  |    55  |
78  |  2676
  Other Remaining     |  18.7  |  52.3  |  24.0  |   2.1  |
2.9  |    .4
                      +--------+--------+--------+--------+----
----+
                 14   |        |   108  |   175  |    62  |
    |   345
  Non-categoried P    |        |  31.2  |  50.8  |  18.0  |
    |    .1
                      +--------+--------+--------+--------+----
----+
            Column    72387   289286   194038    40570
8765   605045
             Total     12.0     47.8     32.1      6.7
1.4    100.0

Number of Missing Observations:  54214
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q15  Near
miss accidents are investigated

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                  1   |  1716  |  7507  |  8961  |   676  |
790  | 19651
  GS 1-4              |   8.7  |  38.2  |  45.6  |   3.4  |
4.0  |   3.3
                      +--------+--------+--------+--------+----
----+
                  2   |  9360  | 30584  | 41176  |  4554  |
1972  | 87646
  GS 5-8              |  10.7  |  34.9  |  47.0  |   5.2  |
2.3  |  14.6
                      +--------+--------+--------+--------+----
----+
                  3   | 14198  | 61674  | 81328  |  8402  |
2814  |168417
  GS-9-12             |   8.4  |  36.6  |  48.3  |   5.0  |
1.7  |  28.0
                      +--------+--------+--------+--------+----
----+
                  4   |  6873  | 20418  | 28144  |  1759  |
512  | 57706
  GS/GM 13-15         |  11.9  |  35.4  |  48.8  |   3.0  |
.9  |   9.6
                      +--------+--------+--------+--------+----
----+
                  5   |   113  |   274  |   392  |    22  |
 2  |   804
  SES                 |  14.0  |  34.2  |  48.8  |   2.7  |
.3  |    .1
                      +--------+--------+--------+--------+----
----+
                  6   |  1133  |  4098  |  5697  |   695  |
109  | 11732
  Other               |   9.7  |  34.9  |  48.6  |   5.9  |
.9  |   2.0
                      +--------+--------+--------+--------+----
----+
                  7   |  1283  |  4424  |  4560  |  1246  |
525  | 12038
  WG 1-5              |  10.7  |  36.7  |  37.9  |  10.4  |
4.4  |   2.0
                      +--------+--------+--------+--------+----
----+
                  8   |  3571  | 11686  | 10374  |  2602  |
1054  | 29287
  WG 6-9              |  12.2  |  39.9  |  35.4  |   8.9  |
3.6  |   4.9
                      +--------+--------+--------+--------+----
----+
                  9   |  6084  | 23989  | 21290  |  5295  |
1712  | 58371
  WG 10-15            |  10.4  |  41.1  |  36.5  |   9.1  |
2.9  |   9.7
                      +--------+--------+--------+--------+----
----+
                 10   |  3678  | 10718  |  6762  |  1874  |
503  | 23534
  WS/WL 1-19          |  15.6  |  45.5  |  28.7  |   8.0  |
2.1  |   3.9
                      +--------+--------+--------+--------+----
----+
                 11   |  9528  | 33060  | 51154  |  4017  |
1039  | 98798
  NSPS Pay Bands T    |   9.6  |  33.5  |  51.8  |   4.1  |
1.1  |  16.4
                      +--------+--------+--------+--------+----
----+
                 12   |  2618  | 11046  | 14980  |  1637  |
272  | 30554
  Demo/APS Status     |   8.6  |  36.2  |  49.0  |   5.4  |
.9  |   5.1
                      +--------+--------+--------+--------+----
----+
                 13   |   377  |  1236  |   845  |   220  |
    |  2676
  Other Remaining     |  14.1  |  46.2  |  31.6  |   8.2  |
    |    .4
                      +--------+--------+--------+--------+----
----+
                 14   |        |    76  |   207  |    62  |
    |   345
  Non-categoried P    |        |  22.1  |  59.9  |  18.0  |
    |    .1
                      +--------+--------+--------+--------+----
----+
            Column    60532   220791   275868    33063
11306   601560
             Total     10.1     36.7     45.9      5.5
1.9    100.0

Number of Missing Observations:  57699
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q16
Personnel morale is poor

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                  1   |  3331  |  4958  |  5275  |  5851  |
986  | 20401
  GS 1-4              |  16.3  |  24.3  |  25.9  |  28.7  |
4.8  |   3.4
                      +--------+--------+--------+--------+----
----+
                  2   | 12938  | 21632  | 24201  | 23652  |
5947  | 88370
  GS 5-8              |  14.6  |  24.5  |  27.4  |  26.8  |
6.7  |  14.6
                      +--------+--------+--------+--------+----
----+
                  3   | 18147  | 39739  | 52320  | 48765  |
10706  |169676
  GS-9-12             |  10.7  |  23.4  |  30.8  |  28.7  |
6.3  |  28.0
                      +--------+--------+--------+--------+----
----+
```

```
                 4  |  4155  | 10714  | 16648  | 20012  |
6244  | 57772
  GS/GM 13-15      |   7.2  |  18.5  |  28.8  |  34.6  |
10.8  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |    10  |    64  |    93  |   463  |
177  |   807
  SES              |   1.3  |   7.9  |  11.5  |  57.4  |
21.9  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |   586  |  1363  |  3012  |  5830  |
895  | 11685
  Other            |   5.0  |  11.7  |  25.8  |  49.9  |
7.7  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  1669  |  3553  |  4072  |  2270  |
360  | 11923
  WG 1-5           |  14.0  |  29.8  |  34.1  |  19.0  |
3.0  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  4256  |  8360  |  7254  |  8271  |
1323  | 29464
  WG 6-9           |  14.4  |  28.4  |  24.6  |  28.1  |
4.5  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  9768  | 18590  | 15350  | 12556  |
2748  | 59012
  WG 10-15         |  16.6  |  31.5  |  26.0  |  21.3  |
4.7  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  1959  |  4847  |  6399  |  8315  |
1985  | 23504
  WS/WL 1-19       |   8.3  |  20.6  |  27.2  |  35.4  |
8.4  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  9263  | 22013  | 26572  | 33219  |
8217  | 99284
  NSPS Pay Bands T |   9.3  |  22.2  |  26.8  |  33.5  |
8.3  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  2122  |  6705  |  9620  |  9785  |
2309  | 30541
  Demo/APS Status  |   6.9  |  22.0  |  31.5  |  32.0  |
7.6  |   5.0
                    +--------+--------+--------+--------+----
----+
                13  |   165  |   548  |   605  |  1105  |
196  |  2619
  Other Remaining  |   6.3  |  20.9  |  23.1  |  42.2  |
7.5  |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |    61  |   224  |    31  |
    |   316
  Non-categoried P |        |  19.4  |  70.7  |   9.9  |
    |    .1
                    +--------+--------+--------+--------+----
----+
             Column   68368   143147   171643   180124
42093   605375
              Total    11.3     23.6     28.4     29.8
7.0    100.0

Number of Missing Observations:  53884
-----------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q17
Leadership does only what the law requir

             Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                    |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1185  |  3965  |  8040  |  5868  |
1032  | 20090
  GS 1-4           |   5.9  |  19.7  |  40.0  |  29.2  |
5.1  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  |  3665  | 15686  | 33859  | 27786  |
6737  | 87733
  GS 5-8           |   4.2  |  17.9  |  38.6  |  31.7  |
7.7  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  |  5191  | 22729  | 66387  | 60791  |
13567  |168665
  GS-9-12          |   3.1  |  13.5  |  39.4  |  36.0  |
8.0  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |   632  |  6206  | 20741  | 23229  |
6504  | 57313
  GS/GM 13-15      |   1.1  |  10.8  |  36.2  |  40.5  |
11.3  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |    10  |    63  |   194  |   361  |
163  |   792
  SES              |   1.3  |   8.0  |  24.5  |  45.6  |
20.6  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |   248  |  2313  |  4021  |  4150  |
686  | 11418
  Other            |   2.2  |  20.3  |  35.2  |  36.3  |
6.0  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  1172  |  2789  |  4612  |  2772  |
685  | 12030
  WG 1-5           |   9.7  |  23.2  |  38.3  |  23.0  |
5.7  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  1974  |  8211  |  8240  |  8901  |
1963  | 29289
  WG 6-9           |   6.7  |  28.0  |  28.1  |  30.4  |
6.7  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  2900  | 13838  | 19398  | 18138  |
4341  | 58614
  WG 10-15         |   4.9  |  23.6  |  33.1  |  30.9  |
7.4  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |   935  |  4517  |  5173  |  9876  |
3166  | 23667
  WS/WL 1-19       |   3.9  |  19.1  |  21.9  |  41.7  |
13.4  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  2648  | 13863  | 36679  | 35743  |
9828  | 98761
  NSPS Pay Bands T |   2.7  |  14.0  |  37.1  |  36.2  |
10.0  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |   697  |  4377  | 10856  | 11447  |
2972  | 30348
  Demo/APS Status  |   2.3  |  14.4  |  35.8  |  37.7  |
9.8  |   5.0
                    +--------+--------+--------+--------+----
----+
                13  |    55  |   651  |   658  |  1117  |
196  |  2676
  Other Remaining  |   2.0  |  24.3  |  24.6  |  41.8  |
7.3  |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |    59  |   224  |    63  |
    |   345
  Non-categoried P |        |  17.1  |  64.8  |  18.1  |
    |    .1
                    +--------+--------+--------+--------+----
----+
             Column   21310    99265   219083   210242
51840   601742
              Total     3.5     16.5     36.4     34.9
8.6    100.0

Number of Missing Observations:  57517
-----------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q18
Understand safety & health regulations

             Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                    |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  3390  | 12469  |  3830  |   413  |
55  | 20158
  GS 1-4           |  16.8  |  61.9  |  19.0  |   2.0  |
.3  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  | 16511  | 52725  | 16715  |  2123  |
415  | 88489
  GS 5-8           |  18.7  |  59.6  |  18.9  |   2.4  |
.5  |  14.7
```

```
                    +--------+--------+--------+--------+----
----+
                 3  | 23394  |113330  | 26335  |  4442  |
1273  |168773
  GS-9-12           |  13.9  |  67.1  |  15.6  |   2.6  |
.8  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |  7365  | 36597  | 11673  |  1689  |
243  | 57566
  GS/GM 13-15       |  12.8  |  63.6  |  20.3  |   2.9  |
.4  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |   135  |   506  |   125  |    28  |
 8  |   802
  SES               |  16.8  |  63.2  |  15.6  |   3.5  |
.9  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  2257  |  7820  |  1170  |   176  |
131  | 11554
  Other             |  19.5  |  67.7  |  10.1  |   1.5  |
1.1  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  3471  |  6289  |  1558  |   115  |
195  | 11628
  WG 1-5            |  29.9  |  54.1  |  13.4  |   1.0  |
1.7  |   1.9
                    +--------+--------+--------+--------+----
----+
                 8  |  7100  | 18958  |  2796  |   432  |
129  | 29415
  WG 6-9            |  24.1  |  64.4  |   9.5  |   1.5  |
.4  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  | 11679  | 40091  |  6147  |   497  |
210  | 58625
  WG 10-15          |  19.9  |  68.4  |  10.5  |    .8  |
.4  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  5683  | 16133  |  1532  |   112  |
55  | 23514
  WS/WL 1-19        |  24.2  |  68.6  |   6.5  |    .5  |
.2  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  | 13874  | 61909  | 19813  |  2759  |
533  | 98888
  NSPS Pay Bands T  |  14.0  |  62.6  |  20.0  |   2.8  |
.5  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  3638  | 20119  |  5759  |   804  |
128  | 30448
  Demo/APS Status   |  11.9  |  66.1  |  18.9  |   2.6  |
.4  |   5.1
                    +--------+--------+--------+--------+----
----+
                13  |   664  |  1903  |   109  |        |
    |  2676
  Other Remaining   |  24.8  |  71.1  |   4.1  |        |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |   122  |   224  |        |
    |   345
  Non-categoried P  |        |  35.2  |  64.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   99161   388969    97787    13591
3374   602882
             Total    16.4     64.5     16.2      2.3
.6    100.0

Number of Missing Observations:  56377
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q19
Supervisors enforce safe job procedures

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  3050  | 10125  |  5946  |   443  |
311  | 19875
  GS 1-4            |  15.3  |  50.9  |  29.9  |   2.2  |
1.6  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  | 14154  | 45098  | 25586  |  2963  |
682  | 88483
  GS 5-8            |  16.0  |  51.0  |  28.9  |   3.3  |
.8  |  14.7
                    +--------+--------+--------+--------+----
----+
                 3  | 20900  | 92419  | 48471  |  5615  |
1406  |168809
  GS-9-12           |  12.4  |  54.7  |  28.7  |   3.3  |
.8  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |  7983  | 30775  | 17823  |  1127  |
124  | 57832
  GS/GM 13-15       |  13.8  |  53.2  |  30.8  |   1.9  |
.2  |   9.6
                    +--------+--------+--------+--------+----
----+
                 5  |   145  |   445  |   186  |    21  |
 5  |   802
  SES               |  18.0  |  55.6  |  23.2  |   2.6  |
.6  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  1803  |  6669  |  2701  |   176  |
95  | 11444
  Other             |  15.8  |  58.3  |  23.6  |   1.5  |
.8  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  2555  |  5218  |  3772  |   263  |
322  | 12130
  WG 1-5            |  21.1  |  43.0  |  31.1  |   2.2  |
2.7  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  5836  | 15925  |  5572  |  1399  |
499  | 29232
  WG 6-9            |  20.0  |  54.5  |  19.1  |   4.8  |
1.7  |   4.8
                    +--------+--------+--------+--------+----
----+
                 9  |  9535  | 33470  | 12739  |  2662  |
352  | 58757
  WG 10-15          |  16.2  |  57.0  |  21.7  |   4.5  |
.6  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  5472  | 14041  |  3740  |   361  |
60  | 23674
  WS/WL 1-19        |  23.1  |  59.3  |  15.8  |   1.5  |
.3  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  | 13185  | 52675  | 29422  |  2658  |
778  | 98718
  NSPS Pay Bands T  |  13.4  |  53.4  |  29.8  |   2.7  |
.8  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  3377  | 16938  |  9110  |   828  |
134  | 30387
  Demo/APS Status   |  11.1  |  55.7  |  30.0  |   2.7  |
.4  |   5.0
                    +--------+--------+--------+--------+----
----+
                13  |   781  |  1678  |   162  |    55  |
    |  2676
  Other Remaining   |  29.2  |  62.7  |   6.0  |   2.1  |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |   122  |   224  |        |
    |   345
  Non-categoried P  |        |  35.2  |  64.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   88777   325599   165453    18571
4767   603166
             Total    14.7     54.0     27.4      3.1
.8    100.0

Number of Missing Observations:  56093
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q20
Precautions used for hazardous mat.

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  2854  |  9546  |  7461  |   256  |
162  | 20279
```

```
  GS 1-4            |  14.1  |  47.1  |  36.8  |   1.3  |
.8  |   3.4
                    +--------+--------+--------+--------+----
----+
                 2  | 14606  | 36648  | 35690  |  1188  |
412  | 88544
  GS 5-8            |  16.5  |  41.4  |  40.3  |   1.3  |
.5  |  14.7
                    +--------+--------+--------+--------+----
----+
                 3  | 20757  | 77054  | 66894  |  2107  |
987  |167799
  GS-9-12           |  12.4  |  45.9  |  39.9  |   1.3  |
.6  |  27.9
                    +--------+--------+--------+--------+----
----+
                 4  |  6813  | 23780  | 26215  |   101  |
317  | 57226
  GS/GM 13-15       |  11.9  |  41.6  |  45.8  |    .2  |
.6  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |   151  |   237  |   387  |    14  |
 3  |   791
  SES               |  19.0  |  30.0  |  48.9  |   1.7  |
.3  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  1728  |  5241  |  4172  |   112  |
130  | 11384
  Other             |  15.2  |  46.0  |  36.7  |   1.0  |
1.1  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  2083  |  5185  |  4181  |   422  |
139  | 12010
  WG 1-5            |  17.3  |  43.2  |  34.8  |   3.5  |
1.2  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  5655  | 17095  |  5326  |  1237  |
199  | 29512
  WG 6-9            |  19.2  |  57.9  |  18.0  |   4.2  |
.7  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  9076  | 35050  | 12254  |  1787  |
484  | 58651
  WG 10-15          |  15.5  |  59.8  |  20.9  |   3.0  |
.8  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  5408  | 14095  |  3466  |   375  |
137  | 23482
  WS/WL 1-19        |  23.0  |  60.0  |  14.8  |   1.6  |
.6  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  | 12358  | 38752  | 45927  |  1111  |
463  | 98611
  NSPS Pay Bands T  |  12.5  |  39.3  |  46.6  |   1.1  |
.5  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  4088  | 14335  | 11508  |   325  |
129  | 30385
  Demo/APS Status   |  13.5  |  47.2  |  37.9  |   1.1  |
.4  |   5.0
                    +--------+--------+--------+--------+----
----+
                13  |   605  |  1673  |   398  |        |
    |  2676
  Other Remaining   |  22.6  |  62.5  |  14.9  |        |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |   108  |   238  |        |
    |   345
  Non-categoried P  |        |  31.2  |  68.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   86183   278801   224116     9034
3563   601696
             Total    14.3     46.3     37.2      1.5
.6    100.0

Number of Missing Observations:  57563
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q21  Adequate
personnel to manage safety prog

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
```

```
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1902  |  9033  |  8079  |   534  |
395  | 19942
  GS 1-4            |   9.5  |  45.3  |  40.5  |   2.7  |
2.0  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  | 10522  | 37371  | 34199  |  4791  |
1101  | 87984
  GS 5-8            |  12.0  |  42.5  |  38.9  |   5.4  |
1.3  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  | 15988  | 75890  | 64110  |  9621  |
2303  |167912
  GS-9-12           |   9.5  |  45.2  |  38.2  |   5.7  |
1.4  |  27.9
                    +--------+--------+--------+--------+----
----+
                 4  |  4594  | 25872  | 24046  |  2679  |
209  | 57400
  GS/GM 13-15       |   8.0  |  45.1  |  41.9  |   4.7  |
.4  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |    91  |   374  |   300  |    32  |
 2  |   800
  SES               |  11.4  |  46.8  |  37.5  |   4.0  |
.3  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  1666  |  5847  |  3857  |   350  |
58  | 11778
  Other             |  14.1  |  49.6  |  32.7  |   3.0  |
.5  |   2.0
                    +--------+--------+--------+--------+----
----+
                 7  |  1538  |  4917  |  4404  |  1023  |
311  | 12192
  WG 1-5            |  12.6  |  40.3  |  36.1  |   8.4  |
2.6  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  3785  | 15873  |  6541  |  2663  |
643  | 29504
  WG 6-9            |  12.8  |  53.8  |  22.2  |   9.0  |
2.2  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  5199  | 29509  | 17648  |  4895  |
1301  | 58552
  WG 10-15          |   8.9  |  50.4  |  30.1  |   8.4  |
2.2  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |  2546  | 13954  |  5101  |  1639  |
219  | 23459
  WS/WL 1-19        |  10.9  |  59.5  |  21.7  |   7.0  |
.9  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  9250  | 43613  | 39197  |  5430  |
1171  | 98662
  NSPS Pay Bands T  |   9.4  |  44.2  |  39.7  |   5.5  |
1.2  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  2725  | 14805  | 10846  |  1594  |
436  | 30406
  Demo/APS Status   |   9.0  |  48.7  |  35.7  |   5.2  |
1.4  |   5.1
                    +--------+--------+--------+--------+----
----+
                13  |   284  |  1604  |   638  |    78  |
72  |  2676
  Other Remaining   |  10.6  |  59.9  |  23.8  |   2.9  |
2.7  |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |   108  |   238  |        |
    |   345
  Non-categoried P  |        |  31.2  |  68.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   60091   278769   219203    35329
8221   601613
             Total    10.0     46.3     36.4      5.9
1.4    100.0

Number of Missing Observations:  57646
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q22  Award
program does not promote safety

            Count  |Strongly  Agree   No      Disagree
Strongly
```

```
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1 |  1100  |  2480  | 11318  |  4439  |
872  | 20209
  GS 1-4           |   5.4  |  12.3  |  56.0  |  22.0  |
4.3  |   3.4
                   +--------+--------+--------+--------+----
----+
                 2 |  3447  | 14833  | 48581  | 16200  |
4818  | 87880
  GS 5-8           |   3.9  |  16.9  |  55.3  |  18.4  |
5.5  |  14.6
                   +--------+--------+--------+--------+----
----+
                 3 |  5479  | 22826  | 92755  | 41018  |
6043  |168122
  GS-9-12          |   3.3  |  13.6  |  55.2  |  24.4  |
3.6  |  28.0
                   +--------+--------+--------+--------+----
----+
                 4 |   667  |  7644  | 33591  | 12735  |
2598  | 57234
  GS/GM 13-15      |   1.2  |  13.4  |  58.7  |  22.3  |
4.5  |   9.5
                   +--------+--------+--------+--------+----
----+
                 5 |    20  |   107  |   385  |   221  |
65  |   797
  SES              |   2.5  |  13.4  |  48.2  |  27.7  |
8.2  |    .1
                   +--------+--------+--------+--------+----
----+
                 6 |   416  |  1743  |  6132  |  3294  |
180  | 11764
  Other            |   3.5  |  14.8  |  52.1  |  28.0  |
1.5  |   2.0
                   +--------+--------+--------+--------+----
----+
                 7 |  1566  |  2246  |  5652  |  2113  |
595  | 12172
  WG 1-5           |  12.9  |  18.5  |  46.4  |  17.4  |
4.9  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8 |  2425  |  6369  | 11735  |  7321  |
1632  | 29483
  WG 6-9           |   8.2  |  21.6  |  39.8  |  24.8  |
5.5  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9 |  2821  | 12879  | 26972  | 12941  |
2941  | 58552
  WG 10-15         |   4.8  |  22.0  |  46.1  |  22.1  |
5.0  |   9.7
                   +--------+--------+--------+--------+----
----+
                10 |  1256  |  4916  |  8709  |  6963  |
1529  | 23373
  WS/WL 1-19       |   5.4  |  21.0  |  37.3  |  29.8  |
6.5  |   3.9
                   +--------+--------+--------+--------+----
----+
                11 |  2346  | 13895  | 55870  | 21819  |
4606  | 98536
  NSPS Pay Bands T |   2.4  |  14.1  |  56.7  |  22.1  |
4.7  |  16.4
                   +--------+--------+--------+--------+----
----+
                12 |   533  |  4746  | 16086  |  7516  |
1369  | 30251
  Demo/APS Status  |   1.8  |  15.7  |  53.2  |  24.8  |
4.5  |   5.0
                   +--------+--------+--------+--------+----
----+
                13 |   170  |   518  |   948  |   871  |
171  |  2676
  Other Remaining  |   6.3  |  19.3  |  35.4  |  32.5  |
6.4  |    .4
                   +--------+--------+--------+--------+----
----+
                14 |        |   107  |   175  |    63  |
    |   345
  Non-categoried P |        |  31.0  |  50.8  |  18.1  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   22245    95308   318910   137513
27419   601396
             Total     3.7     15.8     53.0     22.9
4.6    100.0

Number of Missing Observations:  57862
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q23
Performance standards higher than safety
```

```
            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1 |   901  |  2498  | 11544  |  4156  |
873  | 19973
  GS 1-4           |   4.5  |  12.5  |  57.8  |  20.8  |
4.4  |   3.3
                   +--------+--------+--------+--------+----
----+
                 2 |  3122  | 14796  | 48022  | 18673  |
3332  | 87945
  GS 5-8           |   3.6  |  16.8  |  54.6  |  21.2  |
3.8  |  14.7
                   +--------+--------+--------+--------+----
----+
                 3 |  4832  | 27748  | 89412  | 38900  |
6827  |167719
  GS-9-12          |   2.9  |  16.5  |  53.3  |  23.2  |
4.1  |  27.9
                   +--------+--------+--------+--------+----
----+
                 4 |  1083  | 10606  | 30542  | 12579  |
2212  | 57023
  GS/GM 13-15      |   1.9  |  18.6  |  53.6  |  22.1  |
3.9  |   9.5
                   +--------+--------+--------+--------+----
----+
                 5 |    38  |   195  |   373  |   163  |
29  |   797
  SES              |   4.8  |  24.4  |  46.7  |  20.4  |
3.7  |    .1
                   +--------+--------+--------+--------+----
----+
                 6 |   492  |  2430  |  5953  |  2653  |
266  | 11793
  Other            |   4.2  |  20.6  |  50.5  |  22.5  |
2.3  |   2.0
                   +--------+--------+--------+--------+----
----+
                 7 |  1039  |  1945  |  6158  |  2632  |
418  | 12192
  WG 1-5           |   8.5  |  15.9  |  50.5  |  21.6  |
3.4  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8 |  1053  |  6448  | 12735  |  7399  |
1530  | 29166
  WG 6-9           |   3.6  |  22.1  |  43.7  |  25.4  |
5.2  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9 |  2170  | 10442  | 28706  | 15007  |
2139  | 58464
  WG 10-15         |   3.7  |  17.9  |  49.1  |  25.7  |
3.7  |   9.7
                   +--------+--------+--------+--------+----
----+
                10 |   530  |  3827  |  9450  |  8076  |
1560  | 23442
  WS/WL 1-19       |   2.3  |  16.3  |  40.3  |  34.4  |
6.7  |   3.9
                   +--------+--------+--------+--------+----
----+
                11 |  2853  | 17832  | 53834  | 20032  |
3856  | 98407
  NSPS Pay Bands T |   2.9  |  18.1  |  54.7  |  20.4  |
3.9  |  16.4
                   +--------+--------+--------+--------+----
----+
                12 |   779  |  6773  | 15480  |  6096  |
1177  | 30305
  Demo/APS Status  |   2.6  |  22.3  |  51.1  |  20.1  |
3.9  |   5.0
                   +--------+--------+--------+--------+----
----+
                13 |    90  |   415  |  1032  |   932  |
208  |  2676
  Other Remaining  |   3.3  |  15.5  |  38.6  |  34.8  |
7.8  |    .4
                   +--------+--------+--------+--------+----
----+
                14 |    14  |   107  |   161  |    63  |
    |   345
  Non-categoried P |   4.1  |  31.0  |  46.8  |  18.1  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   18996   106062   313402   137359
24427   600247
             Total     3.2     17.7     52.2     22.9
4.1    100.0

Number of Missing Observations:  59011
```

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q24 Super. understand job safety problems

XPAYGRP	Count / Row Pct	Strongly Agree (1)	Agree (2)	No Opinion (3)	Disagree (4)	Strongly Disagree (5)	Row Total
GS 1-4	1	1522	8882	9018	704	378	20504
		7.4	43.3	44.0	3.4	1.8	3.4
GS 5-8	2	10055	36350	37287	3229	887	87808
		11.5	41.4	42.5	3.7	1.0	14.6
GS-9-12	3	14543	77576	69644	4668	1432	167863
		8.7	46.2	41.5	2.8	.9	28.0
GS/GM 13-15	4	4224	26585	23931	2217	33	56990
		7.4	46.6	42.0	3.9	.1	9.5
SES	5	101	349	321	14	7	792
		12.7	44.1	40.5	1.8	.9	.1
Other	6	915	4576	5649	400		11539
		7.9	39.7	49.0	3.5		1.9
WG 1-5	7	1580	5395	4432	572	136	12114
		13.0	44.5	36.6	4.7	1.1	2.0
WG 6-9	8	4992	16017	5811	1794	658	29271
		17.1	54.7	19.9	6.1	2.2	4.9
WG 10-15	9	7248	32476	14611	3122	865	58323
		12.4	55.7	25.1	5.4	1.5	9.7
WS/WL 1-19	10	3647	14476	4320	1096	38	23577
		15.5	61.4	18.3	4.6	.2	3.9
NSPS Pay Bands T	11	8414	42681	43473	2812	832	98212
		8.6	43.5	44.3	2.9	.8	16.4
Demo/APS Status	12	2586	14500	11327	1469	222	30104
		8.6	48.2	37.6	4.9	.7	5.0
Other Remaining	13	337	1708	440	111		2596
		13.0	65.8	16.9	4.3		.4
Non-categoried P	14		122	224			345
			35.2	64.8			.1
Column		60163	281692	230488	22209	5487	600039
Total		10.0	46.9	38.4	3.7	.9	100.0

Number of Missing Observations: 59220

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q25 Personnel follow lock./tagout procedures

XPAYGRP	Count / Row Pct	Strongly Agree (1)	Agree (2)	No Opinion (3)	Disagree (4)	Strongly Disagree (5)	Row Total
GS 1-4	1	2053	4702	12118	608	428	19910
		10.3	23.6	60.9	3.1	2.2	3.3
GS 5-8	2	6938	19688	54367	4689	1026	86708
		8.0	22.7	62.7	5.4	1.2	14.6
GS-9-12	3	12956	46123	94988	9444	2828	166340
		7.8	27.7	57.1	5.7	1.7	27.9
GS/GM 13-15	4	4116	14977	33599	3455	953	57100
		7.2	26.2	58.8	6.1	1.7	9.6
SES	5	93	238	406	47	12	795
		11.7	29.9	51.0	5.9	1.5	.1
Other	6	1164	4422	5311	444		11341
		10.3	39.0	46.8	3.9		1.9
WG 1-5	7	1503	3136	6272	756	406	12072
		12.4	26.0	52.0	6.3	3.4	2.0
WG 6-9	8	4519	11860	10231	1321	961	28891
		15.6	41.1	35.4	4.6	3.3	4.9
WG 10-15	9	8792	30165	15541	2302	1188	57988
		15.2	52.0	26.8	4.0	2.0	9.7
WS/WL 1-19	10	5533	12170	4815	895	102	23516
		23.5	51.8	20.5	3.8	.4	4.0
NSPS Pay Bands T	11	6587	23847	60635	5184	1391	97643
		6.7	24.4	62.1	5.3	1.4	16.4
Demo/APS Status	12	1911	9343	15980	2183	564	29981
		6.4	31.2	53.3	7.3	1.9	5.0
Other Remaining	13	714	1121	734	108		2676
		26.7	41.9	27.4	4.0		.4
Non-categoried P	14	14	90	179	62		345
		4.1	26.1	51.8	18.0		.1

```
                    +--------+--------+--------+--------+----
----+
            Column   56893   181881   315173    31499
9860   595306
              Total     9.6     30.6     52.9      5.3
1.7    100.0

Number of Missing Observations:  63953
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q26  Safety
training is part of orientation

             Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                    |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                  1  |  3411  |  9294  |  5410  |  1737  |
402  | 20254
  GS 1-4            |  16.8  |  45.9  |  26.7  |   8.6  |
2.0  |   3.4
                    +--------+--------+--------+--------+----
----+
                  2  | 13441  | 38423  | 28259  |  6240  |
1291  | 87654
  GS 5-8            |  15.3  |  43.8  |  32.2  |   7.1  |
1.5  |  14.7
                    +--------+--------+--------+--------+----
----+
                  3  | 21416  | 73714  | 57855  | 12332  |
1974  |167292
  GS-9-12           |  12.8  |  44.1  |  34.6  |   7.4  |
1.2  |  28.0
                    +--------+--------+--------+--------+----
----+
                  4  |  5912  | 23243  | 23459  |  3098  |
617  | 56329
  GS/GM 13-15       |  10.5  |  41.3  |  41.6  |   5.5  |
1.1  |   9.4
                    +--------+--------+--------+--------+----
----+
                  5  |    97  |   366  |   244  |    79  |
12  |   797
  SES               |  12.2  |  45.9  |  30.6  |   9.9  |
1.5  |    .1
                    +--------+--------+--------+--------+----
----+
                  6  |  1538  |  6604  |  3073  |   437  |
51  | 11702
  Other             |  13.1  |  56.4  |  26.3  |   3.7  |
.4  |   2.0
                    +--------+--------+--------+--------+----
----+
                  7  |  2343  |  4978  |  3211  |  1168  |
232  | 11931
  WG 1-5            |  19.6  |  41.7  |  26.9  |   9.8  |
1.9  |   2.0
                    +--------+--------+--------+--------+----
----+
                  8  |  6899  | 15196  |  5356  |  1326  |
715  | 29493
  WG 6-9            |  23.4  |  51.5  |  18.2  |   4.5  |
2.4  |   4.9
                    +--------+--------+--------+--------+----
----+
                  9  | 10304  | 33419  | 11140  |  2418  |
781  | 58062
  WG 10-15          |  17.7  |  57.6  |  19.2  |   4.2  |
1.3  |   9.7
                    +--------+--------+--------+--------+----
----+
                 10  |  6911  | 13063  |  2875  |   511  |
60  | 23419
  WS/WL 1-19        |  29.5  |  55.8  |  12.3  |   2.2  |
.3  |   3.9
                    +--------+--------+--------+--------+----
----+
                 11  | 12172  | 42555  | 34376  |  7865  |
1084  | 98052
  NSPS Pay Bands T  |  12.4  |  43.4  |  35.1  |   8.0  |
1.1  |  16.4
                    +--------+--------+--------+--------+----
----+
                 12  |  3587  | 13467  | 10502  |  2194  |
312  | 30063
  Demo/APS Status   |  11.9  |  44.8  |  34.9  |   7.3  |
1.0  |   5.0
                    +--------+--------+--------+--------+----
----+
                 13  |   692  |  1427  |   443  |    57  |
    |  2619
  Other Remaining   |  26.4  |  54.5  |  16.9  |   2.2  |
    |    .4
                    +--------+--------+--------+--------+----
----+
                 14  |        |   108  |   238  |        |
    |   345
  Non-categoried P  |        |  31.2  |  68.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   88722   275858   186442    39461
7529   598012
              Total    14.8     46.1     31.2      6.6
1.3    100.0

Number of Missing Observations:  61246
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q27
Leadership is sincere about personnel sa

             Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                    |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                  1  |  3154  | 10687  |  4863  |   660  |
453  | 19818
  GS 1-4            |  15.9  |  53.9  |  24.5  |   3.3  |
2.3  |   3.3
                    +--------+--------+--------+--------+----
----+
                  2  | 13943  | 44341  | 24762  |  3084  |
984  | 87113
  GS 5-8            |  16.0  |  50.9  |  28.4  |   3.5  |
1.1  |  14.6
                    +--------+--------+--------+--------+----
----+
                  3  | 23134  | 96974  | 39719  |  5856  |
1121  |166804
  GS-9-12           |  13.9  |  58.1  |  23.8  |   3.5  |
.7  |  27.9
                    +--------+--------+--------+--------+----
----+
                  4  |  8664  | 32113  | 14608  |  1230  |
115  | 56730
  GS/GM 13-15       |  15.3  |  56.6  |  25.7  |   2.2  |
.2  |   9.5
                    +--------+--------+--------+--------+----
----+
                  5  |   186  |   456  |   141  |     9  |
 5  |   798
  SES               |  23.4  |  57.2  |  17.7  |   1.1  |
.7  |    .1
                    +--------+--------+--------+--------+----
----+
                  6  |  2198  |  7074  |  2223  |   270  |
95  | 11860
  Other             |  18.5  |  59.6  |  18.7  |   2.3  |
.8  |   2.0
                    +--------+--------+--------+--------+----
----+
                  7  |  2063  |  4704  |  4284  |   639  |
366  | 12056
  WG 1-5            |  17.1  |  39.0  |  35.5  |   5.3  |
3.0  |   2.0
                    +--------+--------+--------+--------+----
----+
                  8  |  5593  | 15752  |  5687  |  1630  |
622  | 29283
  WG 6-9            |  19.1  |  53.8  |  19.4  |   5.6  |
2.1  |   4.9
                    +--------+--------+--------+--------+----
----+
                  9  |  8850  | 30359  | 13322  |  4198  |
1298  | 58026
  WG 10-15          |  15.3  |  52.3  |  23.0  |   7.2  |
2.2  |   9.7
                    +--------+--------+--------+--------+----
----+
                 10  |  5316  | 14269  |  2900  |   791  |
234  | 23510
  WS/WL 1-19        |  22.6  |  60.7  |  12.3  |   3.4  |
1.0  |   3.9
                    +--------+--------+--------+--------+----
----+
                 11  | 15367  | 53907  | 25159  |  2873  |
765  | 98070
  NSPS Pay Bands T  |  15.7  |  55.0  |  25.7  |   2.9  |
.8  |  16.4
                    +--------+--------+--------+--------+----
----+
                 12  |  4575  | 17636  |  6731  |   693  |
276  | 29912
  Demo/APS Status   |  15.3  |  59.0  |  22.5  |   2.3  |
.9  |   5.0
                    +--------+--------+--------+--------+----
----+
                 13  |   654  |  1625  |   340  |        |
    |  2619
```

```
  Other Remaining  |  25.0  |  62.0  |  13.0  |        |
    |    .4
                   +--------+--------+--------+--------+----
----+
               14  |        |   122  |   224  |        |
    |   345
  Non-categoried P |        |  35.2  |  64.8  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   93698   330017   144962    21933
6334   596944
             Total    15.7     55.3     24.3      3.7
1.1    100.0

Number of Missing Observations:  62315
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q28
Supervisors seldom act on worker sugg.

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |   850  |  2622  |  8645  |  6868  |
1444  | 20428
  GS 1-4           |   4.2  |  12.8  |  42.3  |  33.6  |
7.1  |   3.4
                   +--------+--------+--------+--------+----
----+
                2  |  1863  |  7085  | 39495  | 31244  |
7395  | 87082
  GS 5-8           |   2.1  |   8.1  |  45.4  |  35.9  |
8.5  |  14.5
                   +--------+--------+--------+--------+----
----+
                3  |  2548  |  8568  | 69405  | 72408  |
14515  |167444
  GS-9-12          |   1.5  |   5.1  |  41.4  |  43.2  |
8.7  |  28.0
                   +--------+--------+--------+--------+----
----+
                4  |    92  |  2699  | 24438  | 22634  |
6760  | 56623
  GS/GM 13-15      |    .2  |   4.8  |  43.2  |  40.0  |
11.9  |   9.5
                   +--------+--------+--------+--------+----
----+
                5  |     5  |    31  |   286  |   351  |
122  |   795
  SES              |    .7  |   3.9  |  35.9  |  44.1  |
15.4  |    .1
                   +--------+--------+--------+--------+----
----+
                6  |   403  |   876  |  4434  |  4864  |
932  | 11509
  Other            |   3.5  |   7.6  |  38.5  |  42.3  |
8.1  |   1.9
                   +--------+--------+--------+--------+----
----+
                7  |   921  |  1249  |  5216  |  3793  |
1008  | 12187
  WG 1-5           |   7.6  |  10.2  |  42.8  |  31.1  |
8.3  |   2.0
                   +--------+--------+--------+--------+----
----+
                8  |   993  |  4430  |  9586  | 12328  |
2276  | 29613
  WG 6-9           |   3.4  |  15.0  |  32.4  |  41.6  |
7.7  |   4.9
                   +--------+--------+--------+--------+----
----+
                9  |  1390  |  6429  | 20008  | 25421  |
4944  | 58191
  WG 10-15         |   2.4  |  11.0  |  34.4  |  43.7  |
8.5  |   9.7
                   +--------+--------+--------+--------+----
----+
               10  |   455  |  2037  |  5788  | 11947  |
3390  | 23617
  WS/WL 1-19       |   1.9  |   8.6  |  24.5  |  50.6  |
14.4  |   3.9
                   +--------+--------+--------+--------+----
----+
               11  |  1207  |  5753  | 42782  | 38388  |
10088  | 98219
  NSPS Pay Bands T |   1.2  |   5.9  |  43.6  |  39.1  |
10.3  |  16.4
                   +--------+--------+--------+--------+----
----+
               12  |   195  |  2642  | 12777  | 11144  |
3405  | 30162
  Demo/APS Status  |    .6  |   8.8  |  42.4  |  36.9  |
11.3  |   5.0
                   +--------+--------+--------+--------+----
----+
               13  |   110  |    58  |   765  |  1439  |
305  |  2676
  Other Remaining  |   4.1  |   2.2  |  28.6  |  53.8  |
11.4  |    .4
                   +--------+--------+--------+--------+----
----+
               14  |        |   107  |   175  |    63  |
    |   345
  Non-categoried P |        |  31.0  |  50.8  |  18.1  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   11031    44586   243800   242890
56583   598891
             Total     1.8      7.4     40.7     40.6
9.4    100.0

Number of Missing Observations:  60368
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q29
Emergency procedures rarely tested

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |   826  |  2255  |  8065  |  6860  |
1705  | 19712
  GS 1-4           |   4.2  |  11.4  |  40.9  |  34.8  |
8.7  |   3.3
                   +--------+--------+--------+--------+----
----+
                2  |  2797  |  9444  | 32237  | 34030  |
8931  | 87438
  GS 5-8           |   3.2  |  10.8  |  36.9  |  38.9  |
10.2  |  14.6
                   +--------+--------+--------+--------+----
----+
                3  |  4774  | 16994  | 55931  | 73793  |
15562  |167055
  GS-9-12          |   2.9  |  10.2  |  33.5  |  44.2  |
9.3  |  28.0
                   +--------+--------+--------+--------+----
----+
                4  |   358  |  6027  | 21179  | 22839  |
6353  | 56757
  GS/GM 13-15      |    .6  |  10.6  |  37.3  |  40.2  |
11.2  |   9.5
                   +--------+--------+--------+--------+----
----+
                5  |    16  |    62  |   172  |   385  |
160  |   795
  SES              |   2.0  |   7.8  |  21.6  |  48.5  |
20.1  |    .1
                   +--------+--------+--------+--------+----
----+
                6  |   446  |   839  |  3669  |  4515  |
2248  | 11717
  Other            |   3.8  |   7.2  |  31.3  |  38.5  |
19.2  |   2.0
                   +--------+--------+--------+--------+----
----+
                7  |  1075  |  1337  |  5183  |  3257  |
1171  | 12022
  WG 1-5           |   8.9  |  11.1  |  43.1  |  27.1  |
9.7  |   2.0
                   +--------+--------+--------+--------+----
----+
                8  |  1558  |  5834  |  9844  | 10043  |
2112  | 29391
  WG 6-9           |   5.3  |  19.8  |  33.5  |  34.2  |
7.2  |   4.9
                   +--------+--------+--------+--------+----
----+
                9  |  1656  |  9428  | 20941  | 21805  |
4315  | 58144
  WG 10-15         |   2.8  |  16.2  |  36.0  |  37.5  |
7.4  |   9.7
                   +--------+--------+--------+--------+----
----+
               10  |   780  |  3706  |  6189  |  9843  |
3078  | 23596
  WS/WL 1-19       |   3.3  |  15.7  |  26.2  |  41.7  |
13.0  |   3.9
                   +--------+--------+--------+--------+----
----+
               11  |  1812  | 10619  | 34912  | 39966  |
10619  | 97928
  NSPS Pay Bands T |   1.9  |  10.8  |  35.7  |  40.8  |
10.8  |  16.4
                   +--------+--------+--------+--------+----
----+
```

```
                12  |   609  |  3758  | 10583  | 12170  |
2845  | 29965
  Demo/APS Status  |   2.0  |  12.5  |  35.3  |  40.6  |
9.5  |   5.0
                   +--------+--------+--------+--------+----
----+
                13  |    55  |   286  |   835  |  1102  |
399  |  2676
  Other Remaining  |   2.0  |  10.7  |  31.2  |  41.2  |
14.9  |    .4
                   +--------+--------+--------+--------+----
----+
                14  |        |    45  |   224  |    77  |
    |   345
  Non-categoried P |        |  13.0  |  64.8  |  22.2  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   16761    70632   209965   240684
59498   597541
             Total     2.8     11.8     35.1     40.3
10.0    100.0

Number of Missing Observations:  61718
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q30  Safety
officer improves safety

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1969  |  6712  |  9990  |   940  |
417  | 20028
  GS 1-4           |   9.8  |  33.5  |  49.9  |   4.7  |
2.1  |   3.4
                   +--------+--------+--------+--------+----
----+
                 2  |  8895  | 31208  | 41169  |  3544  |
1420  | 86237
  GS 5-8           |  10.3  |  36.2  |  47.7  |   4.1  |
1.6  |  14.5
                   +--------+--------+--------+--------+----
----+
                 3  | 12278  | 58580  | 82846  |  9579  |
2433  |165716
  GS-9-12          |   7.4  |  35.3  |  50.0  |   5.8  |
1.5  |  27.9
                   +--------+--------+--------+--------+----
----+
                 4  |  3994  | 19693  | 29785  |  2599  |
151  | 56223
  GS/GM 13-15      |   7.1  |  35.0  |  53.0  |   4.6  |
.3  |   9.5
                   +--------+--------+--------+--------+----
----+
                 5  |    74  |   297  |   382  |    32  |
 7  |   792
  SES              |   9.3  |  37.4  |  48.2  |   4.1  |
.9  |    .1
                   +--------+--------+--------+--------+----
----+
                 6  |  1085  |  4485  |  5679  |   347  |
58  | 11654
  Other            |   9.3  |  38.5  |  48.7  |   3.0  |
.5  |   2.0
                   +--------+--------+--------+--------+----
----+
                 7  |  1330  |  3465  |  5823  |  1019  |
441  | 12079
  WG 1-5           |  11.0  |  28.7  |  48.2  |   8.4  |
3.7  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8  |  2482  | 13327  | 10818  |  1923  |
776  | 29326
  WG 6-9           |   8.5  |  45.4  |  36.9  |   6.6  |
2.6  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9  |  2989  | 19381  | 29258  |  4726  |
1082  | 57436
  WG 10-15         |   5.2  |  33.7  |  50.9  |   8.2  |
1.9  |   9.7
                   +--------+--------+--------+--------+----
----+
                10  |  1754  | 10214  |  8974  |  1936  |
537  | 23415
  WS/WL 1-19       |   7.5  |  43.6  |  38.3  |   8.3  |
2.3  |   3.9
                   +--------+--------+--------+--------+----
----+
                11  |  7097  | 33846  | 50906  |  4370  |
1264  | 97484
  NSPS Pay Bands T |   7.3  |  34.7  |  52.2  |   4.5  |
1.3  |  16.4
                   +--------+--------+--------+--------+----
----+
                12  |  1634  | 10763  | 16000  |  1226  |
295  | 29917
  Demo/APS Status  |   5.5  |  36.0  |  53.5  |   4.1  |
1.0  |   5.0
                   +--------+--------+--------+--------+----
----+
                13  |   253  |  1082  |  1105  |   237  |
    |  2676
  Other Remaining  |   9.4  |  40.4  |  41.3  |   8.8  |
    |    .5
                   +--------+--------+--------+--------+----
----+
                14  |        |    90  |   255  |        |
    |   345
  Non-categoried P |        |  26.1  |  73.9  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   45832   213142   292993    32478
8882   593328
             Total     7.7     35.9     49.4      5.5
1.5    100.0

Number of Missing Observations:  65931
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q31
Leadership sets fine safety example

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1956  |  9131  |  7214  |  1263  |
413  | 19977
  GS 1-4           |   9.8  |  45.7  |  36.1  |   6.3  |
2.1  |   3.3
                   +--------+--------+--------+--------+----
----+
                 2  | 10717  | 36753  | 33386  |  4790  |
1638  | 87284
  GS 5-8           |  12.3  |  42.1  |  38.3  |   5.5  |
1.9  |  14.6
                   +--------+--------+--------+--------+----
----+
                 3  | 14912  | 79953  | 62530  |  8949  |
1199  |167544
  GS-9-12          |   8.9  |  47.7  |  37.3  |   5.3  |
.7  |  28.0
                   +--------+--------+--------+--------+----
----+
                 4  |  6119  | 26620  | 22039  |  1918  |
357  | 57053
  GS/GM 13-15      |  10.7  |  46.7  |  38.6  |   3.4  |
.6  |   9.5
                   +--------+--------+--------+--------+----
----+
                 5  |   162  |   402  |   205  |    21  |
 8  |   799
  SES              |  20.3  |  50.3  |  25.7  |   2.7  |
1.0  |    .1
                   +--------+--------+--------+--------+----
----+
                 6  |  1935  |  5906  |  3104  |   582  |
109  | 11636
  Other            |  16.6  |  50.8  |  26.7  |   5.0  |
.9  |   1.9
                   +--------+--------+--------+--------+----
----+
                 7  |  1169  |  4931  |  4609  |  1135  |
248  | 12092
  WG 1-5           |   9.7  |  40.8  |  38.1  |   9.4  |
2.1  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8  |  3595  | 13639  |  8196  |  2254  |
1270  | 28954
  WG 6-9           |  12.4  |  47.1  |  28.3  |   7.8  |
4.4  |   4.8
                   +--------+--------+--------+--------+----
----+
                 9  |  5223  | 23855  | 21037  |  6043  |
1938  | 58097
  WG 10-15         |   9.0  |  41.1  |  36.2  |  10.4  |
3.3  |   9.7
                   +--------+--------+--------+--------+----
----+
                10  |  3296  | 12917  |  5913  |  1235  |
196  | 23557
  WS/WL 1-19       |  14.0  |  54.8  |  25.1  |   5.2  |
.8  |   3.9
```

```
                    +--------+--------+--------+--------+----
----+
              11  | 11497  | 45740  | 35815  |  3924  |
1022  | 97998
  NSPS Pay Bands T |  11.7  |  46.7  |  36.5  |   4.0  |
1.0  |  16.4
                    +--------+--------+--------+--------+----
----+
              12  |  2527  | 13529  | 11931  |  1356  |
171  | 29514
  Demo/APS Status  |   8.6  |  45.8  |  40.4  |   4.6  |
.6  |   4.9
                    +--------+--------+--------+--------+----
----+
              13  |   288  |  1420  |   645  |   267  |
    |  2619
  Other Remaining  |  11.0  |  54.2  |  24.6  |  10.2  |
    |    .4
                    +--------+--------+--------+--------+----
----+
              14  |        |   122  |   161  |    62  |
    |   345
  Non-categoried P |        |  35.2  |  46.8  |  18.0  |
    |    .1
                    +--------+--------+--------+--------+----
----+
           Column   63398   274918   216786    33799
8568   597469
            Total    10.6     46.0     36.3      5.7
1.4    100.0

Number of Missing Observations:  61790
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q32
Supervisors fits safety into performance

            Count  |Strongly  Agree   No      Disagree
Strongly
          Row Pct | Agree            Opinion
Disagree   Row
                  |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
              1  |  1913  |  9297  |  7656  |  1159  |
422  | 20448
  GS 1-4           |   9.4  |  45.5  |  37.4  |   5.7  |
2.1  |   3.4
                    +--------+--------+--------+--------+----
----+
              2  | 10724  | 35266  | 35038  |  5059  |
871  | 86958
  GS 5-8           |  12.3  |  40.6  |  40.3  |   5.8  |
1.0  |  14.6
                    +--------+--------+--------+--------+----
----+
              3  | 14096  | 71125  | 70278  | 10018  |
1374  |166891
  GS-9-12          |   8.4  |  42.6  |  42.1  |   6.0  |
.8  |  28.0
                    +--------+--------+--------+--------+----
----+
              4  |  5361  | 23743  | 24300  |  3329  |
185  | 56918
  GS/GM 13-15      |   9.4  |  41.7  |  42.7  |   5.8  |
.3  |   9.5
                    +--------+--------+--------+--------+----
----+
              5  |   107  |   292  |   336  |    50  |
12  |   797
  SES              |  13.4  |  36.6  |  42.1  |   6.3  |
1.5  |    .1
                    +--------+--------+--------+--------+----
----+
              6  |  1679  |  5841  |  3573  |   295  |
58  | 11445
  Other            |  14.7  |  51.0  |  31.2  |   2.6  |
.5  |   1.9
                    +--------+--------+--------+--------+----
----+
              7  |  1915  |  5513  |  3726  |   650  |
131  | 11934
  WG 1-5           |  16.0  |  46.2  |  31.2  |   5.4  |
1.1  |   2.0
                    +--------+--------+--------+--------+----
----+
              8  |  3847  | 14830  |  7243  |  2447  |
829  | 29196
  WG 6-9           |  13.2  |  50.8  |  24.8  |   8.4  |
2.8  |   4.9
                    +--------+--------+--------+--------+----
----+
              9  |  6449  | 27091  | 19235  |  4147  |
1188  | 58110
  WG 10-15         |  11.1  |  46.6  |  33.1  |   7.1  |
2.0  |   9.7
                    +--------+--------+--------+--------+----
----+
             10  |  3939  | 13732  |  4832  |   786  |
163  | 23452
  WS/WL 1-19       |  16.8  |  58.6  |  20.6  |   3.3  |
.7  |   3.9
                    +--------+--------+--------+--------+----
----+
             11  |  9699  | 37986  | 43063  |  6359  |
933  | 98041
  NSPS Pay Bands T |   9.9  |  38.7  |  43.9  |   6.5  |
1.0  |  16.4
                    +--------+--------+--------+--------+----
----+
             12  |  2182  | 11209  | 14030  |  2189  |
122  | 29733
  Demo/APS Status  |   7.3  |  37.7  |  47.2  |   7.4  |
.4  |   5.0
                    +--------+--------+--------+--------+----
----+
             13  |   324  |  1532  |   707  |   113  |
    |  2676
  Other Remaining  |  12.1  |  57.3  |  26.4  |   4.2  |
    |    .4
                    +--------+--------+--------+--------+----
----+
             14  |        |   122  |   161  |    62  |
    |   345
  Non-categoried P |        |  35.2  |  46.8  |  18.0  |
    |    .1
                    +--------+--------+--------+--------+----
----+
           Column   62236   257579   234178    36663
6289   596946
            Total    10.4     43.1     39.2      6.1
1.1    100.0

Number of Missing Observations:  62313
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q33
Preventive maintenance operates poorly

            Count  |Strongly  Agree   No      Disagree
Strongly
          Row Pct | Agree            Opinion
Disagree   Row
                  |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
              1  |   823  |  2545  | 10274  |  5152  |
1126  | 19919
  GS 1-4           |   4.1  |  12.8  |  51.6  |  25.9  |
5.7  |   3.3
                    +--------+--------+--------+--------+----
----+
              2  |  3431  | 10357  | 45201  | 23042  |
4897  | 86929
  GS 5-8           |   3.9  |  11.9  |  52.0  |  26.5  |
5.6  |  14.6
                    +--------+--------+--------+--------+----
----+
              3  |  4998  | 20068  | 88595  | 44961  |
8458  |167080
  GS-9-12          |   3.0  |  12.0  |  53.0  |  26.9  |
5.1  |  28.1
                    +--------+--------+--------+--------+----
----+
              4  |  1164  |  6316  | 32403  | 14148  |
2743  | 56774
  GS/GM 13-15      |   2.1  |  11.1  |  57.1  |  24.9  |
4.8  |   9.5
                    +--------+--------+--------+--------+----
----+
              5  |    10  |    72  |   393  |   234  |
78  |   787
  SES              |   1.3  |   9.2  |  49.9  |  29.8  |
9.9  |    .1
                    +--------+--------+--------+--------+----
----+
              6  |   416  |  1505  |  4931  |  3607  |
959  | 11418
  Other            |   3.6  |  13.2  |  43.2  |  31.6  |
8.4  |   1.9
                    +--------+--------+--------+--------+----
----+
              7  |  1071  |  2235  |  5118  |  3233  |
435  | 12092
  WG 1-5           |   8.9  |  18.5  |  42.3  |  26.7  |
3.6  |   2.0
                    +--------+--------+--------+--------+----
----+
              8  |  2784  |  5886  |  8693  |  9453  |
2206  | 29022
  WG 6-9           |   9.6  |  20.3  |  30.0  |  32.6  |
7.6  |   4.9
                    +--------+--------+--------+--------+----
----+
              9  |  3784  | 11756  | 18932  | 20075  |
3295  | 57842
```

```
  WG 10-15          |   6.5  |  20.3  |  32.7  |  34.7  |
5.7  |   9.7
                    +--------+--------+--------+--------+----
----+
               10   |  1459  |  4170  |  6305  |  8954  |
2510  | 23398
  WS/WL 1-19        |   6.2  |  17.8  |  26.9  |  38.3  |
10.7  |   3.9
                    +--------+--------+--------+--------+----
----+
               11   |  2539  | 10758  | 53839  | 24740  |
5634  | 97509
  NSPS Pay Bands T  |   2.6  |  11.0  |  55.2  |  25.4  |
5.8  |  16.4
                    +--------+--------+--------+--------+----
----+
               12   |   817  |  4333  | 14229  |  8735  |
1609  | 29723
  Demo/APS Status   |   2.7  |  14.6  |  47.9  |  29.4  |
5.4  |   5.0
                    +--------+--------+--------+--------+----
----+
               13   |   110  |   318  |   899  |   966  |
313  |  2607
  Other Remaining   |   4.2  |  12.2  |  34.5  |  37.1  |
12.0  |    .4
                    +--------+--------+--------+--------+----
----+
               14   |        |   124  |   221  |        |
    |   345
  Non-categoried P  |        |  36.0  |  64.0  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   23405    80445   290033   167300
34262   595445
             Total     3.9     13.5     48.7     28.1
5.8    100.0

Number of Missing Observations:  63813
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q34
Leadership participates in safety activi

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |  1412  |  8152  |  9361  |  1020  |
432  | 20377
  GS 1-4           |   6.9  |  40.0  |  45.9  |   5.0  |
2.1  |   3.4
                   +--------+--------+--------+--------+----
----+
                2  |  8626  | 27884  | 42319  |  6237  |
1766  | 86831
  GS 5-8           |   9.9  |  32.1  |  48.7  |   7.2  |
2.0  |  14.6
                   +--------+--------+--------+--------+----
----+
                3  | 12323  | 59935  | 82320  | 10293  |
1959  |166829
  GS-9-12          |   7.4  |  35.9  |  49.3  |   6.2  |
1.2  |  28.0
                   +--------+--------+--------+--------+----
----+
                4  |  4437  | 19900  | 29216  |  2810  |
212  | 56576
  GS/GM 13-15      |   7.8  |  35.2  |  51.6  |   5.0  |
.4  |   9.5
                   +--------+--------+--------+--------+----
----+
                5  |    99  |   288  |   348  |    55  |
 7  |   797
  SES              |  12.4  |  36.2  |  43.6  |   6.9  |
.9  |    .1
                   +--------+--------+--------+--------+----
----+
                6  |  1641  |  5083  |  4253  |   391  |
93  | 11461
  Other            |  14.3  |  44.4  |  37.1  |   3.4  |
.8  |   1.9
                   +--------+--------+--------+--------+----
----+
                7  |   973  |  3976  |  5693  |   965  |
204  | 11811
  WG 1-5           |   8.2  |  33.7  |  48.2  |   8.2  |
1.7  |   2.0
                   +--------+--------+--------+--------+----
----+
                8  |  2283  | 12805  |  9546  |  3277  |
1322  | 29233
  WG 6-9           |   7.8  |  43.8  |  32.7  |  11.2  |
4.5  |   4.9
                   +--------+--------+--------+--------+----
----+
                9  |  3928  | 21590  | 24419  |  6492  |
1379  | 57807
  WG 10-15         |   6.8  |  37.3  |  42.2  |  11.2  |
2.4  |   9.7
                   +--------+--------+--------+--------+----
----+
               10  |  2241  | 11311  |  7250  |  2093  |
460  | 23356
  WS/WL 1-19       |   9.6  |  48.4  |  31.0  |   9.0  |
2.0  |   3.9
                   +--------+--------+--------+--------+----
----+
               11  |  7923  | 34016  | 48771  |  5677  |
1118  | 97505
  NSPS Pay Bands T |   8.1  |  34.9  |  50.0  |   5.8  |
1.1  |  16.4
                   +--------+--------+--------+--------+----
----+
               12  |  1809  | 10508  | 15717  |  1464  |
232  | 29730
  Demo/APS Status  |   6.1  |  35.3  |  52.9  |   4.9  |
.8  |   5.0
                   +--------+--------+--------+--------+----
----+
               13  |   253  |  1264  |   910  |   179  |
    |  2607
  Other Remaining  |   9.7  |  48.5  |  34.9  |   6.9  |
    |    .4
                   +--------+--------+--------+--------+----
----+
               14  |        |    45  |   300  |        |
    |   345
  Non-categoried P |        |  13.0  |  87.0  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   47947   216758   280423    40952
9184   595264
             Total     8.1     36.4     47.1      6.9
1.5    100.0

Number of Missing Observations:  63994
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q35  Safety
officer has high status

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |  1650  |  5908  | 10549  |  1306  |
322  | 19735
  GS 1-4           |   8.4  |  29.9  |  53.5  |   6.6  |
1.6  |   3.3
                   +--------+--------+--------+--------+----
----+
                2  |  9214  | 24471  | 45824  |  5422  |
2062  | 86993
  GS 5-8           |  10.6  |  28.1  |  52.7  |   6.2  |
2.4  |  14.7
                   +--------+--------+--------+--------+----
----+
                3  | 10537  | 46791  | 93310  | 11674  |
3297  |165609
  GS-9-12          |   6.4  |  28.3  |  56.3  |   7.0  |
2.0  |  27.9
                   +--------+--------+--------+--------+----
----+
                4  |  4370  | 14580  | 32624  |  4577  |
485  | 56637
  GS/GM 13-15      |   7.7  |  25.7  |  57.6  |   8.1  |
.9  |   9.6
                   +--------+--------+--------+--------+----
----+
                5  |    71  |   210  |   422  |    88  |
 5  |   795
  SES              |   8.9  |  26.4  |  53.1  |  11.1  |
.6  |    .1
                   +--------+--------+--------+--------+----
----+
                6  |  1007  |  3229  |  5907  |   901  |
232  | 11277
  Other            |   8.9  |  28.6  |  52.4  |   8.0  |
2.1  |   1.9
                   +--------+--------+--------+--------+----
----+
                7  |  1273  |  3858  |  4972  |  1433  |
336  | 11872
  WG 1-5           |  10.7  |  32.5  |  41.9  |  12.1  |
2.8  |   2.0
                   +--------+--------+--------+--------+----
----+
```

```
                8  |  3140  | 11569  | 10839  |  2656  |
939  | 29144
  WG 6-9           |  10.8  |  39.7  |  37.2  |   9.1  |
3.2  |   4.9
                   +--------+--------+--------+--------+----
----+
                9  |  3521  | 17993  | 27384  |  6929  |
1839  | 57666
  WG 10-15         |   6.1  |  31.2  |  47.5  |  12.0  |
3.2  |   9.7
                   +--------+--------+--------+--------+----
----+
               10  |  2436  |  8932  |  9313  |  1861  |
640  | 23181
  WS/WL 1-19       |  10.5  |  38.5  |  40.2  |   8.0  |
2.8  |   3.9
                   +--------+--------+--------+--------+----
----+
               11  |  7151  | 26490  | 53545  |  8350  |
1882  | 97416
  NSPS Pay Bands T |   7.3  |  27.2  |  55.0  |   8.6  |
1.9  |  16.4
                   +--------+--------+--------+--------+----
----+
               12  |  1569  |  7518  | 16751  |  2944  |
743  | 29525
  Demo/APS Status  |   5.3  |  25.5  |  56.7  |  10.0  |
2.5  |   5.0
                   +--------+--------+--------+--------+----
----+
               13  |   253  |  1189  |   944  |   252  |
38  |  2676
  Other Remaining  |   9.4  |  44.4  |  35.3  |   9.4  |
1.4  |    .5
                   +--------+--------+--------+--------+----
----+
               14  |        |    61  |   255  |        |
    |   316
  Non-categoried P |        |  19.4  |  80.6  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   46193   172800   312640    48393
12819   592844
             Total     7.8     29.1     52.7      8.2
2.2    100.0

Number of Missing Observations:  66415
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q36  Hazards
not fixed quickly are ignored

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |  1096  |  2805  |  7586  |  7743  |
1415  | 20645
  GS 1-4           |   5.3  |  13.6  |  36.7  |  37.5  |
6.9  |   3.5
                   +--------+--------+--------+--------+----
----+
                2  |  2077  |  9477  | 34605  | 33417  |
7764  | 87340
  GS 5-8           |   2.4  |  10.9  |  39.6  |  38.3  |
8.9  |  14.6
                   +--------+--------+--------+--------+----
----+
                3  |  2345  | 13777  | 72759  | 67205  |
10868  |166955
  GS-9-12          |   1.4  |   8.3  |  43.6  |  40.3  |
6.5  |  27.9
                   +--------+--------+--------+--------+----
----+
                4  |    32  |  5128  | 23536  | 24863  |
3298  | 56857
  GS/GM 13-15      |    .1  |   9.0  |  41.4  |  43.7  |
5.8  |   9.5
                   +--------+--------+--------+--------+----
----+
                5  |     5  |    48  |   273  |   360  |
106  |   793
  SES              |    .7  |   6.1  |  34.5  |  45.4  |
13.4  |    .1
                   +--------+--------+--------+--------+----
----+
                6  |   394  |   572  |  3871  |  5302  |
1149  | 11289
  Other            |   3.5  |   5.1  |  34.3  |  47.0  |
10.2  |   1.9
                   +--------+--------+--------+--------+----
----+
                7  |   983  |  1994  |  3929  |  4219  |
979  | 12104
  WG 1-5           |   8.1  |  16.5  |  32.5  |  34.9  |
8.1  |   2.0
                   +--------+--------+--------+--------+----
----+
                8  |  1266  |  5644  |  8038  | 12248  |
2109  | 29306
  WG 6-9           |   4.3  |  19.3  |  27.4  |  41.8  |
7.2  |   4.9
                   +--------+--------+--------+--------+----
----+
                9  |  2490  |  8865  | 20079  | 22988  |
3984  | 58405
  WG 10-15         |   4.3  |  15.2  |  34.4  |  39.4  |
6.8  |   9.8
                   +--------+--------+--------+--------+----
----+
               10  |   603  |  2968  |  5600  | 10696  |
3535  | 23401
  WS/WL 1-19       |   2.6  |  12.7  |  23.9  |  45.7  |
15.1  |   3.9
                   +--------+--------+--------+--------+----
----+
               11  |  1326  |  8144  | 42304  | 38129  |
7818  | 97721
  NSPS Pay Bands T |   1.4  |   8.3  |  43.3  |  39.0  |
8.0  |  16.4
                   +--------+--------+--------+--------+----
----+
               12  |   107  |  3289  | 12609  | 11544  |
2162  | 29711
  Demo/APS Status  |    .4  |  11.1  |  42.4  |  38.9  |
7.3  |   5.0
                   +--------+--------+--------+--------+----
----+
               13  |    55  |   361  |   765  |  1128  |
334  |  2641
  Other Remaining  |   2.1  |  13.7  |  29.0  |  42.7  |
12.6  |    .4
                   +--------+--------+--------+--------+----
----+
               14  |        |    45  |   241  |    59  |
    |   345
  Non-categoried P |        |  13.0  |  69.8  |  17.2  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   12779    63116   236196   239901
45521   597512
             Total     2.1     10.6     39.5     40.1
7.6    100.0

Number of Missing Observations:  61746
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q37
Personnel take part in accident invest.

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                1  |  1607  |  8143  |  9317  |   472  |
440  | 19979
  GS 1-4           |   8.0  |  40.8  |  46.6  |   2.4  |
2.2  |   3.4
                   +--------+--------+--------+--------+----
----+
                2  |  6719  | 31657  | 44077  |  4345  |
570  | 87367
  GS 5-8           |   7.7  |  36.2  |  50.4  |   5.0  |
.7  |  14.7
                   +--------+--------+--------+--------+----
----+
                3  |  8779  | 61521  | 88146  |  7191  |
1000  |166637
  GS-9-12          |   5.3  |  36.9  |  52.9  |   4.3  |
.6  |  28.0
                   +--------+--------+--------+--------+----
----+
                4  |  3882  | 22452  | 28709  |  1881  |
52  | 56976
  GS/GM 13-15      |   6.8  |  39.4  |  50.4  |   3.3  |
.1  |   9.6
                   +--------+--------+--------+--------+----
----+
                5  |    94  |   339  |   340  |    10  |
10  |   792
  SES              |  11.9  |  42.8  |  42.9  |   1.3  |
1.2  |    .1
                   +--------+--------+--------+--------+----
----+
                6  |  1182  |  5023  |  4917  |   256  |
    | 11379
  Other            |  10.4  |  44.1  |  43.2  |   2.2  |
    |   1.9
```

```
                    +--------+--------+--------+--------+----
----+
                 7  |  1101  |  4335  |  5631  |   798  |
173  | 12037
  WG 1-5            |   9.1  |  36.0  |  46.8  |   6.6  |
1.4  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  2057  | 13103  | 10637  |  2566  |
770  | 29133
  WG 6-9            |   7.1  |  45.0  |  36.5  |   8.8  |
2.6  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  3239  | 23958  | 23945  |  5926  |
1201  | 58270
  WG 10-15          |   5.6  |  41.1  |  41.1  |  10.2  |
2.1  |   9.8
                    +--------+--------+--------+--------+----
----+
                10  |  1745  | 12831  |  6792  |  1811  |
234  | 23414
  WS/WL 1-19        |   7.5  |  54.8  |  29.0  |   7.7  |
1.0  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  5477  | 36995  | 51147  |  3269  |
610  | 97499
  NSPS Pay Bands T  |   5.6  |  37.9  |  52.5  |   3.4  |
.6  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  1230  | 12060  | 14816  |  1183  |
102  | 29391
  Demo/APS Status   |   4.2  |  41.0  |  50.4  |   4.0  |
.3  |   4.9
                    +--------+--------+--------+--------+----
----+
                13  |   247  |  1196  |   883  |   316  |
    |  2641
  Other Remaining   |   9.3  |  45.3  |  33.4  |  12.0  |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |    76  |   269  |        |
    |   345
  Non-categoried P  |        |  22.1  |  77.9  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   37360   233691   289626    30023
5161   595860
             Total     6.3     39.2     48.6      5.0
.9    100.0

Number of Missing Observations:  63398
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q38  Training
by supervisor helps job safety

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1153  |  9466  |  8700  |   843  |
446  | 20608
  GS 1-4            |   5.6  |  45.9  |  42.2  |   4.1  |
2.2  |   3.5
                    +--------+--------+--------+--------+----
----+
                 2  |  8617  | 35870  | 37253  |  4192  |
1215  | 87147
  GS 5-8            |   9.9  |  41.2  |  42.7  |   4.8  |
1.4  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  | 10657  | 65085  | 76338  | 12885  |
1768  |166732
  GS-9-12           |   6.4  |  39.0  |  45.8  |   7.7  |
1.1  |  27.9
                    +--------+--------+--------+--------+----
----+
                 4  |  3083  | 21923  | 28436  |  3448  |
49  | 56940
  GS/GM 13-15       |   5.4  |  38.5  |  49.9  |   6.1  |
.1  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |    60  |   295  |   397  |    23  |
 8  |   783
  SES               |   7.7  |  37.7  |  50.7  |   2.9  |
1.1  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  1031  |  5972  |  3492  |   814  |
    | 11309
  Other             |   9.1  |  52.8  |  30.9  |   7.2  |
    |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  1660  |  4921  |  4751  |   707  |
234  | 12274
  WG 1-5            |  13.5  |  40.1  |  38.7  |   5.8  |
1.9  |   2.1
                    +--------+--------+--------+--------+----
----+
                 8  |  3727  | 13848  |  8489  |  2061  |
1184  | 29308
  WG 6-9            |  12.7  |  47.3  |  29.0  |   7.0  |
4.0  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  5242  | 27432  | 20139  |  4460  |
1052  | 58325
  WG 10-15          |   9.0  |  47.0  |  34.5  |   7.6  |
1.8  |   9.8
                    +--------+--------+--------+--------+----
----+
                10  |  2262  | 13411  |  6245  |  1262  |
172  | 23353
  WS/WL 1-19        |   9.7  |  57.4  |  26.7  |   5.4  |
.7  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  6270  | 35904  | 49316  |  5153  |
949  | 97591
  NSPS Pay Bands T  |   6.4  |  36.8  |  50.5  |   5.3  |
1.0  |  16.3
                    +--------+--------+--------+--------+----
----+
                12  |  1628  | 10998  | 14525  |  2282  |
204  | 29638
  Demo/APS Status   |   5.5  |  37.1  |  49.0  |   7.7  |
.7  |   5.0
                    +--------+--------+--------+--------+----
----+
                13  |   224  |  1479  |   825  |   113  |
    |  2641
  Other Remaining   |   8.5  |  56.0  |  31.2  |   4.3  |
    |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |   122  |   224  |        |
    |   345
  Non-categoried P  |        |  35.2  |  64.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   45613   246727   259130    38243
7281   596994
             Total     7.6     41.3     43.4      6.4
1.2    100.0

Number of Missing Observations:  62265
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q39  Medical
facilities are sufficient

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1967  | 10044  |  6240  |   813  |
470  | 19535
  GS 1-4            |  10.1  |  51.4  |  31.9  |   4.2  |
2.4  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  |  8322  | 35921  | 33449  |  6150  |
2824  | 86666
  GS 5-8            |   9.6  |  41.4  |  38.6  |   7.1  |
3.3  |  14.6
                    +--------+--------+--------+--------+----
----+
                 3  | 13717  | 68914  | 69388  | 10098  |
3755  |165872
  GS-9-12           |   8.3  |  41.5  |  41.8  |   6.1  |
2.3  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |  4248  | 21053  | 24628  |  5035  |
2015  | 56980
  GS/GM 13-15       |   7.5  |  36.9  |  43.2  |   8.8  |
3.5  |   9.6
                    +--------+--------+--------+--------+----
----+
                 5  |    83  |   390  |   267  |    42  |
 5  |   787
```

```
  SES                 |  10.5  |  49.5  |  34.0  |   5.4  |
.6  |    .1
                      +--------+--------+--------+--------+----
----+
                  6   |  1182  |  5763  |  3415  |   788  |
124  | 11272
  Other               |  10.5  |  51.1  |  30.3  |   7.0  |
1.1  |   1.9
                      +--------+--------+--------+--------+----
----+
                  7   |  1944  |  4412  |  4115  |  1282  |
375  | 12128
  WG 1-5              |  16.0  |  36.4  |  33.9  |  10.6  |
3.1  |   2.0
                      +--------+--------+--------+--------+----
----+
                  8   |  3305  | 13813  |  8028  |  2371  |
1501  | 29018
  WG 6-9              |  11.4  |  47.6  |  27.7  |   8.2  |
5.2  |   4.9
                      +--------+--------+--------+--------+----
----+
                  9   |  3563  | 23042  | 17674  |  8112  |
5395  | 57787
  WG 10-15            |   6.2  |  39.9  |  30.6  |  14.0  |
9.3  |   9.7
                      +--------+--------+--------+--------+----
----+
                 10   |  1964  | 10443  |  6049  |  3143  |
1769  | 23367
  WS/WL 1-19          |   8.4  |  44.7  |  25.9  |  13.4  |
7.6  |   3.9
                      +--------+--------+--------+--------+----
----+
                 11   |  7683  | 38509  | 42733  |  6206  |
2213  | 97345
  NSPS Pay Bands T    |   7.9  |  39.6  |  43.9  |   6.4  |
2.3  |  16.4
                      +--------+--------+--------+--------+----
----+
                 12   |  1541  | 10862  | 14387  |  2195  |
338  | 29323
  Demo/APS Status     |   5.3  |  37.0  |  49.1  |   7.5  |
1.2  |   4.9
                      +--------+--------+--------+--------+----
----+
                 13   |   247  |  1779  |   578  |        |
38  |  2641
  Other Remaining     |   9.3  |  67.3  |  21.9  |        |
1.4  |    .4
                      +--------+--------+--------+--------+----
----+
                 14   |        |    79  |   161  |    62  |
14  |   316
  Non-categoried P    |        |  24.9  |  51.0  |  19.7  |
4.4  |    .1
                      +--------+--------+--------+--------+----
----+
            Column    49766   245024   231116    46297
20837   593039
             Total      8.4     41.3     39.0      7.8
3.5    100.0

Number of Missing Observations:  66220
-----------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q40
Leadership ignores safety during promoti

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                  1 |   750  |  2557  | 10497  |  4938  |
1627  | 20369
  GS 1-4              |   3.7  |  12.6  |  51.5  |  24.2  |
8.0  |   3.4
                      +--------+--------+--------+--------+----
----+
                  2 |  2637  |  7501  | 44406  | 24940  |
7027  | 86512
  GS 5-8              |   3.0  |   8.7  |  51.3  |  28.8  |
8.1  |  14.6
                      +--------+--------+--------+--------+----
----+
                  3 |  3936  |  9465  | 84193  | 54111  |
14212  |165918
  GS-9-12             |   2.4  |   5.7  |  50.7  |  32.6  |
8.6  |  28.0
                      +--------+--------+--------+--------+----
----+
                  4 |  1052  |  3740  | 29792  | 17051  |
5199  | 56834
  GS/GM 13-15         |   1.9  |   6.6  |  52.4  |  30.0  |
9.1  |   9.6
                      +--------+--------+--------+--------+----
----+
                  5 |     8  |    15  |   251  |   365  |
147  |   786
  SES                 |   1.0  |   1.9  |  32.0  |  46.5  |
18.7  |    .1
                      +--------+--------+--------+--------+----
----+
                  6 |   222  |   625  |  5303  |  3777  |
1328  | 11255
  Other               |   2.0  |   5.6  |  47.1  |  33.6  |
11.8  |   1.9
                      +--------+--------+--------+--------+----
----+
                  7 |  1055  |  1114  |  6423  |  2854  |
602  | 12049
  WG 1-5              |   8.8  |   9.2  |  53.3  |  23.7  |
5.0  |   2.0
                      +--------+--------+--------+--------+----
----+
                  8 |  1744  |  3646  | 11522  |  9267  |
2646  | 28824
  WG 6-9              |   6.1  |  12.6  |  40.0  |  32.1  |
9.2  |   4.9
                      +--------+--------+--------+--------+----
----+
                  9 |  2677  |  9398  | 25184  | 16523  |
4448  | 58230
  WG 10-15            |   4.6  |  16.1  |  43.2  |  28.4  |
7.6  |   9.8
                      +--------+--------+--------+--------+----
----+
                 10 |   645  |  2403  |  8946  |  8645  |
2668  | 23307
  WS/WL 1-19          |   2.8  |  10.3  |  38.4  |  37.1  |
11.4  |   3.9
                      +--------+--------+--------+--------+----
----+
                 11 |  1425  |  5768  | 49236  | 30793  |
9795  | 97017
  NSPS Pay Bands T    |   1.5  |   5.9  |  50.8  |  31.7  |
10.1  |  16.3
                      +--------+--------+--------+--------+----
----+
                 12 |   365  |  2280  | 15431  |  8942  |
2416  | 29435
  Demo/APS Status     |   1.2  |   7.7  |  52.4  |  30.4  |
8.2  |   5.0
                      +--------+--------+--------+--------+----
----+
                 13 |    55  |   247  |  1268  |   873  |
198  |  2641
  Other Remaining     |   2.1  |   9.4  |  48.0  |  33.1  |
7.5  |    .4
                      +--------+--------+--------+--------+----
----+
                 14 |        |    45  |   224  |    63  |
14  |   345
  Non-categoried P    |        |  13.0  |  64.8  |  18.1  |
4.1  |    .1
                      +--------+--------+--------+--------+----
----+
            Column    16570    48803   292677   183143
52329   593522
             Total      2.8      8.2     49.3     30.9
8.8    100.0

Number of Missing Observations:  65737
-----------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q41  Safety
officer is readily available

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                  1 |  1952  |  7602  |  8955  |  1128  |
350  | 19988
  GS 1-4              |   9.8  |  38.0  |  44.8  |   5.6  |
1.8  |   3.4
                      +--------+--------+--------+--------+----
----+
                  2 | 10091  | 35473  | 34606  |  5813  |
1186  | 87168
  GS 5-8              |  11.6  |  40.7  |  39.7  |   6.7  |
1.4  |  14.7
                      +--------+--------+--------+--------+----
----+
                  3 | 15430  | 74103  | 65752  |  8366  |
2388  |166039
  GS-9-12             |   9.3  |  44.6  |  39.6  |   5.0  |
1.4  |  27.9
                      +--------+--------+--------+--------+----
----+
```

```
                 4  |  5804  | 23316  | 24284  |  3250  |
356  | 57011
  GS/GM 13-15      |  10.2  |  40.9  |  42.6  |   5.7  |
.6  |   9.6
                   +--------+--------+--------+--------+----
----+
                 5  |    91  |   343  |   309  |    46  |
 5  |   794
  SES              |  11.5  |  43.2  |  38.9  |   5.7  |
.6  |    .1
                   +--------+--------+--------+--------+----
----+
                 6  |  1007  |  4369  |  5449  |   393  |
123  | 11341
  Other            |   8.9  |  38.5  |  48.0  |   3.5  |
1.1  |   1.9
                   +--------+--------+--------+--------+----
----+
                 7  |  1241  |  3991  |  5131  |  1295  |
312  | 11971
  WG 1-5           |  10.4  |  33.3  |  42.9  |  10.8  |
2.6  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8  |  3475  | 13341  |  8107  |  3169  |
1105  | 29196
  WG 6-9           |  11.9  |  45.7  |  27.8  |  10.9  |
3.8  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9  |  4031  | 23487  | 22310  |  6518  |
1415  | 57762
  WG 10-15         |   7.0  |  40.7  |  38.6  |  11.3  |
2.4  |   9.7
                   +--------+--------+--------+--------+----
----+
                10  |  2825  | 11283  |  6942  |  1762  |
602  | 23414
  WS/WL 1-19       |  12.1  |  48.2  |  29.6  |   7.5  |
2.6  |   3.9
                   +--------+--------+--------+--------+----
----+
                11  | 10136  | 39913  | 41169  |  4972  |
1245  | 97435
  NSPS Pay Bands T |  10.4  |  41.0  |  42.3  |   5.1  |
1.3  |  16.4
                   +--------+--------+--------+--------+----
----+
                12  |  2367  | 12536  | 12305  |  1764  |
602  | 29574
  Demo/APS Status  |   8.0  |  42.4  |  41.6  |   6.0  |
2.0  |   5.0
                   +--------+--------+--------+--------+----
----+
                13  |   304  |  1322  |   827  |   188  |
    |  2641
  Other Remaining  |  11.5  |  50.1  |  31.3  |   7.1  |
    |    .4
                   +--------+--------+--------+--------+----
----+
                14  |        |    90  |   255  |        |
    |   345
  Non-categoried P |        |  26.1  |  73.9  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   58754   251170   236402    38664
9690   594680
             Total     9.9     42.2     39.8      6.5
1.6    100.0

Number of Missing Observations:  64579
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q42  This
unit has a stable workforce

            Count  |Strongly  Agree   No      Disagree
Strongly
          Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1175  |  7144  |  9389  |  1887  |
477  | 20071
  GS 1-4           |   5.9  |  35.6  |  46.8  |   9.4  |
2.4  |   3.4
                   +--------+--------+--------+--------+----
----+
                 2  |  6215  | 31960  | 38619  |  7179  |
2575  | 86547
  GS 5-8           |   7.2  |  36.9  |  44.6  |   8.3  |
3.0  |  14.6
                   +--------+--------+--------+--------+----
----+
                 3  |  8702  | 63522  | 72807  | 17458  |
3683  |166172
  GS-9-12          |   5.2  |  38.2  |  43.8  |  10.5  |
2.2  |  28.0
                   +--------+--------+--------+--------+----
----+
                 4  |  2247  | 23070  | 25024  |  5283  |
668  | 56291
  GS/GM 13-15      |   4.0  |  41.0  |  44.5  |   9.4  |
1.2  |   9.5
                   +--------+--------+--------+--------+----
----+
                 5  |    84  |   415  |   217  |    59  |
11  |   787
  SES              |  10.6  |  52.8  |  27.6  |   7.6  |
1.5  |    .1
                   +--------+--------+--------+--------+----
----+
                 6  |  1065  |  5021  |  4401  |   792  |
63  | 11341
  Other            |   9.4  |  44.3  |  38.8  |   7.0  |
.6  |   1.9
                   +--------+--------+--------+--------+----
----+
                 7  |   944  |  3855  |  5354  |  1224  |
496  | 11873
  WG 1-5           |   8.0  |  32.5  |  45.1  |  10.3  |
4.2  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8  |  1997  | 12015  | 10733  |  3256  |
1172  | 29173
  WG 6-9           |   6.8  |  41.2  |  36.8  |  11.2  |
4.0  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9  |  2657  | 21308  | 24271  |  8263  |
1510  | 58009
  WG 10-15         |   4.6  |  36.7  |  41.8  |  14.2  |
2.6  |   9.8
                   +--------+--------+--------+--------+----
----+
                10  |  1156  | 10457  |  7782  |  3436  |
436  | 23267
  WS/WL 1-19       |   5.0  |  44.9  |  33.4  |  14.8  |
1.9  |   3.9
                   +--------+--------+--------+--------+----
----+
                11  |  5504  | 36463  | 42614  | 10509  |
2113  | 97202
  NSPS Pay Bands T |   5.7  |  37.5  |  43.8  |  10.8  |
2.2  |  16.4
                   +--------+--------+--------+--------+----
----+
                12  |   789  | 13138  | 12524  |  2421  |
548  | 29420
  Demo/APS Status  |   2.7  |  44.7  |  42.6  |   8.2  |
1.9  |   5.0
                   +--------+--------+--------+--------+----
----+
                13  |   253  |  1125  |   998  |   188  |
78  |  2641
  Other Remaining  |   9.6  |  42.6  |  37.8  |   7.1  |
3.0  |    .4
                   +--------+--------+--------+--------+----
----+
                14  |        |    62  |   283  |        |
    |   345
  Non-categoried P |        |  18.0  |  82.0  |        |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   32786   229555   255015    61955
13829   593140
             Total     5.5     38.7     43.0     10.4
2.3    100.0

Number of Missing Observations:  66119
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q43
Personnel afraid to report problems

            Count  |Strongly  Agree   No      Disagree
Strongly
          Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |   868  |  1540  |  7311  |  8332  |
1965  | 20017
  GS 1-4           |   4.3  |   7.7  |  36.5  |  41.6  |
9.8  |   3.4
                   +--------+--------+--------+--------+----
----+
                 2  |  1603  |  6381  | 30529  | 39792  |
8754  | 87060
  GS 5-8           |   1.8  |   7.3  |  35.1  |  45.7  |
10.1  |  14.7
```

```
                    +--------+--------+--------+--------+----
----+
              3  |  3312  |  8298  | 56557  | 79584  |
17419  |165170
  GS-9-12        |   2.0  |   5.0  |  34.2  |  48.2  |
10.5  |  27.8
                    +--------+--------+--------+--------+----
----+
              4  |    55  |  2253  | 16814  | 28996  |
8401  | 56520
  GS/GM 13-15    |    .1  |   4.0  |  29.7  |  51.3  |
14.9  |   9.5
                    +--------+--------+--------+--------+----
----+
              5  |     3  |     7  |   163  |   440  |
180  |   794
  SES            |    .4  |    .9  |  20.5  |  55.4  |
22.7  |    .1
                    +--------+--------+--------+--------+----
----+
              6  |   324  |   911  |  3400  |  4909  |
1831  | 11373
  Other          |   2.8  |   8.0  |  29.9  |  43.2  |
16.1  |   1.9
                    +--------+--------+--------+--------+----
----+
              7  |   618  |  1255  |  4632  |  4661  |
969  | 12136
  WG 1-5         |   5.1  |  10.3  |  38.2  |  38.4  |
8.0  |   2.0
                    +--------+--------+--------+--------+----
----+
              8  |  1067  |  3593  |  7963  | 13390  |
3055  | 29067
  WG 6-9         |   3.7  |  12.4  |  27.4  |  46.1  |
10.5  |   4.9
                    +--------+--------+--------+--------+----
----+
              9  |  1994  |  5554  | 17235  | 27424  |
5795  | 58003
  WG 10-15       |   3.4  |   9.6  |  29.7  |  47.3  |
10.0  |   9.8
                    +--------+--------+--------+--------+----
----+
             10  |   272  |  1654  |  4168  | 12771  |
4493  | 23359
  WS/WL 1-19     |   1.2  |   7.1  |  17.8  |  54.7  |
19.2  |   3.9
                    +--------+--------+--------+--------+----
----+
             11  |  1028  |  4287  | 33301  | 46258  |
12408  | 97283
  NSPS Pay Bands T |   1.1  |   4.4  |  34.2  |  47.6  |
12.8  |  16.4
                    +--------+--------+--------+--------+----
----+
             12  |    96  |  1768  |  9061  | 14845  |
3746  | 29517
  Demo/APS Status  |    .3  |   6.0  |  30.7  |  50.3  |
12.7  |   5.0
                    +--------+--------+--------+--------+----
----+
             13  |    55  |    70  |   537  |  1536  |
443  |  2641
  Other Remaining  |   2.1  |   2.6  |  20.3  |  58.2  |
16.8  |    .4
                    +--------+--------+--------+--------+----
----+
             14  |        |    45  |   161  |   139  |
    |   345
  Non-categoried P |        |  13.0  |  46.8  |  40.2  |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   11296    37617   191833   283079
69459   593284
             Total     1.9      6.3     32.3     47.7
11.7    100.0

Number of Missing Observations:  65975
------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q44
Supervisors always investigate accidents

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
              1  |  1522  |  9635  |  7749  |   948  |
612  | 20465
  GS 1-4         |   7.4  |  47.1  |  37.9  |   4.6  |
3.0  |   3.4
                    +--------+--------+--------+--------+----
----+
              2  |  9882  | 33477  | 38624  |  3993  |
1032  | 87007
  GS 5-8         |  11.4  |  38.5  |  44.4  |   4.6  |
1.2  |  14.6
                    +--------+--------+--------+--------+----
----+
              3  | 13170  | 66174  | 78822  |  6753  |
1468  |166388
  GS-9-12        |   7.9  |  39.8  |  47.4  |   4.1  |
.9  |  28.0
                    +--------+--------+--------+--------+----
----+
              4  |  5124  | 23649  | 26296  |  1304  |
19  | 56392
  GS/GM 13-15    |   9.1  |  41.9  |  46.6  |   2.3  |
.0  |   9.5
                    +--------+--------+--------+--------+----
----+
              5  |   113  |   341  |   302  |    21  |
12  |   789
  SES            |  14.3  |  43.2  |  38.3  |   2.6  |
1.5  |    .1
                    +--------+--------+--------+--------+----
----+
              6  |  1852  |  4944  |  4013  |   451  |
114  | 11373
  Other          |  16.3  |  43.5  |  35.3  |   4.0  |
1.0  |   1.9
                    +--------+--------+--------+--------+----
----+
              7  |  1413  |  4965  |  4208  |  1363  |
40  | 11990
  WG 1-5         |  11.8  |  41.4  |  35.1  |  11.4  |
.3  |   2.0
                    +--------+--------+--------+--------+----
----+
              8  |  3608  | 14307  |  8582  |  1763  |
683  | 28943
  WG 6-9         |  12.5  |  49.4  |  29.7  |   6.1  |
2.4  |   4.9
                    +--------+--------+--------+--------+----
----+
              9  |  6323  | 27088  | 20068  |  3519  |
1150  | 58149
  WG 10-15       |  10.9  |  46.6  |  34.5  |   6.1  |
2.0  |   9.8
                    +--------+--------+--------+--------+----
----+
             10  |  3785  | 12614  |  5437  |  1179  |
296  | 23311
  WS/WL 1-19     |  16.2  |  54.1  |  23.3  |   5.1  |
1.3  |   3.9
                    +--------+--------+--------+--------+----
----+
             11  |  9264  | 36686  | 47043  |  3265  |
914  | 97171
  NSPS Pay Bands T |   9.5  |  37.8  |  48.4  |   3.4  |
.9  |  16.3
                    +--------+--------+--------+--------+----
----+
             12  |  2377  | 10905  | 14920  |   941  |
217  | 29360
  Demo/APS Status  |   8.1  |  37.1  |  50.8  |   3.2  |
.7  |   4.9
                    +--------+--------+--------+--------+----
----+
             13  |   440  |  1245  |   829  |   127  |
    |  2641
  Other Remaining  |  16.6  |  47.1  |  31.4  |   4.8  |
    |    .4
                    +--------+--------+--------+--------+----
----+
             14  |        |   122  |   224  |        |
    |   345
  Non-categoried P |        |  35.2  |  64.8  |        |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column   58873   246152   257117    25627
6557   594325
             Total     9.9     41.4     43.3      4.3
1.1    100.0

Number of Missing Observations:  64933
------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q45
Environmental cond. kept at good levels

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
              1  |  1601  |  9426  |  5492  |  2570  |
703  | 19792
```

```
  GS 1-4            |   8.1  |  47.6  |  27.8  |  13.0  |
3.6  |   3.3
                    +--------+--------+--------+--------+----
----+
                 2  |  9190  | 38930  | 24670  | 10448  |
4003  | 87241
  GS 5-8            |  10.5  |  44.6  |  28.3  |  12.0  |
4.6  |  14.7
                    +--------+--------+--------+--------+----
----+
                 3  | 13608  | 75776  | 45991  | 22810  |
7866  |166051
  GS-9-12           |   8.2  |  45.6  |  27.7  |  13.7  |
4.7  |  27.9
                    +--------+--------+--------+--------+----
----+
                 4  |  4039  | 26781  | 15223  |  8504  |
2210  | 56757
  GS/GM 13-15       |   7.1  |  47.2  |  26.8  |  15.0  |
3.9  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |   105  |   428  |   166  |    69  |
18  |   786
  SES               |  13.3  |  54.4  |  21.1  |   8.8  |
2.3  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |  1572  |  5590  |  2915  |  1253  |
125  | 11455
  Other             |  13.7  |  48.8  |  25.5  |  10.9  |
1.1  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |   894  |  5650  |  3377  |  1429  |
708  | 12058
  WG 1-5            |   7.4  |  46.9  |  28.0  |  11.9  |
5.9  |   2.0
                    +--------+--------+--------+--------+----
----+
                 8  |  2644  | 13329  |  6742  |  3747  |
2439  | 28901
  WG 6-9            |   9.1  |  46.1  |  23.3  |  13.0  |
8.4  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  4013  | 23869  | 16947  |  9275  |
4078  | 58183
  WG 10-15          |   6.9  |  41.0  |  29.1  |  15.9  |
7.0  |   9.8
                    +--------+--------+--------+--------+----
----+
                10  |  2718  | 12146  |  5065  |  2505  |
1013  | 23446
  WS/WL 1-19        |  11.6  |  51.8  |  21.6  |  10.7  |
4.3  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |  7745  | 45486  | 28091  | 12015  |
4094  | 97430
  NSPS Pay Bands T  |   7.9  |  46.7  |  28.8  |  12.3  |
4.2  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |  1553  | 14073  |  8299  |  4560  |
1164  | 29648
  Demo/APS Status   |   5.2  |  47.5  |  28.0  |  15.4  |
3.9  |   5.0
                    +--------+--------+--------+--------+----
----+
                13  |   304  |  1239  |   671  |   244  |
183  |  2641
  Other Remaining   |  11.5  |  46.9  |  25.4  |   9.2  |
6.9  |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |    76  |   224  |    45  |
    |   345
  Non-categoried P  |        |  22.1  |  64.8  |  13.1  |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column    49986   272798   163873    79473
28603   594734
             Total      8.4     45.9     27.6     13.4
4.8    100.0

Number of Missing Observations:  64524
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q46
Personnel dont use necessary PPE

            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
```

```
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1  |  1058  |  2700  |  9962  |  5414  |
1283  | 20418
  GS 1-4            |   5.2  |  13.2  |  48.8  |  26.5  |
6.3  |   3.4
                    +--------+--------+--------+--------+----
----+
                 2  |  1685  |  8461  | 43278  | 27334  |
6916  | 87673
  GS 5-8            |   1.9  |   9.7  |  49.4  |  31.2  |
7.9  |  14.7
                    +--------+--------+--------+--------+----
----+
                 3  |  2566  | 10387  | 85185  | 57502  |
11655  |167294
  GS-9-12           |   1.5  |   6.2  |  50.9  |  34.4  |
7.0  |  28.0
                    +--------+--------+--------+--------+----
----+
                 4  |    58  |  3261  | 32137  | 16868  |
4195  | 56518
  GS/GM 13-15       |    .1  |   5.8  |  56.9  |  29.8  |
7.4  |   9.5
                    +--------+--------+--------+--------+----
----+
                 5  |        |    17  |   388  |   272  |
106  |   783
  SES               |        |   2.2  |  49.5  |  34.7  |
13.5  |    .1
                    +--------+--------+--------+--------+----
----+
                 6  |   250  |   765  |  5596  |  3836  |
940  | 11387
  Other             |   2.2  |   6.7  |  49.1  |  33.7  |
8.3  |   1.9
                    +--------+--------+--------+--------+----
----+
                 7  |  1456  |  1909  |  3857  |  4340  |
768  | 12330
  WG 1-5            |  11.8  |  15.5  |  31.3  |  35.2  |
6.2  |   2.1
                    +--------+--------+--------+--------+----
----+
                 8  |  1268  |  6661  |  7008  | 12186  |
2244  | 29365
  WG 6-9            |   4.3  |  22.7  |  23.9  |  41.5  |
7.6  |   4.9
                    +--------+--------+--------+--------+----
----+
                 9  |  1690  | 11749  | 17553  | 22652  |
4584  | 58227
  WG 10-15          |   2.9  |  20.2  |  30.1  |  38.9  |
7.9  |   9.7
                    +--------+--------+--------+--------+----
----+
                10  |   325  |  3558  |  3929  | 12332  |
3315  | 23459
  WS/WL 1-19        |   1.4  |  15.2  |  16.7  |  52.6  |
14.1  |   3.9
                    +--------+--------+--------+--------+----
----+
                11  |   815  |  5362  | 53772  | 30465  |
7376  | 97790
  NSPS Pay Bands T  |    .8  |   5.5  |  55.0  |  31.2  |
7.5  |  16.4
                    +--------+--------+--------+--------+----
----+
                12  |    81  |  2801  | 14262  | 10282  |
2271  | 29697
  Demo/APS Status   |    .3  |   9.4  |  48.0  |  34.6  |
7.6  |   5.0
                    +--------+--------+--------+--------+----
----+
                13  |   127  |   243  |   540  |  1214  |
517  |  2641
  Other Remaining   |   4.8  |   9.2  |  20.5  |  45.9  |
19.6  |    .4
                    +--------+--------+--------+--------+----
----+
                14  |        |   107  |   221  |    17  |
    |   345
  Non-categoried P  |        |  31.0  |  64.0  |   5.0  |
    |    .1
                    +--------+--------+--------+--------+----
----+
            Column    11379    57981   277687   204713
46170   597929
             Total      1.9      9.7     46.4     34.2
7.7    100.0

Number of Missing Observations:  61329
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q47  Job
stress is significant problem for me

            Count  |Strongly  Agree   No      Disagree
Strongly
```

```
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1 |   797  |  1991  |  9923  |  5991  |
1328  | 20031
  GS 1-4           |   4.0  |   9.9  |  49.5  |  29.9  |
6.6  |   3.4
                   +--------+--------+--------+--------+----
----+
                 2 |  1582  |  7947  | 44927  | 26436  |
6656  | 87548
  GS 5-8           |   1.8  |   9.1  |  51.3  |  30.2  |
7.6  |  14.7
                   +--------+--------+--------+--------+----
----+
                 3 |  3184  | 10570  | 89633  | 51811  |
11147  |166345
  GS-9-12          |   1.9  |   6.4  |  53.9  |  31.1  |
6.7  |  28.0
                   +--------+--------+--------+--------+----
----+
                 4 |   431  |  3659  | 31220  | 17607  |
3647  | 56565
  GS/GM 13-15      |    .8  |   6.5  |  55.2  |  31.1  |
6.4  |   9.5
                   +--------+--------+--------+--------+----
----+
                 5 |     7  |    32  |   400  |   266  |
77  |   781
  SES              |    .9  |   4.1  |  51.2  |  34.1  |
9.8  |    .1
                   +--------+--------+--------+--------+----
----+
                 6 |   250  |   906  |  6319  |  2936  |
1091  | 11503
  Other            |   2.2  |   7.9  |  54.9  |  25.5  |
9.5  |   1.9
                   +--------+--------+--------+--------+----
----+
                 7 |   447  |  1273  |  6113  |  3454  |
828  | 12116
  WG 1-5           |   3.7  |  10.5  |  50.5  |  28.5  |
6.8  |   2.0
                   +--------+--------+--------+--------+----
----+
                 8 |   727  |  3703  | 11523  | 10644  |
2464  | 29062
  WG 6-9           |   2.5  |  12.7  |  39.7  |  36.6  |
8.5  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9 |  1409  |  6091  | 23986  | 21821  |
4510  | 57816
  WG 10-15         |   2.4  |  10.5  |  41.5  |  37.7  |
7.8  |   9.7
                   +--------+--------+--------+--------+----
----+
                10 |   581  |  2775  |  9627  |  8205  |
2191  | 23381
  WS/WL 1-19       |   2.5  |  11.9  |  41.2  |  35.1  |
9.4  |   3.9
                   +--------+--------+--------+--------+----
----+
                11 |  1558  |  6415  | 55327  | 27267  |
6592  | 97159
  NSPS Pay Bands T |   1.6  |   6.6  |  56.9  |  28.1  |
6.8  |  16.3
                   +--------+--------+--------+--------+----
----+
                12 |   387  |  1743  | 15881  |  9172  |
2214  | 29397
  Demo/APS Status  |   1.3  |   5.9  |  54.0  |  31.2  |
7.5  |   4.9
                   +--------+--------+--------+--------+----
----+
                13 |    55  |   172  |  1342  |   701  |
315  |  2584
  Other Remaining  |   2.1  |   6.7  |  51.9  |  27.1  |
12.2  |    .4
                   +--------+--------+--------+--------+----
----+
                14 |        |   107  |   175  |    63  |
    |   345
  Non-categoried P |        |  31.0  |  50.8  |  18.1  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   11416    47386   306398   186374
43060   594633
             Total     1.9      8.0     51.5     31.3
7.2    100.0

Number of Missing Observations:  64625
-------------------------------------------------------------
------------
XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q48
Leadership insists supervisor think safe
```

```
            Count  |Strongly  Agree   No      Disagree
Strongly
           Row Pct | Agree            Opinion
Disagree   Row
                   |     1  |     2  |     3  |     4  |
 5  | Total
XPAYGRP    --------+--------+--------+--------+--------+----
----+
                 1 |  2364  |  9081  |  7805  |   743  |
347  | 20339
  GS 1-4           |  11.6  |  44.6  |  38.4  |   3.7  |
1.7  |   3.4
                   +--------+--------+--------+--------+----
----+
                 2 |  9697  | 38423  | 36728  |  2084  |
635  | 87567
  GS 5-8           |  11.1  |  43.9  |  41.9  |   2.4  |
.7  |  14.7
                   +--------+--------+--------+--------+----
----+
                 3 | 17360  | 73502  | 67976  |  5217  |
2165  |166219
  GS-9-12          |  10.4  |  44.2  |  40.9  |   3.1  |
1.3  |  27.9
                   +--------+--------+--------+--------+----
----+
                 4 |  5386  | 24893  | 23977  |  2133  |
127  | 56515
  GS/GM 13-15      |   9.5  |  44.0  |  42.4  |   3.8  |
.2  |   9.5
                   +--------+--------+--------+--------+----
----+
                 5 |   120  |   343  |   296  |    25  |
 5  |   789
  SES              |  15.2  |  43.5  |  37.5  |   3.2  |
.7  |    .1
                   +--------+--------+--------+--------+----
----+
                 6 |  1331  |  5919  |  3368  |   623  |
62  | 11304
  Other            |  11.8  |  52.4  |  29.8  |   5.5  |
.6  |   1.9
                   +--------+--------+--------+--------+----
----+
                 7 |  1907  |  5365  |  4456  |   247  |
255  | 12231
  WG 1-5           |  15.6  |  43.9  |  36.4  |   2.0  |
2.1  |   2.1
                   +--------+--------+--------+--------+----
----+
                 8 |  4128  | 15368  |  8061  |  1328  |
551  | 29436
  WG 6-9           |  14.0  |  52.2  |  27.4  |   4.5  |
1.9  |   4.9
                   +--------+--------+--------+--------+----
----+
                 9 |  5844  | 28825  | 19651  |  2942  |
972  | 58234
  WG 10-15         |  10.0  |  49.5  |  33.7  |   5.1  |
1.7  |   9.8
                   +--------+--------+--------+--------+----
----+
                10 |  4027  | 14566  |  4209  |   493  |
173  | 23467
  WS/WL 1-19       |  17.2  |  62.1  |  17.9  |   2.1  |
.7  |   3.9
                   +--------+--------+--------+--------+----
----+
                11 | 10446  | 41855  | 41896  |  2894  |
601  | 97692
  NSPS Pay Bands T |  10.7  |  42.8  |  42.9  |   3.0  |
.6  |  16.4
                   +--------+--------+--------+--------+----
----+
                12 |  2696  | 12587  | 13154  |  1108  |
95  | 29641
  Demo/APS Status  |   9.1  |  42.5  |  44.4  |   3.7  |
.3  |   5.0
                   +--------+--------+--------+--------+----
----+
                13 |   445  |  1485  |   711  |        |
    |  2641
  Other Remaining  |  16.9  |  56.2  |  26.9  |        |
    |    .4
                   +--------+--------+--------+--------+----
----+
                14 |        |   108  |   175  |    62  |
    |   345
  Non-categoried P |        |  31.2  |  50.8  |  18.0  |
    |    .1
                   +--------+--------+--------+--------+----
----+
            Column   65750   272319   232463    19898
5988   596418
             Total    11.0     45.7     39.0      3.3
1.0    100.0

Number of Missing Observations:  62840
```

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q49
Leadership sets goals-hold all accountab

XPAYGRP	Count / Row Pct	Strongly Agree (1)	Agree (2)	No Opinion (3)	Disagree (4)	Strongly Disagree (5)	Row Total
GS 1-4	1	1549	7889	8371	1309	479	19598
		7.9	40.3	42.7	6.7	2.4	3.3
GS 5-8	2	8278	29904	42422	4833	1727	87164
		9.5	34.3	48.7	5.5	2.0	14.7
GS-9-12	3	11942	55767	83199	12096	2821	165825
		7.2	33.6	50.2	7.3	1.7	27.9
GS/GM 13-15	4	3035	16976	31604	4484	307	56406
		5.4	30.1	56.0	7.9	.5	9.5
SES	5	91	252	350	87	5	785
		11.6	32.1	44.6	11.0	.7	.1
Other	6	1512	4723	4853	369	98	11555
		13.1	40.9	42.0	3.2	.8	1.9
WG 1-5	7	1255	4229	5402	912	337	12136
		10.3	34.8	44.5	7.5	2.8	2.0
WG 6-9	8	2934	12826	9972	2274	797	28802
		10.2	44.5	34.6	7.9	2.8	4.9
WG 10-15	9	3813	22312	23816	6569	1410	57919
		6.6	38.5	41.1	11.3	2.4	9.8
WS/WL 1-19	10	2979	10713	7850	1474	411	23427
		12.7	45.7	33.5	6.3	1.8	3.9
NSPS Pay Bands T	11	7622	30439	51657	6391	1234	97343
		7.8	31.3	53.1	6.6	1.3	16.4
Demo/APS Status	12	1647	8300	16667	2504	266	29383
		5.6	28.2	56.7	8.5	.9	5.0
Other Remaining	13	304	1192	1015	131		2641
		11.5	45.1	38.4	4.9		.4
Non-categoried P	14		108	175	62		345
			31.2	50.8	18.0		.1
	Column	46961	205630	287354	43496	9891	593332
	Total	7.9	34.7	48.4	7.3	1.7	100.0

Number of Missing Observations: 65927

XPAYGRP.Constructed Paygrade (14 lev)(Cross by Q50
Personnel rarely dev. safety requirement

XPAYGRP	Count / Row Pct	Strongly Agree (1)	Agree (2)	No Opinion (3)	Disagree (4)	Strongly Disagree (5)	Row Total
GS 1-4	1	993	2670	10383	4576	1479	20101
		4.9	13.3	51.7	22.8	7.4	3.4
GS 5-8	2	2301	13126	45325	21755	4712	87219
		2.6	15.0	52.0	24.9	5.4	14.7
GS-9-12	3	3619	21849	87926	44768	7766	165927
		2.2	13.2	53.0	27.0	4.7	27.9
GS/GM 13-15	4	582	6829	30018	16477	2449	56354
		1.0	12.1	53.3	29.2	4.3	9.5
SES	5	12	90	367	249	60	778
		1.6	11.6	47.2	31.9	7.7	.1
Other	6	312	2001	5138	3270	729	11450
		2.7	17.5	44.9	28.6	6.4	1.9
WG 1-5	7	1201	2079	5538	2724	689	12231
		9.8	17.0	45.3	22.3	5.6	2.1
WG 6-9	8	1337	6516	9894	9189	2228	29163
		4.6	22.3	33.9	31.5	7.6	4.9
WG 10-15	9	2622	12473	22903	17699	2301	57998
		4.5	21.5	39.5	30.5	4.0	9.8
WS/WL 1-19	10	652	3402	7207	10210	1953	23424
		2.8	14.5	30.8	43.6	8.3	3.9
NSPS Pay Bands T	11	2004	12554	53463	24532	4977	97531
		2.1	12.9	54.8	25.2	5.1	16.4
Demo/APS Status	12	323	4340	15281	8567	1128	29639
		1.1	14.6	51.6	28.9	3.8	5.0
Other Remaining	13	55	442	820	1068	257	2641
		2.1	16.7	31.0	40.4	9.7	.4
Non-categoried P	14		107	161	77		345
			31.0	46.8	22.2		.1

```
                   +--------+--------+--------+--------+----
----+
            Column   16012    88480   294425   165159
30727   594802
             Total     2.7     14.9     49.5     27.8
5.2    100.0

Number of Missing Observations:  64456
-------------------------------------------------------------
------------
```

Appendix G – Response Distributions by Work Location

Q1 Personnel identify hazards by WORKLOC.Work Location

Count / Col Pct / Row	Office	Shop	Maintenance	Outdoors /Field	Flight-line	Ship	Clinic/ Hospital	Other	Total
Q1	1	2	3	4	5	6	7	8	
1 Strongly agree	53200	11197	7516	4318	1750	1613	3751	9324	92670
	13.4	20.1	19.2	20.5	11.3	22.0	18.9	19.8	15.4
2 Agree	222455	31793	24471	12398	10034	4320	11583	24527	341580
	55.9	57.0	62.4	58.9	64.6	59.0	58.4	52.1	56.6
3 No opinion	90716	9041	4798	2937	2515	965	3228	8755	122956
	22.8	16.2	12.2	14.0	16.2	13.2	16.3	18.6	20.4
4 Disagree	27701	3425	1915	1055	1013	277	1168	3787	40342
	7.0	6.1	4.9	5.0	6.5	3.8	5.9	8.1	6.7
5 Strongly disagre	3537	338	524	335	229	144	86	643	5834
	.9	.6	1.3	1.6	1.5	2.0	.4	1.4	1.0
Column Total	397609	55793	39224	21043	15541	7320	19817	47037	603382
	65.9	9.2	6.5	3.5	2.6	1.2	3.3	7.8	100.0

Number of Missing Observations: 55876

Q2 Frequent contact between personnel and l by WORKLOC.Work Location

Count / Col Pct / Row	Office	Shop	Maintenance	Outdoors /Field	Flight-line	Ship	Clinic/ Hospital	Other	Total
Q2	1	2	3	4	5	6	7	8	
1 Strongly agree	40979	6441	4794	2737	1490	555	2499	5893	65388
	10.3	11.5	12.3	13.1	9.6	7.6	12.3	12.5	10.8
2 Agree	198930	25709	19412	10302	7762	4056	10169	22133	298473
	50.2	45.9	49.8	49.4	50.0	55.4	49.9	47.0	49.5
3 No opinion	104539	14759	8663	4015	3487	1870	4004	10826	152163
	26.4	26.4	22.2	19.3	22.5	25.6	19.7	23.0	25.2
4 Disagree	43444	6974	4535	3050	2460	690	2721	6132	70007
	11.0	12.5	11.6	14.6	15.8	9.4	13.4	13.0	11.6
5 Strongly disagre	8729	2082	1564	747	325	147	966	2067	16627
	2.2	3.7	4.0	3.6	2.1	2.0	4.7	4.4	2.8
Column Total	396621	55964	38968	20851	15524	7320	20360	47051	602658
	65.8	9.3	6.5	3.5	2.6	1.2	3.4	7.8	100.0

Number of Missing Observations: 56601

Q3 Safety takes a back seat to production by WORKLOC.Work Location

Count / Col Pct / Row	Office	Shop	Maintenance	Outdoors /Field	Flight-line	Ship	Clinic/ Hospital	Other	Total
Q3	1	2	3	4	5	6	7	8	
1 Strongly agree	9696	3295	2074	1504	604	383	1046	2546	21147
	2.4	5.9	5.3	7.2	3.9	5.3	5.2	5.5	3.5
2 Agree	40063	6943	3867	3258	2364	595	2465	5895	65449
	10.1	12.5	9.9	15.6	15.2	8.2	12.3	12.7	10.9
3 No opinion	97129	11383	7843	4032	2960	1439	4321	10109	139216
	24.5	20.4	20.2	19.3	19.0	19.9	21.6	21.7	23.1
4 Disagree	192009	23737	18101	8018	6749	3289	9354	20064	281321
	48.4	42.6	46.5	38.5	43.3	45.4	46.7	43.1	46.8
5 Strongly disagre	57641	10373	7007	4033	2917	1534	2841	7927	94274
	14.5	18.6	18.0	19.3	18.7	21.2	14.2	17.0	15.7
Column Total	396538	55731	38892	20844	15594	7239	20027	46540	601406
	65.9	9.3	6.5	3.5	2.6	1.2	3.3	7.7	100.0

Number of Missing Observations: 57852

Q4 Personnel revise safety & health practic by WORKLOC.Work Location

Count / Col Pct / Row	Office	Shop	Maintenance	Outdoors /Field	Flight-line	Ship	Clinic/ Hospital	Other	Total
Q4	1	2	3	4	5	6	7	8	
1 Strongly agree	20097	4669	3514	1826	836	568	1625	3491	36625
	5.1	8.4	9.0	8.8	5.4	7.8	8.1	7.4	6.1
2 Agree	135219	24115	18007	8312	6727	3513	8079	17773	221744
	34.2	43.4	46.3	40.2	43.8	48.4	40.2	37.9	36.9
3 No opinion	174812	16666	11252	6675	4899	2080	7323	16868	240576
	44.2	30.0	29.0	32.3	31.9	28.6	36.4	36.0	40.1
4 Disagree	58294	8797	5083	3131	2332	863	2484	7040	88025
	14.7	15.8	13.1	15.1	15.2	11.9	12.4	15.0	14.7
5 Strongly disagre	6969	1329	999	733	566	237	600	1741	13174
	1.8	2.4	2.6	3.5	3.7	3.3	3.0	3.7	2.2
Column Total	395392	55575	38854	20677	15360	7262	20113	46912	600145

```
            Total    65.9      9.3      6.5      3.4      2.6      1.2
3.4      7.8    100.0

Number of Missing Observations:  59113
-----------------------------------------------------------------------------
-------------------
Q5  Supervisor maintain high safety standard by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q5         --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 54785  | 10670  |  7412  |  4297  |  2821  |  1074  |
3638  |  8679  | 93375
  Strongly agree   |  13.8  |  19.2  |  18.9  |  20.5  |  18.3  |  14.7  |
18.1  |  18.6  |  15.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |186976  | 25642  | 20062  |  8847  |  7265  |  4047  |
10053  | 20211  |283103
  Agree            |  47.2  |  46.0  |  51.2  |  42.2  |  47.0  |  55.6  |
50.1  |  43.3  |  47.1
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |135267  | 14837  |  8955  |  5805  |  4238  |  1586  |
5446  | 14413  |190546
  No opinion       |  34.2  |  26.6  |  22.8  |  27.7  |  27.4  |  21.8  |
27.2  |  30.8  |  31.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  | 15023  |  3196  |  1800  |  1647  |   824  |   569  |
480  |  2072  | 25611
  Disagree         |   3.8  |   5.7  |   4.6  |   7.8  |   5.3  |   7.8  |
2.4  |   4.4  |   4.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  |  3832  |  1352  |   978  |   384  |   312  |     8  |
442  |  1351  |  8658
  Strongly disagre |   1.0  |   2.4  |   2.5  |   1.8  |   2.0  |    .1  |
2.2  |   2.9  |   1.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  395883    55698    39207    20979    15460     7283
20059    46726   601294
            Total    65.8      9.3      6.5      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  57965
-----------------------------------------------------------------------------
-------------------
Q6  Inspections made at regular intervals by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q6         --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 37164  |  6753  |  4881  |  2712  |  1688  |   614  |
2799  |  6940  | 63551
  Strongly agree   |   9.4  |  12.1  |  12.6  |  13.0  |  11.0  |   8.4  |
13.9  |  14.6  |  10.6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |172895  | 30493  | 20393  |  8931  |  8023  |  3185  |
11752  | 20237  |275910
  Agree            |  43.8  |  54.5  |  52.6  |  42.7  |  52.1  |  43.5  |
58.2  |  42.6  |  45.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |150308  | 14153  |  9875  |  6555  |  4535  |  2464  |
4828  | 14894  |207611
  No opinion       |  38.1  |  25.3  |  25.5  |  31.3  |  29.4  |  33.7  |
23.9  |  31.3  |  34.6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  | 28740  |  3230  |  2524  |  2268  |   988  |   788  |
691  |  4161  | 43391
  Disagree         |   7.3  |   5.8  |   6.5  |  10.8  |   6.4  |  10.8  |
3.4  |   8.8  |   7.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  |  5614  |  1270  |  1064  |   458  |   171  |   265  |
116  |  1283  | 10241
  Strongly disagre |   1.4  |   2.3  |   2.7  |   2.2  |   1.1  |   3.6  |
.6  |   2.7  |   1.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  394720    55900    38737    20924    15406     7316
20186    47515   600704
            Total    65.7      9.3      6.4      3.5      2.6      1.2
3.4      7.9    100.0

Number of Missing Observations:  58555
-----------------------------------------------------------------------------
-------------------
Q7  Leadership safety views seldom communict by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q7         --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 15223  |  2729  |  1724  |  1295  |   595  |     4  |
1394  |  2140  | 25105
  Strongly agree   |   3.8  |   4.9  |   4.4  |   6.2  |   3.8  |    .1  |
7.0  |   4.6  |   4.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  | 77744  | 12328  |  8220  |  5345  |  3308  |   916  |
3992  | 10886  |122740
  Agree            |  19.6  |  22.2  |  21.1  |  25.6  |  21.3  |  12.5  |
20.1  |  23.5  |  20.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |125868  | 15109  | 10816  |  6012  |  4186  |  2297  |
4915  | 15006  |184209
  No opinion       |  31.8  |  27.2  |  27.8  |  28.7  |  27.0  |  31.4  |
24.7  |  32.4  |  30.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  |145992  | 20363  | 14694  |  6394  |  5782  |  3319  |
7966  | 15563  |220072
  Disagree         |  36.9  |  36.6  |  37.8  |  30.6  |  37.3  |  45.3  |
40.0  |  33.6  |  36.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  | 30941  |  5079  |  3418  |  1871  |  1648  |   783  |
1625  |  2792  | 48158
  Strongly disagre |   7.8  |   9.1  |   8.8  |   8.9  |  10.6  |  10.7  |
8.2  |   6.0  |   8.0
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  395769    55609    38871    20917    15519     7320
19893    46386   600283
            Total    65.9      9.3      6.5      3.5      2.6      1.2
3.3      7.7    100.0

Number of Missing Observations:  58976
-----------------------------------------------------------------------------
-------------------
Q8  Safety meetings held less often than nec by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q8         --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 11976  |  3132  |  1870  |  1458  |   882  |    49  |
903  |  2383  | 22653
  Strongly agree   |   3.0  |   5.6  |   4.9  |   7.0  |   5.7  |    .7  |
4.5  |   5.0  |   3.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  | 69527  | 12014  |  8162  |  5021  |  3545  |  1402  |
3368  | 10470  |113508
  Agree            |  17.6  |  21.6  |  21.2  |  24.1  |  23.0  |  19.2  |
16.7  |  22.1  |  18.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |174616  | 17105  | 10741  |  5726  |  5227  |  1811  |
8151  | 19984  |243360
  No opinion       |  44.2  |  30.7  |  27.9  |  27.4  |  34.0  |  24.7  |
40.3  |  42.1  |  40.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  |114980  | 19342  | 14671  |  6933  |  4317  |  3067  |
6725  | 11751  |181787
  Disagree         |  29.1  |  34.7  |  38.1  |  33.2  |  28.1  |  41.9  |
33.3  |  24.8  |  30.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  | 23959  |  4072  |  3109  |  1724  |  1420  |   991  |
1074  |  2832  | 39181
  Strongly disagre |   6.1  |   7.3  |   8.1  |   8.3  |   9.2  |  13.5  |
5.3  |   6.0  |   6.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  395057    55665    38553    20863    15392     7320
20221    47420   600490
            Total    65.8      9.3      6.4      3.5      2.6      1.2
3.4      7.9    100.0

Number of Missing Observations:  58769
-----------------------------------------------------------------------------
-------------------
Q9  Good teamwork exists within unit by WORKLOC.Work Location
```

```
           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q9         --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 | 53859 |  7734 |  5137 |  3238 |  1818 |   666 |
2963 |  6906 | 82321
  Strongly agree   |  13.7 |  14.0 |  13.2 |  15.5 |  11.8 |   9.1 |
14.8 |  14.7 |  13.7
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 |219138 | 26920 | 19227 |  9493 |  7429 |  4567 |
9727 | 22426 |318926
  Agree            |  55.6 |  48.7 |  49.5 |  45.5 |  48.2 |  62.4 |
48.7 |  47.6 |  53.2
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 | 87207 | 12050 |  9071 |  4414 |  3422 |  1524 |
4345 | 11235 |133268
  No opinion       |  22.1 |  21.8 |  23.3 |  21.2 |  22.2 |  20.8 |
21.8 |  23.9 |  22.2
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 | 26564 |  6795 |  3924 |  2669 |  1793 |   484 |
2066 |  4324 | 48619
  Disagree         |   6.7 |  12.3 |  10.1 |  12.8 |  11.6 |   6.6 |
10.3 |   9.2 |   8.1
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 |  7434 |  1819 |  1498 |  1039 |   963 |    78 |
870 |  2190 | 15891
  Strongly disagre |   1.9 |   3.3 |   3.9 |   5.0 |   6.2 |   1.1 |
4.4 |   4.7 |   2.7
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 394201   55318   38856   20854   15424    7320
19971   47080  599025
            Total   65.8     9.2     6.5     3.5     2.6     1.2
3.3     7.9   100.0

Number of Missing Observations:  60234
--------------------------------------------------------------------------------
------------------
Q10  Leadership shows that it cares about saf by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q10        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 | 55812 |  8466 |  5470 |  3583 |  2137 |   911 |
2651 |  7645 | 86675
  Strongly agree   |  14.2 |  15.2 |  14.2 |  17.3 |  13.8 |  12.5 |
13.2 |  16.4 |  14.5
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 |203859 | 27223 | 19899 |  9361 |  7123 |  3572 |
11208 | 21503 |303747
  Agree            |  51.8 |  48.9 |  51.6 |  45.3 |  46.2 |  48.8 |
55.8 |  46.1 |  50.8
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 |109432 | 12881 |  8886 |  4843 |  4375 |  2079 |
5178 | 12789 |160462
  No opinion       |  27.8 |  23.1 |  23.1 |  23.4 |  28.3 |  28.4 |
25.8 |  27.4 |  26.8
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 | 19044 |  4919 |  2853 |  1931 |  1050 |   427 |
775 |  3072 | 34069
  Disagree         |   4.8 |   8.8 |   7.4 |   9.3 |   6.8 |   5.8 |
3.9 |   6.6 |   5.7
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 |  5178 |  2162 |  1429 |   942 |   749 |   327 |
256 |  1638 | 12680
  Strongly disagre |   1.3 |   3.9 |   3.7 |   4.6 |   4.9 |   4.5 |
1.3 |   3.5 |   2.1
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 393324   55650   38537   20659   15434    7316
20067   46646  597633
            Total   65.8     9.3     6.4     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  61626
--------------------------------------------------------------------------------
------------------
Q11  My actions can protect other personnel by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q11        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 | 64771 | 14410 |  9880 |  6849 |  3657 |  1951 |
4580 | 11995 |118092
  Strongly agree   |  16.4 |  25.9 |  25.4 |  32.5 |  23.6 |  26.7 |
23.0 |  25.5 |  19.7
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 |246926 | 34754 | 23963 | 12066 |  9937 |  4378 |
11574 | 28183 |371782
  Agree            |  62.5 |  62.4 |  61.6 |  57.2 |  64.0 |  59.8 |
58.2 |  59.9 |  61.9
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 | 75364 |  5909 |  4288 |  1904 |  1530 |   894 |
3721 |  5896 | 99507
  No opinion       |  19.1 |  10.6 |  11.0 |   9.0 |   9.9 |  12.2 |
18.7 |  12.5 |  16.6
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 |  6221 |   490 |   627 |   135 |   284 |    96 |
26 |   692 |  8571
  Disagree         |   1.6 |    .9 |   1.6 |    .6 |   1.8 |   1.3 |
.1 |   1.5 |   1.4
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 |  1702 |   142 |   125 |   127 |   111 |       |
   |   290 |  2497
  Strongly disagre |    .4 |    .3 |    .3 |    .6 |    .7 |       |
   |    .6 |    .4
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 394983   55705   38882   21082   15519    7320
19901   47057  600448
            Total   65.8     9.3     6.5     3.5     2.6     1.2
3.3     7.8   100.0

Number of Missing Observations:  58811
--------------------------------------------------------------------------------
------------------
Q12  My supervisors behavior is unsafe by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q12        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 |  5091 |  1964 |  1109 |   662 |   244 |       |
565 |   804 | 10439
  Strongly agree   |   1.3 |   3.5 |   2.9 |   3.2 |   1.6 |       |
2.8 |   1.7 |   1.7
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 | 17735 |  4739 |  3210 |  1795 |  1744 |   339 |
1671 |  3007 | 34239
  Agree            |   4.5 |   8.5 |   8.2 |   8.6 |  11.3 |   4.7 |
8.2 |   6.3 |   5.7
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 | 74917 | 11191 |  8614 |  5414 |  3388 |  1769 |
4127 | 10680 |120100
  No opinion       |  18.9 |  20.1 |  22.1 |  25.9 |  21.9 |  24.3 |
20.3 |  22.5 |  20.0
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 |210099 | 26984 | 19254 |  9834 |  6924 |  3869 |
9786 | 23051 |309801
  Disagree         |  53.1 |  48.5 |  49.5 |  47.1 |  44.8 |  53.2 |
48.2 |  48.7 |  51.5
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 | 87666 | 10779 |  6734 |  3189 |  3164 |  1302 |
4133 |  9826 |126793
  Strongly disagre |  22.2 |  19.4 |  17.3 |  15.3 |  20.5 |  17.9 |
20.4 |  20.7 |  21.1
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 395508   55657   38921   20894   15462    7279
20282   47368  601372
            Total   65.8     9.3     6.5     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  57887
--------------------------------------------------------------------------------
------------------
Q13  Des. personnel trained in emergency prac by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q13        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
```

```
                1  | 35063  |  6169  |  3954  |  2807  |  1474  |   697  |
3657  |  6934  | 60756
  Strongly agree  |   8.9  |  11.1  |  10.2  |  13.4  |   9.6  |   9.7  |
18.2  |  14.9  |  10.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |175073  | 25678  | 18469  |  7985  |  7690  |  3219  |
10785  | 19121  |268021
  Agree           |  44.4  |  46.1  |  47.5  |  38.0  |  50.0  |  44.9  |
53.7  |  41.0  |  44.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |149334  | 17341  | 11572  |  6769  |  4568  |  2651  |
4616  | 15201  |212053
  No opinion      |  37.8  |  31.1  |  29.7  |  32.2  |  29.7  |  36.9  |
23.0  |  32.6  |  35.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 28615  |  5621  |  4121  |  2480  |  1445  |   606  |
895  |  3668  | 47451
  Disagree        |   7.3  |  10.1  |  10.6  |  11.8  |   9.4  |   8.4  |
4.5  |   7.9  |   7.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  6506  |   910  |   793  |   979  |   218  |     3  |
136  |  1716  | 11262
  Strongly disagre |   1.6  |   1.6  |   2.0  |   4.7  |   1.4  |    .0  |
.7  |   3.7  |   1.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 394592   55718   38910   21020   15396    7176
20090   46640  599543
             Total   65.8     9.3     6.5     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  59716
-----------------------------------------------------------------------------
-----------------
Q14  Leadership published a written safety po by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                 nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q14        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 44438  |  7471  |  4426  |  3238  |  1972  |  1035  |
2984  |  5888  | 71452
  Strongly agree  |  11.3  |  13.4  |  11.4  |  15.5  |  12.9  |  14.1  |
14.7  |  12.6  |  11.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |187760  | 27532  | 20976  |  7937  |  7431  |  4053  |
11382  | 19859  |286931
  Agree           |  47.6  |  49.5  |  54.0  |  38.0  |  48.6  |  55.4  |
56.3  |  42.5  |  47.8
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |131033  | 15994  |  9789  |  7380  |  4902  |  1941  |
4542  | 16978  |192559
  No opinion      |  33.2  |  28.7  |  25.2  |  35.3  |  32.0  |  26.5  |
22.5  |  36.3  |  32.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 27380  |  3582  |  2720  |  1904  |   704  |   139  |
698  |  3098  | 40225
  Disagree        |   6.9  |   6.4  |   7.0  |   9.1  |   4.6  |   1.9  |
3.4  |   6.6  |   6.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  4102  |  1059  |   964  |   440  |   290  |   151  |
624  |   886  |  8516
  Strongly disagre |   1.0  |   1.9  |   2.5  |   2.1  |   1.9  |   2.1  |
3.1  |   1.9  |   1.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 394714   55638   38876   20898   15298    7320
20230   46710  599683
             Total   65.8     9.3     6.5     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  59575
-----------------------------------------------------------------------------
-----------------
Q15  Near miss accidents are investigated by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                 nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q15        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 36408  |  6355  |  4263  |  2694  |  2366  |   852  |
3210  |  3803  | 59952
  Strongly agree  |   9.3  |  11.5  |  11.0  |  12.9  |  15.3  |  11.7  |
16.3  |   8.2  |  10.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |138201  | 22368  | 15795  |  7275  |  7024  |  3332  |
8962  | 15769  |218726
  Agree           |  35.2  |  40.3  |  40.8  |  34.8  |  45.4  |  45.8  |
45.4  |  34.1  |  36.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |196460  | 20741  | 14177  |  7641  |  4556  |  2095  |
6690  | 21249  |273609
  No opinion      |  50.1  |  37.4  |  36.7  |  36.5  |  29.5  |  28.8  |
33.9  |  45.9  |  45.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 16389  |  4661  |  2977  |  2236  |  1310  |   766  |
735  |  3677  | 32752
  Disagree        |   4.2  |   8.4  |   7.7  |  10.7  |   8.5  |  10.5  |
3.7  |   7.9  |   5.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  4957  |  1358  |  1455  |  1090  |   203  |   234  |
138  |  1764  | 11199
  Strongly disagre |   1.3  |   2.4  |   3.8  |   5.2  |   1.3  |   3.2  |
.7  |   3.8  |   1.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 392415   55483   38667   20936   15460    7278
19736   46262  596238
             Total   65.8     9.3     6.5     3.5     2.6     1.2
3.3     7.8   100.0

Number of Missing Observations:  63021
-----------------------------------------------------------------------------
-----------------
Q16  Personnel morale is poor by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                 nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q16        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 38386  |  8535  |  4608  |  4395  |  2257  |   674  |
2620  |  6392  | 67866
  Strongly agree  |   9.7  |  15.4  |  11.8  |  21.0  |  14.6  |   9.2  |
12.9  |  13.5  |  11.3
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 86811  | 14346  | 11089  |  5742  |  5336  |  1229  |
6136  | 11159  |141848
  Agree           |  22.0  |  25.8  |  28.3  |  27.4  |  34.4  |  16.8  |
30.2  |  23.6  |  23.6
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |113348  | 16367  | 10685  |  4620  |  3705  |  2395  |
5663  | 13579  |170364
  No opinion      |  28.8  |  29.5  |  27.3  |  22.0  |  23.9  |  32.7  |
27.9  |  28.7  |  28.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  |125346  | 12706  | 10538  |  5216  |  3068  |  2912  |
4880  | 13849  |178514
  Disagree        |  31.8  |  22.9  |  26.9  |  24.9  |  19.8  |  39.8  |
24.1  |  29.3  |  29.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  | 30342  |  3551  |  2216  |   999  |  1141  |   104  |
986  |  2269  | 41609
  Strongly disagre |   7.7  |   6.4  |   5.7  |   4.8  |   7.4  |   1.4  |
4.9  |   4.8  |   6.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 394232   55503   39136   20973   15507    7315
20286   47249  600202
             Total   65.7     9.2     6.5     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  59057
-----------------------------------------------------------------------------
-----------------
Q17  Leadership does only what the law requir by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                 nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q17        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 11095  |  2928  |  1957  |  1893  |   838  |   192  |
562  |  1548  | 21014
  Strongly agree  |   2.8  |   5.3  |   5.0  |   9.1  |   5.4  |   2.7  |
2.9  |   3.3  |   3.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 55336  | 12447  |  9253  |  4502  |  3538  |  1266  |
2968  |  9157  | 98467
```

```
  Agree            |  14.1  |  22.5  |  23.8  |  21.5  |  23.0  |  17.7  |
15.2  |  19.7  |  16.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |148499  | 18330  | 11660  |  7013  |  5150  |  2196  |
7159  | 17331  |217338
  No opinion       |  37.8  |  33.1  |  30.0  |  33.5  |  33.5  |  30.6  |
36.6  |  37.2  |  36.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  |142975  | 16772  | 12993  |  6240  |  4552  |  2605  |
7563  | 14829  |208529
  Disagree         |  36.4  |  30.3  |  33.4  |  29.8  |  29.6  |  36.3  |
38.7  |  31.9  |  34.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  | 35069  |  4917  |  2994  |  1266  |  1319  |   912  |
1312  |  3667  | 51454
  Strongly disagre |   8.9  |   8.9  |   7.7  |   6.1  |   8.6  |  12.7  |
6.7  |   7.9  |   8.6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  392974    55393    38857    20914    15396     7172
19564    46532   596802
             Total    65.8      9.3      6.5      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  62456
-----------------------------------------------------------------------------
------------------
Q18  Understand safety & health regulations by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q18        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 51601  | 12590  |  7540  |  5628  |  3495  |  1342  |
4546  | 11625  | 98366
  Strongly agree   |  13.1  |  22.8  |  19.4  |  26.8  |  22.6  |  18.6  |
22.7  |  24.7  |  16.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |252834  | 36548  | 26804  | 12698  | 10409  |  4936  |
12633  | 28978  |385841
  Agree            |  64.3  |  66.1  |  68.9  |  60.5  |  67.4  |  68.4  |
63.2  |  61.6  |  64.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  | 75499  |  5620  |  3757  |  2247  |  1298  |   868  |
2563  |  5135  | 96985
  No opinion       |  19.2  |  10.2  |   9.7  |  10.7  |   8.4  |  12.0  |
12.8  |  10.9  |  16.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  | 10994  |   256  |   577  |   356  |   132  |    74  |
242  |   868  | 13499
  Disagree         |   2.8  |    .5  |   1.5  |   1.7  |    .9  |   1.0  |
1.2  |   1.8  |   2.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  |  2299  |   242  |   206  |    45  |   111  |        |
5  |   466  |  3374
  Strongly disagre |    .6  |    .4  |    .5  |    .2  |    .7  |        |
.0  |   1.0  |    .6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  393226    55257    38884    20974    15445     7220
19988    47072   598066
             Total    65.7      9.2      6.5      3.5      2.6      1.2
3.3      7.9    100.0

Number of Missing Observations:  61193
-----------------------------------------------------------------------------
------------------
Q19  Supervisors enforce safe job procedures by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q19        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 50837  | 10397  |  6681  |  3590  |  2922  |  1214  |
3864  |  8585  | 88089
  Strongly agree   |  12.9  |  18.7  |  17.1  |  17.2  |  18.8  |  16.7  |
19.6  |  18.4  |  14.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |210998  | 29824  | 22733  | 11323  |  8801  |  4231  |
11371  | 23047  |322328
  Agree            |  53.6  |  53.6  |  58.3  |  54.2  |  56.7  |  58.1  |
57.8  |  49.3  |  53.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |118002  | 12552  |  7784  |  4522  |  3274  |  1541  |
3960  | 12873  |164507
  No opinion       |  30.0  |  22.6  |  20.0  |  21.6  |  21.1  |  21.2  |
20.1  |  27.5  |  27.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  | 10692  |  2214  |  1494  |  1322  |   401  |   290  |
406  |  1704  | 18522
  Disagree         |   2.7  |   4.0  |   3.8  |   6.3  |   2.6  |   4.0  |
2.1  |   3.6  |   3.1
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  |  2920  |   652  |   298  |   139  |   111  |     3  |
84  |   549  |  4757
  Strongly disagre |    .7  |   1.2  |    .8  |    .7  |    .7  |    .0  |
.4  |   1.2  |    .8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  393449    55640    38990    20896    15508     7278
19684    46758   598203
             Total    65.8      9.3      6.5      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  61056
-----------------------------------------------------------------------------
------------------
Q20  Precautions used for hazardous mat. by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q20        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 48835  | 10481  |  6489  |  3841  |  2678  |   925  |
3846  |  8212  | 85308
  Strongly agree   |  12.4  |  18.9  |  16.7  |  18.4  |  17.3  |  12.7  |
19.5  |  17.5  |  14.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |162270  | 31518  | 23604  | 11082  |  8921  |  4608  |
11822  | 22467  |276292
  Agree            |  41.4  |  56.7  |  60.8  |  53.1  |  57.7  |  63.0  |
59.8  |  48.0  |  46.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |175559  | 11680  |  7107  |  5121  |  3422  |  1642  |
4020  | 14221  |222773
  No opinion       |  44.8  |  21.0  |  18.3  |  24.5  |  22.1  |  22.5  |
20.3  |  30.4  |  37.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  |  3632  |  1536  |  1155  |   753  |   322  |   132  |
64  |  1416  |  9011
  Disagree         |    .9  |   2.8  |   3.0  |   3.6  |   2.1  |   1.8  |
.3  |   3.0  |   1.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  |  1964  |   383  |   497  |    73  |   111  |     3  |
5  |   517  |  3554
  Strongly disagre |    .5  |    .7  |   1.3  |    .4  |    .7  |    .0  |
.0  |   1.1  |    .6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  392261    55598    38851    20871    15454     7311
19758    46833   596937
             Total    65.7      9.3      6.5      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  62322
-----------------------------------------------------------------------------
------------------
Q21  Adequate personnel to manage safety prog by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q21        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 36503  |  5982  |  4181  |  2624  |  1523  |   928  |
2543  |  5197  | 59480
  Strongly agree   |   9.3  |  10.7  |  10.8  |  12.4  |  10.0  |  12.7  |
12.8  |  11.1  |   9.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |177613  | 28287  | 20441  |  9211  |  8008  |  3119  |
9589  | 20847  |277114
  Agree            |  45.1  |  50.8  |  52.7  |  43.7  |  52.5  |  42.6  |
48.2  |  44.7  |  46.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |156734  | 15549  | 10587  |  6239  |  4644  |  2069  |
6554  | 15820  |218196
  No opinion       |  39.8  |  27.9  |  27.3  |  29.6  |  30.4  |  28.3  |
32.9  |  33.9  |  36.5
```

```
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4 | 18979 | 4643 | 2854 | 2612 |  906 |  769 |
1010 | 3465 | 35238
  Disagree        |   4.8 |  8.3 |  7.4 | 12.4 |  5.9 | 10.5 |
5.1 |  7.4 |  5.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5 |  3707 | 1248 |  739 |  392 |  178 |  435 |
202 | 1307 | 8209
  Strongly disagre |    .9 |  2.2 |  1.9 |  1.9 |  1.2 |  5.9 |
1.0 |  2.8 |  1.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 393536   55709   38803   21077   15259    7320
19899   46635  598237
            Total   65.8     9.3     6.5     3.5     2.6     1.2
3.3     7.8   100.0

Number of Missing Observations:  61021
-----------------------------------------------------------------------------
-----------------
Q22  Award program does not promote safety by WORKLOC.Work Location

           Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q22       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1 | 10960 | 3449 | 2041 | 1408 |  811 |  229 |
714 | 2458 | 22069
  Strongly agree  |   2.8 |  6.2 |  5.3 |  6.7 |  5.3 |  3.1 |
3.6 |  5.2 |  3.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2 | 55250 | 11113 | 8285 | 4249 | 3645 | 1614 |
2777 | 7785 | 94720
  Agree           |  14.1 |  20.0 | 21.4 | 20.3 | 23.6 | 22.2 |
13.8 | 16.6 |  15.8
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3 |221663 | 25258 | 16509 | 9640 | 7288 | 3132 |
11479 | 22752 |317721
  No opinion      |  56.4 |  45.4 | 42.6 | 46.1 | 47.3 | 43.0 |
57.1 |  48.6 |  53.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4 | 88392 | 13241 | 9711 | 4609 | 2665 | 1952 |
4366 | 11486 |136423
  Disagree        |  22.5 |  23.8 | 25.1 | 22.0 | 17.3 | 26.8 |
21.7 |  24.5 |  22.8
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5 | 16910 | 2587 | 2184 | 1017 | 1013 |  355 |
755 | 2363 | 27184
  Strongly disagre |   4.3 |  4.6 |  5.6 |  4.9 |  6.6 |  4.9 |
3.8 |  5.0 |  4.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 393176   55648   38731   20922   15422    7283
20091   46844  598117
            Total   65.7     9.3     6.5     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  61142
-----------------------------------------------------------------------------
-----------------
Q23  Performance standards higher than safety by WORKLOC.Work Location

           Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q23       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1 | 10366 | 1984 | 1530 | 1184 |  349 |  329 |
1311 | 1702 | 18756
  Strongly agree  |   2.6 |  3.6 |  3.9 |  5.6 |  2.3 |  4.5 |
6.6 |  3.7 |  3.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2 | 67246 | 11121 | 7387 | 4552 | 1923 | 1036 |
2920 | 9329 |105514
  Agree           |  17.1 |  20.0 | 19.0 | 21.7 | 12.6 | 14.1 |
14.8 |  20.0 |  17.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3 |215730 | 25742 | 16905 | 9220 | 8615 | 3708 |
9771 | 21616 |311308
  No opinion      |  54.9 |  46.4 | 43.4 | 44.0 | 56.4 | 50.7 |
49.4 |  46.4 |  52.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4 | 83971 | 14153 | 11147 | 4896 | 3606 | 1860 |
5081 | 12461 |137174
  Disagree        |  21.4 |  25.5 | 28.6 | 23.3 | 23.6 | 25.4 |
25.7 |  26.7 |  23.0
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5 | 15438 | 2504 | 1968 | 1120 |  794 |  387 |
685 | 1517 | 24413
  Strongly disagre |   3.9 |  4.5 |  5.1 |  5.3 |  5.2 |  5.3 |
3.5 |  3.3 |  4.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 392750   55505   38937   20973   15288    7320
19768   46625  597166
            Total   65.8     9.3     6.5     3.5     2.6     1.2
3.3     7.8   100.0

Number of Missing Observations:  62093
-----------------------------------------------------------------------------
-----------------
Q24  Super. understand job safety problems by WORKLOC.Work Location

           Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q24       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1 | 33452 | 8117 | 4417 | 3572 | 2488 |  741 |
2498 | 4554 | 59838
  Strongly agree  |   8.5 |  14.6 | 11.4 | 17.1 | 16.2 | 10.2 |
12.4 |  9.7 |  10.0
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2 |171722 | 29919 | 22079 | 10374 | 8627 | 4703 |
10340 | 22672 |280435
  Agree           |  43.8 |  54.0 | 56.9 | 49.6 | 56.0 | 64.6 |
51.3 |  48.4 |  47.0
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3 |173457 | 14081 | 9266 | 4992 | 3362 | 1507 |
6452 | 16260 |229376
  No opinion      |  44.2 |  25.4 | 23.9 | 23.9 | 21.8 | 20.7 |
32.0 |  34.7 |  38.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4 | 11221 | 2631 | 2370 | 1501 |  767 |  100 |
815 | 2696 | 22100
  Disagree        |   2.9 |  4.7 |  6.1 |  7.2 |  5.0 |  1.4 |
4.0 |  5.8 |  3.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5 |  2463 |  685 |  659 |  473 |  152 |  232 |
69 |  692 | 5424
  Strongly disagre |    .6 |  1.2 |  1.7 |  2.3 |  1.0 |  3.2 |
.3 |  1.5 |    .9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 392315   55431   38790   20912   15395    7283
20174   46873  597173
            Total   65.7     9.3     6.5     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  62085
-----------------------------------------------------------------------------
-----------------
Q25  Personnel follow lock./tagout procedures by WORKLOC.Work Location

           Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q25       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1 | 27938 | 9261 | 6244 | 3556 | 1865 | 1928 |
1152 | 4627 | 56571
  Strongly agree  |   7.2 |  16.8 | 16.2 | 17.1 | 12.2 | 26.5 |
5.8 |  10.1 |  9.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2 | 98591 | 24893 | 19083 | 7670 | 7843 | 3143 |
4159 | 15357 |180739
  Agree           |  25.3 |  45.1 | 49.4 | 36.8 | 51.3 | 43.2 |
21.1 |  33.6 |  30.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3 |236729 | 16675 | 10289 | 7834 | 4800 | 2106 |
13174 | 22326 |313933
  No opinion      |  60.7 |  30.2 | 26.6 | 37.6 | 31.4 | 28.9 |
66.7 |  48.8 |  53.0
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4 | 20688 | 3266 | 2041 | 1265 |  615 |   99 |
1070 | 2326 | 31370
  Disagree        |   5.3 |  5.9 |  5.3 |  6.1 |  4.0 |  1.4 |
5.4 |  5.1 |  5.3
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
```

```
                5  |  5747  |  1137  |  1001  |   504  |   156  |     3  |
188  |  1068  |  9804
  Strongly disagre |   1.5  |   2.1  |   2.6  |   2.4  |   1.0  |    .0  |
1.0  |   2.3  |   1.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  389693    55233    38657    20828    15280     7279
19743    45704   592416
             Total    65.8      9.3      6.5      3.5      2.6      1.2
3.3      7.7    100.0

Number of Missing Observations:  66842
-------------------------------------------------------------------------------
------------------
Q26  Safety training is part of orientation by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q26        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 48155  | 10814  |  7803  |  4292  |  2802  |  1772  |
4880  |  7763  | 88281
  Strongly agree   |  12.3  |  19.5  |  20.0  |  20.6  |  18.2  |  24.6  |
24.3  |  16.6  |  14.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |166813  | 30401  | 22366  |  9014  |  8841  |  3793  |
11892  | 22042  |275162
  Agree            |  42.7  |  54.9  |  57.3  |  43.2  |  57.5  |  52.6  |
59.2  |  47.1  |  46.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |143085  | 11240  |  6458  |  5590  |  2964  |  1586  |
2172  | 12296  |185391
  No opinion       |  36.6  |  20.3  |  16.5  |  26.8  |  19.3  |  22.0  |
10.8  |  26.3  |  31.1
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 28493  |  2292  |  1566  |  1505  |   610  |    56  |
1091  |  3648  | 39261
  Disagree         |   7.3  |   4.1  |   4.0  |   7.2  |   4.0  |    .8  |
5.4  |   7.8  |   6.6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  4277  |   629  |   839  |   461  |   170  |     8  |
64  |  1073  |  7521
  Strongly disagre |   1.1  |   1.1  |   2.2  |   2.2  |   1.1  |    .1  |
.3  |   2.3  |   1.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  390824    55376    39033    20861    15387     7216
20099    46822   595617
             Total    65.6      9.3      6.6      3.5      2.6      1.2
3.4      7.9    100.0

Number of Missing Observations:  63642
-------------------------------------------------------------------------------
------------------
Q27  Leadership is sincere about personnel sa by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q27        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 57445  |  9836  |  6304  |  3623  |  2600  |  1285  |
4540  |  7693  | 93325
  Strongly agree   |  14.7  |  17.7  |  16.3  |  17.4  |  17.2  |  17.7  |
22.7  |  16.5  |  15.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |219929  | 29919  | 21688  |  9379  |  8072  |  4030  |
11253  | 24619  |328889
  Agree            |  56.3  |  53.8  |  55.9  |  45.2  |  53.4  |  55.5  |
56.4  |  52.8  |  55.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  | 99964  | 11652  |  7611  |  5928  |  3392  |  1145  |
3721  | 10927  |144339
  No opinion       |  25.6  |  21.0  |  19.6  |  28.5  |  22.4  |  15.8  |
18.6  |  23.4  |  24.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 11019  |  3077  |  2387  |  1245  |   810  |   534  |
368  |  2443  | 21883
  Disagree         |   2.8  |   5.5  |   6.2  |   6.0  |   5.4  |   7.4  |
1.8  |   5.2  |   3.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  2320  |  1080  |   798  |   592  |   243  |   269  |
76  |   931  |  6309
  Strongly disagre |    .6  |   1.9  |   2.1  |   2.8  |   1.6  |   3.7  |
.4  |   2.0  |   1.1
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  390676    55564    38788    20768    15116     7262
19957    46613   594745
             Total    65.7      9.3      6.5      3.5      2.5      1.2
3.4      7.8    100.0

Number of Missing Observations:  64514
-------------------------------------------------------------------------------
------------------
Q28  Supervisors seldom act on worker sugg. by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q28        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  |  5274  |  2053  |   921  |   371  |   208  |   159  |
510  |  1403  | 10898
  Strongly agree   |   1.3  |   3.7  |   2.4  |   1.8  |   1.4  |   2.2  |
2.5  |   3.0  |   1.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 23175  |  6536  |  4496  |  2124  |  1668  |   467  |
1726  |  4159  | 44351
  Agree            |   5.9  |  11.7  |  11.5  |  10.1  |  10.9  |   6.4  |
8.6  |   8.9  |   7.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |169491  | 19018  | 12901  |  7933  |  6102  |  2203  |
6400  | 19053  |243100
  No opinion       |  43.3  |  34.2  |  33.0  |  37.9  |  39.8  |  30.2  |
32.0  |  40.6  |  40.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  |155645  | 22490  | 17292  |  8766  |  5965  |  3843  |
9400  | 18547  |241947
  Disagree         |  39.8  |  40.4  |  44.2  |  41.9  |  38.9  |  52.8  |
47.0  |  39.6  |  40.6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  | 37755  |  5561  |  3494  |  1745  |  1396  |   612  |
1981  |  3724  | 56268
  Strongly disagre |   9.6  |  10.0  |   8.9  |   8.3  |   9.1  |   8.4  |
9.9  |   7.9  |   9.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  391339    55658    39103    20938    15340     7283
20016    46887   596565
             Total    65.6      9.3      6.6      3.5      2.6      1.2
3.4      7.9    100.0

Number of Missing Observations:  62693
-------------------------------------------------------------------------------
------------------
Q29  Emergency procedures rarely tested by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q29        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  |  8994  |  2143  |  1663  |  1026  |   287  |        |
695  |  1823  | 16631
  Strongly agree   |   2.3  |   3.9  |   4.3  |   4.9  |   1.9  |        |
3.5  |   3.9  |   2.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 40529  |  9874  |  7273  |  3430  |  2077  |   500  |
1864  |  4854  | 70402
  Agree            |  10.4  |  17.8  |  18.7  |  16.4  |  13.6  |   6.8  |
9.4  |  10.4  |  11.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |142393  | 18903  | 12388  |  7528  |  5993  |  2287  |
4021  | 15948  |209460
  No opinion       |  36.4  |  34.1  |  31.9  |  35.9  |  39.2  |  31.2  |
20.3  |  34.3  |  35.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  |161096  | 19918  | 14322  |  7434  |  5286  |  3439  |
10815  | 17239  |239551
  Disagree         |  41.2  |  35.9  |  36.9  |  35.5  |  34.6  |  47.0  |
54.7  |  37.1  |  40.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  | 38214  |  4630  |  3187  |  1527  |  1630  |  1094  |
2382  |  6643  | 59306
  Strongly disagre |   9.8  |   8.3  |   8.2  |   7.3  |  10.7  |  14.9  |
12.0  |  14.3  |  10.0
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  391227    55468    38833    20945    15274     7320
19778    46508   595351
```

```
            Total    65.7      9.3      6.5      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  63908
-----------------------------------------------------------------------------
------------------
Q30  Safety officer improves safety by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q30        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 29378  |  3654  |  2849  |  1941  |   938  |   343  |
2802  |  3684  | 45590
  Strongly agree   |   7.6  |   6.6  |   7.4  |   9.4  |   6.1  |   4.7  |
14.5  |   7.9  |   7.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |137309  | 21641  | 13614  |  6807  |  5388  |  2867  |
8180  | 16745  |212550
  Agree            |  35.4  |  39.2  |  35.6  |  32.8  |  35.1  |  39.4  |
42.4  |  35.9  |  36.0
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |199577  | 25579  | 17545  |  9254  |  7648  |  3199  |
6944  | 22113  |291860
  No opinion       |  51.4  |  46.3  |  45.9  |  44.6  |  49.9  |  43.9  |
36.0  |  47.4  |  49.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 17906  |  3389  |  3299  |  2085  |  1023  |   469  |
1223  |  2887  | 32282
  Disagree         |   4.6  |   6.1  |   8.6  |  10.1  |   6.7  |   6.4  |
6.3  |   6.2  |   5.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  4188  |  1006  |   957  |   651  |   339  |   400  |
149  |  1191  |  8882
  Strongly disagre |   1.1  |   1.8  |   2.5  |   3.1  |   2.2  |   5.5  |
.8  |   2.6  |   1.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  388359    55269    38264    20739    15335     7279
19299    46619   591164
            Total    65.7      9.3      6.5      3.5      2.6      1.2
3.3      7.9    100.0

Number of Missing Observations:  68095
-----------------------------------------------------------------------------
------------------
Q31  Leadership sets fine safety example by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q31        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 40309  |  5985  |  3915  |  2531  |  1951  |   783  |
2541  |  4909  | 62924
  Strongly agree   |  10.3  |  10.8  |  10.2  |  12.0  |  12.6  |  10.8  |
13.0  |  10.5  |  10.6
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |182703  | 24477  | 18622  |  8410  |  5944  |  3337  |
9845  | 20993  |274331
  Agree            |  46.7  |  44.3  |  48.3  |  40.0  |  38.4  |  46.0  |
50.2  |  44.9  |  46.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |148261  | 17956  | 12268  |  7084  |  5506  |  2444  |
6486  | 15962  |215967
  No opinion       |  37.9  |  32.5  |  31.8  |  33.7  |  35.6  |  33.7  |
33.1  |  34.2  |  36.3
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 17434  |  5209  |  2530  |  2156  |  1582  |   551  |
629  |  3648  | 33740
  Disagree         |   4.5  |   9.4  |   6.6  |  10.3  |  10.2  |   7.6  |
3.2  |   7.8  |   5.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  2857  |  1681  |  1212  |   843  |   487  |   147  |
112  |  1214  |  8553
  Strongly disagre |    .7  |   3.0  |   3.1  |   4.0  |   3.1  |   2.0  |
.6  |   2.6  |   1.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  391564    55307    38548    21023    15469     7262
19613    46726   595514
            Total    65.8      9.3      6.5      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  63744
-----------------------------------------------------------------------------
------------------
Q32  Supervisors fits safety into performance by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q32        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 36045  |  7019  |  4382  |  2810  |  2084  |   821  |
2627  |  6026  | 61812
  Strongly agree   |   9.2  |  12.6  |  11.3  |  13.6  |  13.6  |  11.3  |
13.2  |  12.8  |  10.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |159414  | 25988  | 19654  |  9639  |  7239  |  3720  |
10137  | 21218  |257008
  Agree            |  40.8  |  46.8  |  50.9  |  46.5  |  47.1  |  51.4  |
50.9  |  45.2  |  43.2
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |168873  | 17911  | 11654  |  5936  |  5054  |  2148  |
5988  | 15741  |233305
  No opinion       |  43.2  |  32.3  |  30.2  |  28.6  |  32.9  |  29.7  |
30.1  |  33.5  |  39.2
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 23545  |  3891  |  2064  |  1849  |   803  |   450  |
1076  |  2935  | 36613
  Disagree         |   6.0  |   7.0  |   5.3  |   8.9  |   5.2  |   6.2  |
5.4  |   6.3  |   6.2
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  2836  |   704  |   868  |   495  |   172  |    95  |
84  |  1022  |  6276
  Strongly disagre |    .7  |   1.3  |   2.2  |   2.4  |   1.1  |   1.3  |
.4  |   2.2  |   1.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  390714    55513    38621    20728    15353     7233
19912    46941   595014
            Total    65.7      9.3      6.5      3.5      2.6      1.2
3.3      7.9    100.0

Number of Missing Observations:  64245
-----------------------------------------------------------------------------
------------------
Q33  Preventive maintenance operates poorly by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                  nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q33        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 10222  |  4436  |  2434  |  2098  |   764  |   259  |
1079  |  1974  | 23266
  Strongly agree   |   2.6  |   8.0  |   6.3  |  10.0  |   5.0  |   3.5  |
5.4  |   4.2  |   3.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 42233  | 11149  |  7698  |  3549  |  3268  |   809  |
3463  |  8048  | 80216
  Agree            |  10.8  |  20.1  |  20.0  |  16.9  |  21.3  |  11.1  |
17.5  |  17.3  |  13.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |215106  | 18804  | 11296  |  7814  |  4883  |  3048  |
7881  | 20190  |289022
  No opinion       |  55.2  |  34.0  |  29.4  |  37.3  |  31.8  |  41.6  |
39.7  |  43.3  |  48.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  |101130  | 17064  | 14118  |  6644  |  5291  |  2712  |
6485  | 13510  |166953
  Disagree         |  26.0  |  30.8  |  36.7  |  31.7  |  34.4  |  37.1  |
32.7  |  29.0  |  28.1
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  | 21000  |  3891  |  2907  |   838  |  1152  |   492  |
931  |  2858  | 34069
  Strongly disagre |   5.4  |   7.0  |   7.6  |   4.0  |   7.5  |   6.7  |
4.7  |   6.1  |   5.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  389692    55344    38453    20942    15358     7320
19839    46579   593525
            Total    65.7      9.3      6.5      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  65733
-----------------------------------------------------------------------------
------------------
Q34  Leadership participates in safety activi by WORKLOC.Work Location
```

```
           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q34        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 | 30561 |  4518 |  2598 |  2135 |  1497 |   358 |
2296 |  3664 | 47627
  Strongly agree   |   7.8 |   8.2 |   6.8 |  10.2 |   9.7 |   5.0 |
11.5 |   7.9 |   8.0
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 |136015 | 21008 | 16633 |  7061 |  5604 |  3433 |
8859 | 17644 |216257
  Agree            |  34.9 |  38.0 |  43.3 |  33.7 |  36.5 |  47.7 |
44.3 |  37.9 |  36.4
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 |196788 | 22430 | 13956 |  8724 |  6632 |  2801 |
7451 | 20702 |279485
  No opinion       |  50.5 |  40.5 |  36.4 |  41.6 |  43.2 |  38.9 |
37.3 |  44.5 |  47.1
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 | 22463 |  5778 |  4022 |  2206 |  1312 |   466 |
1217 |  3426 | 40890
  Disagree         |   5.8 |  10.4 |  10.5 |  10.5 |   8.5 |   6.5 |
6.1 |   7.4 |   6.9
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 |  3775 |  1623 |  1167 |   836 |   314 |   147 |
172 |  1136 |  9169
  Strongly disagre |   1.0 |   2.9 |   3.0 |   4.0 |   2.0 |   2.0 |
.9 |   2.4 |   1.5
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 389602   55357   38376   20961   15358    7205
19995   46573  593427
            Total   65.7     9.3     6.5     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  65832
-------------------------------------------------------------------------------
------------------
Q35  Safety officer has high status by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q35        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 | 28670 |  4849 |  3119 |  1815 |  1045 |   526 |
2120 |  3709 | 45852
  Strongly agree   |   7.4 |   8.8 |   8.1 |   8.6 |   6.8 |   7.4 |
10.9 |   8.1 |   7.8
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 |106625 | 18194 | 13414 |  6578 |  5650 |  1999 |
7397 | 12664 |172520
  Agree            |  27.5 |  33.0 |  35.0 |  31.2 |  36.8 |  28.0 |
37.9 |  27.6 |  29.2
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 |217420 | 24710 | 16672 |  9473 |  6553 |  3935 |
8969 | 24005 |311736
  No opinion       |  56.0 |  44.7 |  43.4 |  45.0 |  42.7 |  55.0 |
46.0 |  52.3 |  52.8
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 | 29145 |  6158 |  3543 |  1987 |  1647 |   541 |
901 |  4105 | 48027
  Disagree         |   7.5 |  11.2 |   9.2 |   9.4 |  10.7 |   7.6 |
4.6 |   8.9 |   8.1
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 |  6467 |  1307 |  1631 |  1219 |   459 |   150 |
130 |  1453 | 12816
  Strongly disagre |   1.7 |   2.4 |   4.3 |   5.8 |   3.0 |   2.1 |
.7 |   3.2 |   2.2
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 388326   55218   38379   21071   15354    7150
19517   45937  590951
            Total   65.7     9.3     6.5     3.6     2.6     1.2
3.3     7.8   100.0

Number of Missing Observations:  68307
-------------------------------------------------------------------------------
------------------
Q36  Hazards not fixed quickly are ignored by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q36        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 |  4850 |  2358 |  1374 |   901 |   518 |   261 |
404 |  1991 | 12658
  Strongly agree   |   1.2 |   4.3 |   3.5 |   4.3 |   3.4 |   3.6 |
2.0 |   4.2 |   2.1
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 | 32966 |  8572 |  5810 |  3999 |  1977 |   896 |
2779 |  5727 | 62727
  Agree            |   8.4 |  15.5 |  15.0 |  19.1 |  12.9 |  12.4 |
13.7 |  12.2 |  10.5
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 |168927 | 17351 | 11795 |  6702 |  5650 |  2423 |
6122 | 16408 |235379
  No opinion       |  43.2 |  31.3 |  30.4 |  32.0 |  36.9 |  33.5 |
30.1 |  34.9 |  39.5
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 |155301 | 22168 | 16359 |  8045 |  6124 |  3009 |
9482 | 19173 |239660
  Disagree         |  39.7 |  40.0 |  42.1 |  38.5 |  40.0 |  41.5 |
46.6 |  40.8 |  40.2
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 | 28696 |  4991 |  3493 |  1270 |  1056 |   653 |
1560 |  3749 | 45469
  Strongly disagre |   7.3 |   9.0 |   9.0 |   6.1 |   6.9 |   9.0 |
7.7 |   8.0 |   7.6
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 390740   55441   38831   20917   15326    7242
20348   47049  595893
            Total   65.6     9.3     6.5     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  63366
-------------------------------------------------------------------------------
------------------
Q37  Personnel take part in accident invest. by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q37        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1 | 22980 |  3414 |  2758 |  1321 |  1213 |   251 |
1930 |  3367 | 37235
  Strongly agree   |   5.9 |   6.2 |   7.1 |   6.3 |   7.9 |   3.5 |
9.8 |   7.3 |   6.3
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2 |144707 | 24121 | 16451 | 10120 |  6564 |  3185 |
9499 | 18282 |232930
  Agree            |  37.1 |  43.6 |  42.3 |  48.2 |  42.7 |  44.0 |
48.2 |  39.4 |  39.2
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3 |206486 | 22429 | 15718 |  7348 |  5499 |  2802 |
7727 | 21126 |289135
  No opinion       |  52.9 |  40.6 |  40.4 |  35.0 |  35.8 |  38.7 |
39.2 |  45.5 |  48.6
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4 | 14639 |  4606 |  2903 |  1863 |  1765 |   841 |
421 |  2875 | 29911
  Disagree         |   3.7 |   8.3 |   7.5 |   8.9 |  11.5 |  11.6 |
2.1 |   6.2 |   5.0
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5 |  1692 |   718 |  1045 |   329 |   317 |   163 |
111 |   783 |  5157
  Strongly disagre |    .4 |   1.3 |   2.7 |   1.6 |   2.1 |   2.2 |
.6 |   1.7 |    .9
                 +--------+--------+--------+--------+--------+--------+-----
---+--------+
           Column 390504   55289   38874   20981   15358    7242
19688   46433  594367
            Total   65.7     9.3     6.5     3.5     2.6     1.2
3.3     7.8   100.0

Number of Missing Observations:  64891
-------------------------------------------------------------------------------
------------------
Q38  Training by supervisor helps job safety by WORKLOC.Work Location

           Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
         Col Pct |                  nance    /Field   line
Hospital           Row
                 |     1 |     2 |     3 |     4 |     5 |     6 |
7 |     8 | Total
Q38        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
```

```
                1  | 25557  |  5502  |  3683  |  2075  |  1595  |   419  |
2264  |  4293  | 45389
  Strongly agree  |   6.5  |   9.9  |   9.5  |   9.9  |  10.4  |   5.8  |
11.2  |   9.2  |   7.6
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |148612  | 27029  | 19501  |  8945  |  6899  |  3333  |
10205  | 21791  |246314
  Agree           |  38.1  |  48.6  |  50.0  |  42.9  |  45.1  |  46.3  |
50.3  |  46.5  |  41.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |189569  | 18232  | 11982  |  7177  |  5650  |  2721  |
6545  | 16496  |258370
  No opinion      |  48.6  |  32.8  |  30.7  |  34.4  |  36.9  |  37.8  |
32.2  |  35.2  |  43.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 23212  |  3851  |  3030  |  2048  |   889  |   638  |
1209  |  3320  | 38198
  Disagree        |   5.9  |   6.9  |   7.8  |   9.8  |   5.8  |   8.9  |
6.0  |   7.1  |   6.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  3400  |  1040  |   773  |   624  |   265  |    95  |
80  |   967  |  7243
  Strongly disagre |    .9  |   1.9  |   2.0  |   3.0  |   1.7  |   1.3  |
.4  |   2.1  |   1.2
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  390350   55655   38968   20868   15299    7205
20303   46866  595514
             Total   65.5     9.3     6.5     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  63744
-----------------------------------------------------------------------------
-------------------
Q39  Medical facilities are sufficient by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q39       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 29489  |  4883  |  3076  |  2520  |  1145  |   415  |
3721  |  4381  | 49630
  Strongly agree  |   7.6  |   8.9  |   7.9  |  12.1  |   7.5  |   5.8  |
18.6  |   9.5  |   8.4
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |153682  | 25007  | 15598  |  9919  |  5382  |  3724  |
10828  | 20174  |244313
  Agree           |  39.5  |  45.5  |  40.2  |  47.6  |  35.4  |  52.1  |
54.2  |  43.9  |  41.3
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |171600  | 15998  | 12843  |  5222  |  4222  |  2089  |
4102  | 14643  |230718
  No opinion      |  44.2  |  29.1  |  33.1  |  25.1  |  27.7  |  29.2  |
20.5  |  31.8  |  39.0
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 24876  |  5463  |  4878  |  1849  |  2644  |   685  |
1073  |  4657  | 46125
  Disagree        |   6.4  |   9.9  |  12.6  |   8.9  |  17.4  |   9.6  |
5.4  |  10.1  |   7.8
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  8944  |  3658  |  2378  |  1332  |  1830  |   232  |
253  |  2150  | 20778
  Strongly disagre |   2.3  |   6.7  |   6.1  |   6.4  |  12.0  |   3.3  |
1.3  |   4.7  |   3.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  388592   55010   38772   20842   15223    7145
19976   46005  591564
             Total   65.7     9.3     6.6     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  67694
-----------------------------------------------------------------------------
-------------------
Q40  Leadership ignores safety during promoti by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q40       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  |  7268  |  2956  |  1854  |   805  |   425  |   164  |
809  |  2202  | 16483
  Strongly agree  |   1.9  |   5.3  |   4.8  |   3.9  |   2.8  |   2.3  |
4.1  |   4.7  |   2.8
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 23923  |  7384  |  5838  |  3198  |  2038  |   571  |
1425  |  4208  | 48585
  Agree           |   6.2  |  13.4  |  15.1  |  15.4  |  13.3  |   7.9  |
7.2  |   9.0  |   8.2
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |201563  | 24714  | 15439  |  9358  |  6788  |  3790  |
8929  | 21412  |291994
  No opinion      |  51.9  |  44.7  |  39.8  |  45.1  |  44.3  |  52.6  |
45.0  |  45.8  |  49.3
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  |120629  | 15735  | 12302  |  5727  |  4339  |  2269  |
6946  | 14821  |182767
  Disagree        |  31.1  |  28.5  |  31.7  |  27.6  |  28.3  |  31.5  |
35.0  |  31.7  |  30.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  | 34819  |  4467  |  3352  |  1681  |  1725  |   412  |
1755  |  4060  | 52271
  Strongly disagre |   9.0  |   8.1  |   8.6  |   8.1  |  11.3  |   5.7  |
8.8  |   8.7  |   8.8
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  388202   55256   38785   20769   15315    7205
19864   46704  592099
             Total   65.6     9.3     6.6     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  67159
-----------------------------------------------------------------------------
-------------------
Q41  Safety officer is readily available by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q41       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 38220  |  5644  |  3493  |  2148  |  1198  |   425  |
3538  |  3884  | 58552
  Strongly agree  |   9.8  |  10.1  |   9.0  |  10.3  |   7.9  |   5.9  |
18.1  |   8.4  |   9.9
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |166280  | 23499  | 16301  |  8642  |  6334  |  2880  |
9093  | 17838  |250866
  Agree           |  42.6  |  42.2  |  42.1  |  41.3  |  41.8  |  39.8  |
46.6  |  38.7  |  42.3
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |161430  | 20262  | 13604  |  7174  |  5440  |  2784  |
6044  | 18949  |235687
  No opinion      |  41.4  |  36.4  |  35.1  |  34.3  |  35.9  |  38.5  |
31.0  |  41.1  |  39.7
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 19791  |  4986  |  3865  |  2502  |  1751  |   964  |
826  |  3914  | 38600
  Disagree        |   5.1  |   9.0  |  10.0  |  12.0  |  11.5  |  13.3  |
4.2  |   8.5  |   6.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  4290  |  1228  |  1480  |   463  |   445  |   174  |
27  |  1549  |  9655
  Strongly disagre |   1.1  |   2.2  |   3.8  |   2.2  |   2.9  |   2.4  |
.1  |   3.4  |   1.6
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  390010   55619   38744   20929   15168    7228
19528   46134  593360
             Total   65.7     9.4     6.5     3.5     2.6     1.2
3.3     7.8   100.0

Number of Missing Observations:  65899
-----------------------------------------------------------------------------
-------------------
Q42  This unit has a stable workforce by WORKLOC.Work Location

            Count  |Office   Shop    Mainte-  Outdoors Flight-   Ship
Clinic/  Other
          Col Pct |                 nance    /Field   line
Hospital           Row
                  |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q42       --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 20691  |  3226  |  2155  |  1124  |  1078  |   199  |
1998  |  2180  | 32651
  Strongly agree  |   5.3  |   5.8  |   5.6  |   5.4  |   7.0  |   2.7  |
10.0  |   4.7  |   5.5
                  +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |152276  | 22513  | 14765  |  7514  |  5066  |  2474  |
6566  | 17980  |229154
```

```
  Agree            |  39.2  |  40.8  |  38.2  |  36.3  |  33.1  |  34.0  |
32.9  |  38.6  |  38.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |173705  | 21613  | 15240  |  8263  |  6352  |  2819  |
7363  | 19038  |254392
  No opinion       |  44.7  |  39.1  |  39.4  |  39.9  |  41.4  |  38.8  |
36.9  |  40.9  |  43.0
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  | 34901  |  6469  |  5350  |  2719  |  2413  |  1438  |
2992  |  5580  | 61861
  Disagree         |   9.0  |  11.7  |  13.8  |  13.1  |  15.7  |  19.8  |
15.0  |  12.0  |  10.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  |  6640  |  1398  |  1133  |  1081  |   417  |   343  |
1031  |  1777  | 13819
  Strongly disagre |   1.7  |   2.5  |   2.9  |   5.2  |   2.7  |   4.7  |
5.2  |   3.8  |   2.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 388212   55219   38643   20701   15326    7273
19950   46555  591878
             Total   65.6     9.3     6.5     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  67381
-----------------------------------------------------------------------------
------------------

Q43  Personnel afraid to report problems by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q43        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  |  5327  |  1999  |  1384  |   606  |   118  |   174  |
531  |  1068  | 11207
  Strongly agree   |   1.4  |   3.6  |   3.6  |   2.9  |    .8  |   2.4  |
2.7  |   2.3  |   1.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  | 19987  |  5802  |  3178  |  2181  |  1301  |   346  |
1140  |  3447  | 37381
  Agree            |   5.2  |  10.4  |   8.2  |  10.5  |   8.5  |   4.8  |
5.7  |   7.4  |   6.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |130535  | 15959  | 10555  |  6984  |  4483  |  1877  |
5431  | 15484  |191308
  No opinion       |  33.7  |  28.7  |  27.2  |  33.5  |  29.3  |  25.8  |
27.2  |  33.3  |  32.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  |185916  | 25227  | 19141  |  9323  |  7235  |  3855  |
10460  | 21523  |282680
  Disagree         |  48.0  |  45.4  |  49.3  |  44.7  |  47.3  |  53.0  |
52.3  |  46.3  |  47.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  | 45907  |  6586  |  4530  |  1745  |  2159  |  1021  |
2440  |  5003  | 69391
  Strongly disagre |  11.8  |  11.9  |  11.7  |   8.4  |  14.1  |  14.0  |
12.2  |  10.8  |  11.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 387671   55574   38788   20839   15296    7273
20001   46525  591968
             Total   65.5     9.4     6.6     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  67291
-----------------------------------------------------------------------------
------------------

Q44  Supervisors always investigate accidents by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q44        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 34222  |  6738  |  4427  |  2506  |  1806  |   971  |
3169  |  4890  | 58729
  Strongly agree   |   8.8  |  12.1  |  11.4  |  12.0  |  11.9  |  13.3  |
15.7  |  10.5  |   9.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |150001  | 26885  | 19457  |  8890  |  7045  |  3527  |
8826  | 20877  |245508
  Agree            |  38.6  |  48.4  |  50.2  |  42.5  |  46.2  |  48.4  |
43.8  |  44.6  |  41.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |188415  | 17805  | 11897  |  7209  |  5232  |  2006  |
6519  | 17521  |256603
  No opinion       |  48.5  |  32.1  |  30.7  |  34.5  |  34.3  |  27.6  |
32.3  |  37.5  |  43.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  | 12915  |  3099  |  2120  |  1797  |   941  |   541  |
1517  |  2690  | 25620
  Disagree         |   3.3  |   5.6  |   5.5  |   8.6  |   6.2  |   7.4  |
7.5  |   5.8  |   4.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  |  2855  |   983  |   835  |   515  |   211  |   234  |
137  |   780  |  6550
  Strongly disagre |    .7  |   1.8  |   2.2  |   2.5  |   1.4  |   3.2  |
.7  |   1.7  |   1.1
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 388408   55510   38736   20917   15234    7280
20167   46757  593009
             Total   65.5     9.4     6.5     3.5     2.6     1.2
3.4     7.9   100.0

Number of Missing Observations:  66249
-----------------------------------------------------------------------------
------------------

Q45  Environmental cond. kept at good levels by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q45        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  | 32192  |  4968  |  3528  |  1692  |   948  |   259  |
2318  |  3943  | 49849
  Strongly agree   |   8.3  |   9.0  |   9.1  |   8.1  |   6.1  |   3.5  |
11.6  |   8.5  |   8.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  |181285  | 22961  | 18332  |  9514  |  6529  |  2950  |
8928  | 21771  |272269
  Agree            |  46.6  |  41.8  |  47.2  |  45.3  |  42.2  |  40.3  |
44.6  |  46.9  |  45.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 3  |109062  | 13734  |  9923  |  6644  |  4432  |  2542  |
4892  | 12322  |163549
  No opinion       |  28.0  |  25.0  |  25.5  |  31.6  |  28.7  |  34.8  |
24.5  |  26.5  |  27.6
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 4  | 50923  |  8814  |  4979  |  2110  |  3122  |   986  |
2795  |  5692  | 79422
  Disagree         |  13.1  |  16.0  |  12.8  |  10.1  |  20.2  |  13.5  |
14.0  |  12.3  |  13.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 5  | 15952  |  4503  |  2091  |  1037  |   438  |   578  |
1069  |  2723  | 28391
  Strongly disagre |   4.1  |   8.2  |   5.4  |   4.9  |   2.8  |   7.9  |
5.3  |   5.9  |   4.8
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column 389414   54979   38854   20996   15469    7315
20002   46451  593480
             Total   65.6     9.3     6.5     3.5     2.6     1.2
3.4     7.8   100.0

Number of Missing Observations:  65779
-----------------------------------------------------------------------------
------------------

Q46  Personnel dont use necessary PPE by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q46        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                 1  |  4651  |  1867  |  1203  |   858  |   348  |     3  |
356  |  1998  | 11284
  Strongly agree   |   1.2  |   3.3  |   3.1  |   4.1  |   2.3  |    .0  |
1.8  |   4.2  |   1.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                 2  | 25536  | 10017  |  7765  |  3666  |  2357  |  1099  |
1854  |  5560  | 57853
  Agree            |   6.5  |  17.9  |  19.9  |  17.4  |  15.2  |  15.4  |
9.2  |  11.8  |   9.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
```

```
                3  |213111  | 15914  | 10391  |  5977  |  4502  |  2094  |
6211  | 18831  |277031
  No opinion       |  54.5  |  28.5  |  26.6  |  28.4  |  29.1  |  29.3  |
30.8  |  40.0  |  46.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  |119697  | 22777  | 16156  |  8776  |  6974  |  3138  |
9749  | 17056  |204323
  Disagree         |  30.6  |  40.8  |  41.4  |  41.7  |  45.1  |  43.9  |
48.4  |  36.3  |  34.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  | 27874  |  5280  |  3541  |  1756  |  1292  |   815  |
1971  |  3577  | 46106
  Strongly disagre |   7.1  |   9.5  |   9.1  |   8.3  |   8.3  |  11.4  |
9.8  |   7.6  |   7.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  390868    55856    39055    21032    15474     7149
20141    47023   596597
             Total    65.5      9.4      6.5      3.5      2.6      1.2
3.4      7.9    100.0

Number of Missing Observations:  62661
-----------------------------------------------------------------------------
------------------

Q47  Job stress is significant problem for me by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q47        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  |  6336  |  1781  |   962  |   664  |   291  |   153  |
388  |   835  | 11411
  Strongly agree   |   1.6  |   3.2  |   2.5  |   3.2  |   1.9  |   2.1  |
1.9  |   1.8  |   1.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 26699  |  5485  |  4712  |  2109  |  2371  |   238  |
1759  |  3774  | 47146
  Agree            |   6.9  |   9.9  |  12.2  |  10.0  |  15.4  |   3.3  |
8.8  |   8.1  |   7.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |214925  | 24705  | 14609  |  9358  |  5407  |  3803  |
8064  | 24875  |305745
  No opinion       |  55.2  |  44.5  |  37.9  |  44.5  |  35.2  |  52.0  |
40.5  |  53.4  |  51.5
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  |113667  | 19764  | 15642  |  7218  |  5692  |  2478  |
7693  | 14012  |186166
  Disagree         |  29.2  |  35.6  |  40.6  |  34.4  |  37.1  |  33.9  |
38.6  |  30.1  |  31.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  | 27523  |  3771  |  2648  |  1661  |  1589  |   640  |
2031  |  3073  | 42935
  Strongly disagre |   7.1  |   6.8  |   6.9  |   7.9  |  10.4  |   8.7  |
10.2  |   6.6  |   7.2
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  389150    55506    38572    21010    15349     7312
19935    46569   593403
             Total    65.6      9.4      6.5      3.5      2.6      1.2
3.4      7.8    100.0

Number of Missing Observations:  65855
-----------------------------------------------------------------------------
------------------

Q48  Leadership insists supervisor think safe by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q48        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 38737  |  6461  |  4623  |  3471  |  2102  |  1012  |
3313  |  5884  | 65604
  Strongly agree   |   9.9  |  11.6  |  11.9  |  16.5  |  13.6  |  14.1  |
16.8  |  12.6  |  11.0
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |170222  | 28209  | 20265  |  9423  |  7716  |  4119  |
10039  | 21841  |271833
  Agree            |  43.6  |  50.5  |  52.0  |  44.8  |  49.9  |  57.4  |
51.0  |  46.8  |  45.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |166679  | 17277  | 11780  |  7276  |  4923  |  1623  |
5879  | 16458  |231894
  No opinion       |  42.7  |  30.9  |  30.2  |  34.6  |  31.8  |  22.6  |
29.9  |  35.3  |  39.0
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 11619  |  3114  |  1380  |   639  |   501  |   311  |
394  |  1928  | 19886
  Disagree         |   3.0  |   5.6  |   3.5  |   3.0  |   3.2  |   4.3  |
2.0  |   4.1  |   3.3
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  3024  |   848  |   950  |   207  |   232  |   112  |
65  |   549  |  5988
  Strongly disagre |    .8  |   1.5  |   2.4  |   1.0  |   1.5  |   1.6  |
.3  |   1.2  |   1.0
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  390281    55909    38998    21016    15474     7177
19690    46660   595206
             Total    65.6      9.4      6.6      3.5      2.6      1.2
3.3      7.8    100.0

Number of Missing Observations:  64052
-----------------------------------------------------------------------------
------------------

Q49  Leadership sets goals-hold all accountab by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q49        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  | 28102  |  5053  |  2978  |  2275  |  1298  |   653  |
2778  |  3685  | 46822
  Strongly agree   |   7.2  |   9.2  |   7.7  |  10.8  |   8.4  |   8.9  |
13.9  |   8.0  |   7.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  |125822  | 22664  | 15205  |  6852  |  6134  |  2611  |
9293  | 16643  |205224
  Agree            |  32.4  |  41.2  |  39.3  |  32.7  |  39.8  |  35.7  |
46.6  |  36.0  |  34.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |203719  | 20757  | 15450  |  9018  |  6165  |  3083  |
7268  | 21176  |286635
  No opinion       |  52.4  |  37.8  |  39.9  |  43.0  |  40.0  |  42.1  |
36.5  |  45.8  |  48.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                4  | 25386  |  5314  |  3799  |  2477  |  1552  |   813  |
461  |  3738  | 43541
  Disagree         |   6.5  |   9.7  |   9.8  |  11.8  |  10.1  |  11.1  |
2.3  |   8.1  |   7.4
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                5  |  5507  |  1193  |  1291  |   358  |   271  |   160  |
126  |   983  |  9888
  Strongly disagre |   1.4  |   2.2  |   3.3  |   1.7  |   1.8  |   2.2  |
.6  |   2.1  |   1.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
            Column  388537    54981    38723    20980    15420     7320
19925    46225   592110
             Total    65.6      9.3      6.5      3.5      2.6      1.2
3.4      7.8    100.0

Number of Missing Observations:  67148
-----------------------------------------------------------------------------
------------------

Q50  Personnel rarely dev. safety requirement by WORKLOC.Work Location

            Count  |Office   Shop     Mainte-  Outdoors Flight-   Ship
Clinic/  Other
           Col Pct |                  nance    /Field   line
Hospital            Row
                   |     1  |     2  |     3  |     4  |     5  |     6  |
7  |     8  | Total
Q50        --------+--------+--------+--------+--------+--------+--------+-----
---+--------+
                1  |  7720  |  2238  |  2164  |   743  |   188  |   406  |
638  |  1824  | 15923
  Strongly agree   |   2.0  |   4.0  |   5.5  |   3.6  |   1.2  |   5.6  |
3.2  |   3.9  |   2.7
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                2  | 50432  | 11316  |  7650  |  3749  |  3589  |  1503  |
2465  |  7616  | 88321
  Agree            |  12.9  |  20.4  |  19.6  |  18.0  |  23.4  |  20.9  |
12.5  |  16.3  |  14.9
                   +--------+--------+--------+--------+--------+--------+-----
---+--------+
                3  |211295  | 22275  | 13694  |  8508  |  5985  |  2473  |
8751  | 20883  |293864
  No opinion       |  54.3  |  40.2  |  35.1  |  40.7  |  39.0  |  34.3  |
44.5  |  44.8  |  49.5
```

```
                +--------+--------+--------+--------+--------+--------+-----
---+--------+
              4 |100900  | 16407  | 13013  |  6543  |  4915  |  2557  |
7083  | 13373  |164790
  Disagree      |  25.9  |  29.6  |  33.3  |  31.3  |  32.0  |  35.5  |
36.0  |  28.7  |  27.8
                +--------+--------+--------+--------+--------+--------+-----
---+--------+
              5 | 19095  |  3139  |  2502  |  1340  |   677  |   267  |
736  |  2930  | 30685
  Strongly disagre |  4.9  |   5.7  |   6.4  |   6.4  |   4.4  |   3.7  |
3.7  |   6.3  |   5.2
                +--------+--------+--------+--------+--------+--------+-----
---+--------+
          Column 389442   55375   39023   20883   15354    7206
19673   46626  593583
           Total   65.6     9.3     6.6     3.5     2.6     1.2
3.3     7.9   100.0

Number of Missing Observations:  65676
-----------------------------------------------------------------------------
------------------
```

Appendix H – Response Distributions by Branch

Q1 Personnel identify hazards by.XSVC Constructed Service (Cross Vari)

Q1	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act	Row Total
Strongly agree	1	30867	22646	26089	14050		93653
		15.1	15.1	16.6	14.2		15.3
Agree	2	115924	83708	94400	51969		346001
		56.8	55.8	60.1	52.5		56.7
No opinion	3	41329	31557	27572	23813		124271
		20.2	21.0	17.6	24.0		20.4
Disagree	4	13811	10540	7798	8404		40553
		6.8	7.0	5.0	8.5		6.6
Strongly disagre	5	2313	1527	1177	829		5846
		1.1	1.0	.7	.8		1.0
	Column Total	204245 33.5	149978 24.6	157036 25.7	99066 16.2		610324 100.0

Number of Missing Observations: 48934

Q2 Frequent contact between personnel and l by.XSVC Constructed Service (Cross Vari)

Q2	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act	Row Total
Strongly agree	1	22964	15141	18900	9427		66432
		11.3	10.1	12.1	9.5		10.9
Agree	2	107995	71165	77066	46143		302369
		53.0	47.4	49.2	46.6		49.6
No opinion	3	45328	42532	38191	27368		153419
		22.3	28.3	24.4	27.7		25.2
Disagree	4	22222	17178	17938	13137		70475
		10.9	11.4	11.5	13.3		11.6
Strongly disagre	5	5197	4139	4433	2897		16665
		2.6	2.8	2.8	2.9		2.7
	Column Total	203707 33.4	150154 24.6	156528 25.7	98971 16.2		609361 100.0

Number of Missing Observations: 49898

Q3 Safety takes a back seat to production by.XSVC Constructed Service (Cross Vari)

Q3	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act	Row Total
Strongly agree	1	6827	5547	4883	4095		21351
		3.4	3.7	3.1	4.2		3.5
Agree	2	23000	15227	16299	11713		66240
		11.3	10.2	10.4	11.9		10.9
No opinion	3	46750	36712	32242	24834		140538
		23.0	24.6	20.6	25.2		23.1
Disagree	4	95488	68176	75346	45314		284324
		46.9	45.7	48.1	45.9		46.8
Strongly disagre	5	31407	23616	27759	12701		95483
		15.4	15.8	17.7	12.9		15.7
	Column Total	203472 33.5	149278 24.6	156528 25.7	98657 16.2		607936 100.0

Number of Missing Observations: 51323

Q4 Personnel revise safety & health practic by.XSVC Constructed Service (Cross Vari)

Q4	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act	Row Total
Strongly agree	1	13793	8600	9421	5221		37036
		6.8	5.7	6.1	5.3		6.1
Agree	2	76346	54594	62044	32091		225075
		37.6	36.4	39.9	32.7		37.1
No opinion	3	79332	61038	60844	40987		242201
		39.1	40.7	39.1	41.7		39.9
Disagree	4	29211	22107	20221	17644		89183
		14.4	14.8	13.0	18.0		14.7
Strongly disagre	5	4304	3533	3058	2298		13193
		2.1	2.4	2.0	2.3		2.2
	Column Total	202986 33.5	149872 24.7	155588 25.6	98241 16.2		606688 100.0

Number of Missing Observations: 52571

Q5 Supervisor maintain high safety standard by.XSVC Constructed Service (Cross Vari)

Q5	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act	Row Total
Strongly agree	1	31842	21806	27756	12926		94330
		15.7	14.6	17.7	13.1		15.5
Agree	2	94721	71271	77316	43212		286521
		46.6	47.6	49.4	43.9		47.1
No opinion	3	64715	47763	43519	35988		191985
		31.8	31.9	27.8	36.6		31.6
Disagree	4	9511	6748	5558	4533		26350
		4.7	4.5	3.6	4.6		4.3
Strongly disagre	5	2428	2148	2330	1780		8686
		1.2	1.4	1.5	1.8		1.4
	Column Total	203218 33.4	149736 24.6	156479 25.7	98439 16.2		607872 100.0

Number of Missing Observations: 51387

Q6 Inspections made at regular intervals by.XSVC Constructed Service (Cross Vari)

Q6	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act	Row Total
Strongly agree	1	19963	15229	19356	9729		64277
		9.8	10.2	12.4	9.8		10.6
Agree	2	90090	66131	81452	41445		279118
		44.4	44.3	52.3	41.9		46.0
No opinion	3	71693	53706	45890	38078		209368
		35.3	36.0	29.4	38.5		34.5
Disagree	4	17037	10620	7969	8362		43988
		8.4	7.1	5.1	8.4		7.2
Strongly disagre	5	4077	3660	1210	1409		10356
		2.0	2.5	.8	1.4		1.7
	Column Total	202861 33.4	149347 24.6	155877 25.7	99023 16.3		607108 100.0

Number of Missing Observations: 52150

Q7 Leadership safety views seldom communict by.XSVC Constructed Service (Cross Vari)

Q7	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD 4	Ag/Act	Row Total
Strongly agree	1	7951	6915	6080	4421		25367
		3.9	4.6	3.9	4.5		4.2
Agree	2	42431	29473	29735	22730		124368
		20.9	19.8	19.1	23.0		20.5
No opinion	3	61732	45536	44054	34540		185862
		30.4	30.6	28.3	35.0		30.6
Disagree	4	74950	54186	61614	31530		222279
		36.9	36.4	39.6	32.0		36.6
Strongly disagre	5	16143	12898	14235	5405		48681
		7.9	8.7	9.1	5.5		8.0
	Column Total	203207 33.5	149008 24.6	155718 25.7	98625 16.3		606558 100.0

Number of Missing Observations: 52701

Q8 Safety meetings held less often than nec by.XSVC Constructed Service (Cross Vari)

Q8	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	6976	5497	5665	4804	22942
		3.4	3.7	3.6	4.9	3.8
Agree	2	38387	27925	28046	20714	115072
		18.9	18.7	18.0	21.0	19.0
No opinion	3	83026	61411	56421	44565	245423
		40.9	41.0	36.3	45.2	40.4
Disagree	4	60729	44333	54551	23975	183589
		29.9	29.6	35.1	24.3	30.3
Strongly disagre	5	13969	10527	10756	4472	39725
		6.9	7.0	6.9	4.5	6.5
	Column Total	203087 33.5	149693 24.7	155439 25.6	98532 16.2	606751 100.0

Number of Missing Observations: 52508

Q9 Good teamwork exists within unit by.XSVC Constructed Service (Cross Vari)

Q9	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	28548	20046	22166	12607	83368
		14.1	13.5	14.2	12.8	13.8
Agree	2	106478	83593	81355	50899	322324
		52.6	56.3	52.3	51.6	53.3
No opinion	3	44970	30384	34325	24927	134606
		22.2	20.5	22.0	25.3	22.2
Disagree	4	16943	10849	13256	8005	49052
		8.4	7.3	8.5	8.1	8.1
Strongly disagre	5	5543	3590	4589	2185	15907
		2.7	2.4	2.9	2.2	2.6
	Column Total	202482 33.5	148462 24.5	155691 25.7	98622 16.3	605257 100.0

Number of Missing Observations: 54002

Q10 Leadership shows that it cares about saf by.XSVC Constructed Service (Cross Vari)

Q10	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	29891	21537	23887	12322	87637
		14.8	14.4	15.4	12.6	14.5
Agree	2	105220	73613	80446	47528	306808
		52.1	49.4	51.9	48.5	50.8
No opinion	3	51392	41136	39373	30294	162195
		25.5	27.6	25.4	30.9	26.9
Disagree	4	11444	9236	7985	5888	34552
		5.7	6.2	5.1	6.0	5.7
Strongly disagre	5	3880	3532	3353	1937	12702
		1.9	2.4	2.2	2.0	2.1
	Column Total	201828 33.4	149053 24.7	155043 25.7	97970 16.2	603894 100.0

Number of Missing Observations: 55364

Q11 My actions can protect other personnel by.XSVC Constructed Service (Cross Vari)

Q11	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	40032	28517	33141	17920	119610
		19.7	19.1	21.3	18.2	19.7
Agree	2	126396	91598	98456	58787	375236
		62.3	61.4	63.3	59.6	61.9
No opinion	3	31972	26365	22223	19681	100242
		15.8	17.7	14.3	20.0	16.5
Disagree	4	3157	2279	1514	1633	8584
		1.6	1.5	1.0	1.7	1.4
Strongly disagre	5	1359	503	161	563	2586
		.7	.3	.1	.6	.4
	Column Total	202917 33.5	149261 24.6	155496 25.6	98584 16.3	606258 100.0

Number of Missing Observations: 53001

Q12 My supervisors behavior is unsafe by.XSVC Constructed Service (Cross Vari)

Q12	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	3907	2746	2462	1570	10685
		1.9	1.8	1.6	1.6	1.8
Agree	2	13176	8042	9115	4526	34859
		6.5	5.4	5.9	4.6	5.7
No opinion	3	41084	28992	29097	21433	120606
		20.2	19.4	18.7	21.8	19.9
Disagree	4	101835	77561	80173	53297	312867
		50.0	51.8	51.5	54.3	51.5
Strongly disagre	5	43504	32419	34745	17409	128077
		21.4	21.6	22.3	17.7	21.1
	Column Total	203506 33.5	149761 24.7	155592 25.6	98235 16.2	607094 100.0

Number of Missing Observations: 52165

Q13 Des. personnel trained in emergency prac by.XSVC Constructed Service (Cross Vari)

Q13	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	20302	12973	17012	11163	61450
		10.0	8.7	11.0	11.4	10.2
Agree	2	89490	61242	77614	42212	270557
		44.1	41.1	50.0	43.0	44.7
No opinion	3	70787	58374	49729	35045	213934
		34.9	39.2	32.0	35.7	35.3
Disagree	4	17298	13954	8877	7782	47910
		8.5	9.4	5.7	7.9	7.9
Strongly disagre	5	4848	2419	2098	2009	11374
		2.4	1.6	1.4	2.0	1.9
	Column Total	202724 33.5	148962 24.6	155329 25.7	98210 16.2	605225 100.0

Number of Missing Observations: 54033

Q14 Leadership published a written safety po by.XSVC Constructed Service (Cross Vari)

Q14	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	25313	18980	18354	9739	72387
		12.5	12.7	11.9	9.9	12.0
Agree	2	95865	67481	80369	45705	289419
		47.3	45.1	51.9	46.5	47.8
No opinion	3	63631	50166	46336	33905	194038
		31.4	33.6	29.9	34.5	32.1
Disagree	4	14822	10661	8012	7074	40570
		7.3	7.1	5.2	7.2	6.7
Strongly disagre	5	3064	2179	1728	1794	8765
		1.5	1.5	1.1	1.8	1.4
	Column Total	202695 33.5	149467 24.7	154799 25.6	98218 16.2	605178 100.0

Number of Missing Observations: 54080

Q15 Near miss accidents are investigated by.XSVC Constructed Service (Cross Vari)

Q15	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	18824	16641	17798	7270	60532
		9.4	11.3	11.5	7.4	10.1

2 Agree	71006	55792	61863	32130	220791
	35.3	37.7	40.0	32.8	36.7
3 No opinion	94801	64838	65720	50642	276001
	47.1	43.8	42.5	51.8	45.9
4 Disagree	12536	7908	6902	5717	33063
	6.2	5.3	4.5	5.8	5.5
5 Strongly disagre	4110	2702	2441	2053	11306
	2.0	1.8	1.6	2.1	1.9
Column Total	201277	147881	154723	97812	601693
	33.5	24.6	25.7	16.3	100.0

Number of Missing Observations: 57565

Q16 Personnel morale is poor by.XSVC Constructed Service (Cross Vari)

Q16	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
1 Strongly agree		22398	16665	18413	10892	68368
		11.0	11.2	11.9	11.1	11.3
2 Agree		46092	32443	40919	23693	143147
		22.7	21.7	26.4	24.1	23.6
3 No opinion		55066	44864	43917	27860	171708
		27.1	30.0	28.4	28.3	28.4
4 Disagree		63329	45930	40553	30382	180193
		31.2	30.7	26.2	30.9	29.8
5 Strongly disagre		16147	9470	10916	5559	42093
		8.0	6.3	7.1	5.6	7.0
Column Total		203033	149372	154717	98385	605508
		33.5	24.7	25.6	16.2	100.0

Number of Missing Observations: 53751

Q17 Leadership does only what the law requir by.XSVC Constructed Service (Cross Vari)

Q17	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
1 Strongly agree		7573	4983	5564	3192	21310
		3.8	3.4	3.6	3.3	3.5
2 Agree		32642	22657	27626	16340	99265
		16.2	15.4	17.8	16.7	16.5
3 No opinion		73741	53206	53309	38892	219148
		36.6	36.1	34.4	39.8	36.4
4 Disagree		70657	52432	54174	33049	210311
		35.1	35.6	34.9	33.8	34.9
5 Strongly disagre		16910	14115	14484	6331	51840
		8.4	9.6	9.3	6.5	8.6
Column Total		201522	147392	155157	97804	601875
		33.5	24.5	25.8	16.2	100.0

Number of Missing Observations: 57383

Q18 Understand safety & health regulations by.XSVC Constructed Service (Cross Vari)

Q18	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
1 Strongly agree		32208	23804	28054	15096	99161
		15.9	16.1	18.1	15.4	16.4
2 Agree		129889	94804	104360	60050	389103
		64.3	63.9	67.4	61.4	64.5
3 No opinion		33682	25261	20207	18636	97787
		16.7	17.0	13.1	19.1	16.2
4 Disagree		5330	3174	1746	3341	13591
		2.6	2.1	1.1	3.4	2.3
5 Strongly disagre		1030	1246	431	666	3374
		.5	.8	.3	.7	.6
Column Total		202139	148289	154798	97789	603015
		33.5	24.6	25.7	16.2	100.0

Number of Missing Observations: 56243

Q19 Supervisors enforce safe job procedures by.XSVC Constructed Service (Cross Vari)

Q19	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
1 Strongly agree		29140	21636	26189	11812	88777
		14.4	14.6	16.9	12.1	14.7
2 Agree		109419	77369	90070	48875	325733
		54.2	52.1	58.1	50.0	54.0
3 No opinion		54598	43490	34854	32511	165453
		27.0	29.3	22.5	33.3	27.4
4 Disagree		6963	4544	3609	3455	18571
		3.4	3.1	2.3	3.5	3.1
5 Strongly disagre		1791	1564	327	1086	4767
		.9	1.1	.2	1.1	.8
Column Total		201911	148602	155048	97738	603299
		33.5	24.6	25.7	16.2	100.0

Number of Missing Observations: 55959

Q20 Precautions used for hazardous mat. by.XSVC Constructed Service (Cross Vari)

Q20	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
1 Strongly agree		28083	22004	25030	11066	86183
		13.9	14.9	16.2	11.3	14.3
2 Agree		92554	70204	78188	37988	278934
		45.8	47.5	50.7	38.9	46.3
3 No opinion		76984	52175	48661	46295	224116
		38.1	35.3	31.5	47.4	37.2
4 Disagree		3355	2308	1637	1733	9034
		1.7	1.6	1.1	1.8	1.5
5 Strongly disagre		1064	1121	750	628	3563
		.5	.8	.5	.6	.6
Column Total		202040	147813	154266	97711	601829
		33.6	24.6	25.6	16.2	100.0

Number of Missing Observations: 57429

Q21 Adequate personnel to manage safety prog by.XSVC Constructed Service (Cross Vari)

Q21	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
1 Strongly agree		19597	15470	16283	8741	60091
		9.7	10.5	10.5	9.0	10.0
2 Agree		90604	65388	80734	42043	278769
		45.0	44.2	52.1	43.1	46.3
3 No opinion		74682	55128	48906	40486	219203
		37.1	37.3	31.5	41.5	36.4
4 Disagree		13607	9537	7313	5006	35462
		6.8	6.4	4.7	5.1	5.9
5 Strongly disagre		2731	2345	1783	1363	8221
		1.4	1.6	1.2	1.4	1.4
Column Total		201220	147868	155019	97639	601746
		33.4	24.6	25.8	16.2	100.0

Number of Missing Observations: 57512

Q22 Award program does not promote safety by.XSVC Constructed Service (Cross Vari)

Q22	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
1 Strongly agree		7325	6619	4344	3957	22245
		3.6	4.5	2.8	4.0	3.7
2 Agree		31953	22685	25810	14861	95308
		15.9	15.3	16.7	15.2	15.8
3 No opinion		109057	78236	76600	55081	318974
		54.3	52.9	49.5	56.2	53.0
4 Disagree		44196	32783	39337	21267	137582
		22.0	22.2	25.4	21.7	22.9
5		8475	7498	8685	2762	27419

Strongly disagre	4.2	5.1	5.6	2.8	4.6
Column	201005	147822	154776	97927	601530
Total	33.4	24.6	25.7	16.3	100.0

Number of Missing Observations: 57729

Q23 Performance standards higher than safety by.XSVC Constructed Service (Cross Vari)

Q23	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
	1	5952	4360	5129	3555	18996
Strongly agree		3.0	3.0	3.3	3.6	3.2
	2	37785	26943	24295	17103	106127
Agree		18.8	18.4	15.7	17.5	17.7
	3	105969	75991	76502	54941	313402
No opinion		52.7	51.8	49.5	56.1	52.2
	4	43227	33057	41744	19400	137428
Disagree		21.5	22.5	27.0	19.8	22.9
	5	8166	6468	6852	2941	24427
Strongly disagre		4.1	4.4	4.4	3.0	4.1
	Column	201100	146819	154521	97941	600381
	Total	33.5	24.5	25.7	16.3	100.0

Number of Missing Observations: 58878

Q24 Super. understand job safety problems by.XSVC Constructed Service (Cross Vari)

Q24	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
	1	19272	15151	17736	8005	60163
Strongly agree		9.6	10.3	11.5	8.2	10.0
	2	92980	68385	80538	39922	281826
Agree		46.3	46.4	52.3	40.9	47.0
	3	79379	55656	49325	46128	230488
No opinion		39.5	37.7	32.0	47.2	38.4
	4	7359	6785	5270	2794	22209
Disagree		3.7	4.6	3.4	2.9	3.7
	5	1907	1556	1152	872	5487
Strongly disagre		.9	1.1	.7	.9	.9
	Column	200898	147533	154021	97721	600172
	Total	33.5	24.6	25.7	16.3	100.0

Number of Missing Observations: 59086

Q25 Personnel follow lock./tagout procedures by.XSVC Constructed Service (Cross Vari)

Q25	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
	1	14907	15283	18520	8183	56893
Strongly agree		7.5	10.5	12.1	8.5	9.6
	2	52695	48118	56781	24355	181950
Agree		26.4	33.0	37.0	25.3	30.6
	3	115994	72318	71315	55610	315238
No opinion		58.1	49.6	46.5	57.7	52.9
	4	11871	7340	5338	6951	31499
Disagree		5.9	5.0	3.5	7.2	5.3
	5	4289	2803	1437	1330	9860
Strongly disagre		2.1	1.9	.9	1.4	1.7
	Column	199755	145863	153392	96429	595439
	Total	33.5	24.5	25.8	16.2	100.0

Number of Missing Observations: 63820

Q26 Safety training is part of orientation by.XSVC Constructed Service (Cross Vari)

Q26	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
	1	24772	23058	29740	11152	88722
Strongly agree		12.3	15.8	19.3	11.4	14.8
	2	87288	65547	83551	39606	275992
Agree		43.5	44.9	54.2	40.6	46.1
	3	68427	45144	34255	38616	186442
No opinion		34.1	30.9	22.2	39.5	31.2
	4	16897	9719	5599	7245	39461
Disagree		8.4	6.7	3.6	7.4	6.6
	5	3211	2396	880	1043	7529
Strongly disagre		1.6	1.6	.6	1.1	1.3
	Column	200595	145864	154025	97662	598146
	Total	33.5	24.4	25.8	16.3	100.0

Number of Missing Observations: 61113

Q27 Leadership is sincere about personnel sa by.XSVC Constructed Service (Cross Vari)

Q27	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
	1	28639	23609	27744	13705	93698
Strongly agree		14.4	16.2	18.0	14.0	15.7
	2	112264	79433	86548	51906	330151
Agree		56.3	54.4	56.2	53.1	55.3
	3	49505	34975	32367	28115	144962
No opinion		24.8	23.9	21.0	28.8	24.3
	4	6996	5910	5833	3194	21933
Disagree		3.5	4.0	3.8	3.3	3.7
	5	1869	2180	1430	856	6334
Strongly disagre		.9	1.5	.9	.9	1.1
	Column	199273	146108	153921	97776	597077
	Total	33.4	24.5	25.8	16.4	100.0

Number of Missing Observations: 62181

Q28 Supervisors seldom act on worker sugg. by.XSVC Constructed Service (Cross Vari)

Q28	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
	1	3238	2670	2741	2383	11031
Strongly agree		1.6	1.8	1.8	2.4	1.8
	2	16446	10521	11157	6461	44586
Agree		8.2	7.2	7.2	6.6	7.4
	3	85045	57011	56261	45547	243865
No opinion		42.4	38.9	36.5	46.7	40.7
	4	76664	61864	68384	36047	242959
Disagree		38.2	42.2	44.3	37.0	40.6
	5	19240	14601	15704	7038	56583
Strongly disagre		9.6	10.0	10.2	7.2	9.4
	Column	200633	146668	154247	97476	599024
	Total	33.5	24.5	25.7	16.3	100.0

Number of Missing Observations: 60234

Q29 Emergency procedures rarely tested by.XSVC Constructed Service (Cross Vari)

Q29	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
	1	6552	3253	3253	3703	16761
Strongly agree		3.3	2.2	2.1	3.8	2.8
	2	25178	18350	16539	10565	70632
Agree		12.6	12.5	10.8	10.8	11.8
	3	69972	54419	51598	34041	210030
No opinion		34.9	37.2	33.6	34.9	35.1
	4	80885	56789	63991	39087	240753
Disagree		40.4	38.8	41.7	40.1	40.3
	5	17760	13562	18042	10134	59498
Strongly disagre		8.9	9.3	11.8	10.4	10.0
	Column	200347	146373	153424	97530	597674
	Total	33.5	24.5	25.7	16.3	100.0

Number of Missing Observations: 61585

Q30 Safety officer improves safety by.XSVC Constructed Service (Cross Vari)

Q30	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	17588	10264	10557	7424	45832
		8.9	7.1	6.9	7.7	7.7
Agree	2	69310	52755	58623	32523	213211
		34.9	36.3	38.4	33.5	35.9
No opinion	3	96446	71278	74538	50731	292993
		48.6	49.0	48.9	52.3	49.4
Disagree	4	12031	8587	7042	4883	32543
		6.1	5.9	4.6	5.0	5.5
Strongly disagre	5	3131	2516	1773	1462	8882
		1.6	1.7	1.2	1.5	1.5
	Column	198506	145400	152532	97023	593461
	Total	33.4	24.5	25.7	16.3	100.0

Number of Missing Observations: 65798

Q31 Leadership sets fine safety example by.XSVC Constructed Service (Cross Vari)

Q31	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	20618	14815	18583	9382	63398
		10.3	10.2	12.1	9.7	10.6
Agree	2	92656	65598	74714	42083	275051
		46.2	44.9	48.5	43.3	46.0
No opinion	3	74226	53382	50632	38546	216786
		37.0	36.6	32.9	39.7	36.3
Disagree	4	10623	9397	7833	5946	33799
		5.3	6.4	5.1	6.1	5.7
Strongly disagre	5	2363	2761	2251	1192	8568
		1.2	1.9	1.5	1.2	1.4
	Column	200487	145954	154013	97149	597602
	Total	33.5	24.4	25.8	16.3	100.0

Number of Missing Observations: 61656

Q32 Supervisors fits safety into performance by.XSVC Constructed Service (Cross Vari)

Q32	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	20670	13745	18778	9043	62236
		10.3	9.4	12.2	9.3	10.4
Agree	2	83978	60856	75542	37273	257648
		42.0	41.6	49.1	38.5	43.2
No opinion	3	80164	59567	51397	43116	234243
		40.1	40.7	33.4	44.5	39.2
Disagree	4	12906	10369	6807	6581	36663
		6.5	7.1	4.4	6.8	6.1
Strongly disagre	5	2283	1792	1323	891	6289
		1.1	1.2	.9	.9	1.1
	Column	200001	146327	153847	96904	597079
	Total	33.5	24.5	25.8	16.2	100.0

Number of Missing Observations: 62179

Q33 Preventive maintenance operates poorly by.XSVC Constructed Service (Cross Vari)

Q33	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	6752	8285	5137	3231	23405
		3.4	5.7	3.3	3.3	3.9
Agree	2	26802	21219	21284	11140	80445
		13.4	14.6	13.9	11.5	13.5
No opinion	3	98709	73728	64284	53377	290098
		49.4	50.6	41.9	55.3	48.7
Disagree	4	54764	36357	53244	23004	167369
		27.4	25.0	34.7	23.8	28.1
Strongly disagre	5	12782	6094	9587	5799	34262
		6.4	4.2	6.2	6.0	5.8
	Column	199810	145682	153536	96551	595579
	Total	33.5	24.5	25.8	16.2	100.0

Number of Missing Observations: 63680

Q34 Leadership participates in safety activi by.XSVC Constructed Service (Cross Vari)

Q34	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	16499	11219	13332	6897	47947
		8.2	7.7	8.7	7.1	8.1
Agree	2	72565	51294	62653	30314	216827
		36.3	35.2	40.9	31.4	36.4
No opinion	3	94788	70070	65102	50528	280488
		47.4	48.1	42.5	52.4	47.1
Disagree	4	12478	10582	10315	7577	40952
		6.2	7.3	6.7	7.9	6.9
Strongly disagre	5	3803	2437	1771	1173	9184
		1.9	1.7	1.2	1.2	1.5
	Column	200134	145602	153172	96490	595398
	Total	33.6	24.5	25.7	16.2	100.0

Number of Missing Observations: 63861

Q35 Safety officer has high status by.XSVC Constructed Service (Cross Vari)

Q35	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	16602	10634	12445	6511	46193
		8.3	7.3	8.2	6.8	7.8
Agree	2	58951	37459	52074	24383	172868
		29.5	25.9	34.1	25.5	29.2
No opinion	3	103735	80922	72978	55069	312704
		51.9	55.9	47.8	57.6	52.7
Disagree	4	15844	12397	12675	7478	48393
		7.9	8.6	8.3	7.8	8.2
Strongly disagre	5	4689	3373	2525	2233	12819
		2.3	2.3	1.7	2.3	2.2
	Column	199821	144785	152697	95673	592977
	Total	33.7	24.4	25.8	16.1	100.0

Number of Missing Observations: 66281

Q36 Hazards not fixed quickly are ignored by.XSVC Constructed Service (Cross Vari)

Q36	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	3740	3005	3368	2666	12779
		1.9	2.1	2.2	2.8	2.1
Agree	2	22698	16118	15208	9157	63181
		11.3	11.0	9.9	9.5	10.6
No opinion	3	80642	61167	53343	41113	236265
		40.2	41.8	34.7	42.4	39.5
Disagree	4	79114	55458	69095	36233	239901
		39.4	37.9	44.9	37.4	40.1
Strongly disagre	5	14436	10592	12798	7694	45521
		7.2	7.2	8.3	7.9	7.6
	Column	200630	146340	153812	96864	597646
	Total	33.6	24.5	25.7	16.2	100.0

Number of Missing Observations: 61613

Q37 Personnel take part in accident invest. by.XSVC Constructed Service (Cross Vari)

Q37	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	11813	9221	10568	5758	37360
		5.9	6.3	6.9	6.0	6.3
Agree	2	79387	56303	64017	34052	233760
		39.7	38.6	41.8	35.2	39.2
No opinion	3	97315	71435	68847	52094	289690
		48.6	48.9	44.9	53.9	48.6

4 Disagree	10113	7509	8233	4168	30023
	5.1	5.1	5.4	4.3	5.0
5 Strongly disagre	1458	1504	1567	632	5161
	.7	1.0	1.0	.7	.9
Column Total	200086	145972	153232	96703	595994
	33.6	24.5	25.7	16.2	100.0

Number of Missing Observations: 63265

Q38 Training by supervisor helps job safety by.XSVC Constructed Service (Cross Vari)

Q38	Army	Navy/USMC	AirForce	DoD Ag/Act	Row Total
1 Strongly agree	15262	9258	14545	6549	45613
	7.6	6.3	9.4	6.8	7.6
2 Agree	78085	58264	72333	38113	246796
	39.0	39.8	47.0	39.5	41.3
3 No opinion	91381	66201	57582	44030	259194
	45.6	45.3	37.4	45.7	43.4
4 Disagree	13483	10213	8118	6429	38243
	6.7	7.0	5.3	6.7	6.4
5 Strongly disagre	2231	2344	1426	1280	7281
	1.1	1.6	.9	1.3	1.2
Column Total	200442	146280	154004	96401	597127
	33.6	24.5	25.8	16.1	100.0

Number of Missing Observations: 62131

Q39 Medical facilities are sufficient by.XSVC Constructed Service (Cross Vari)

Q39	Army	Navy/USMC	AirForce	DoD Ag/Act	Row Total
1 Strongly agree	18287	12289	12046	7143	49766
	9.2	8.5	7.9	7.4	8.4
2 Agree	84150	59759	60300	40884	245093
	42.4	41.2	39.3	42.5	41.3
3 No opinion	77085	60176	54732	39123	231116
	38.8	41.5	35.7	40.7	39.0
4 Disagree	13681	8474	17088	7119	46362
	6.9	5.8	11.1	7.4	7.8
5 Strongly disagre	5478	4393	9106	1860	20837
	2.8	3.0	5.9	1.9	3.5
Column Total	198681	145091	153272	96128	593172
	33.5	24.5	25.8	16.2	100.0

Number of Missing Observations: 66087

Q40 Leadership ignores safety during promoti by.XSVC Constructed Service (Cross Vari)

Q40	Army	Navy/USMC	AirForce	DoD Ag/Act	Row Total
1 Strongly agree	4479	4431	4480	3180	16570
	2.3	3.0	2.9	3.3	2.8
2 Agree	17973	11348	13441	6041	48803
	9.0	7.8	8.8	6.3	8.2
3 No opinion	99448	74591	67149	51554	292741
	50.0	51.2	43.9	53.6	49.3
4 Disagree	59352	43802	52034	28024	183212
	29.8	30.1	34.0	29.1	30.9
5 Strongly disagre	17702	11460	15718	7449	52329
	8.9	7.9	10.3	7.7	8.8
Column Total	198953	145632	152821	96248	593655
	33.5	24.5	25.7	16.2	100.0

Number of Missing Observations: 65604

Q41 Safety officer is readily available by.XSVC Constructed Service (Cross Vari)

Q41	Army	Navy/USMC	AirForce	DoD Ag/Act	Row Total
1 Strongly agree	21448	13437	15941	7927	58754
	10.8	9.2	10.4	8.2	9.9
2 Agree	85432	56881	71873	37053	251239
	42.9	39.1	46.8	38.5	42.2
3 No opinion	76913	62423	53771	43359	236466
	38.6	42.9	35.0	45.1	39.8
4 Disagree	12805	9791	9837	6232	38664
	6.4	6.7	6.4	6.5	6.5
5 Strongly disagre	2672	3111	2306	1600	9690
	1.3	2.1	1.5	1.7	1.6
Column Total	199271	145642	153728	96172	594813
	33.5	24.5	25.8	16.2	100.0

Number of Missing Observations: 64445

Q42 This unit has a stable workforce by.XSVC Constructed Service (Cross Vari)

Q42	Army	Navy/USMC	AirForce	DoD Ag/Act	Row Total
1 Strongly agree	11286	7190	8774	5536	32786
	5.7	5.0	5.7	5.8	5.5
2 Agree	76981	57397	58760	36417	229555
	38.7	39.6	38.4	37.9	38.7
3 No opinion	86984	62066	61985	44050	255084
	43.7	42.8	40.5	45.8	43.0
4 Disagree	18863	14444	19420	9292	62019
	9.5	10.0	12.7	9.7	10.5
5 Strongly disagre	4818	4028	4082	901	13829
	2.4	2.8	2.7	.9	2.3
Column Total	198932	145124	153021	96196	593273
	33.5	24.5	25.8	16.2	100.0

Number of Missing Observations: 65985

Q43 Personnel afraid to report problems by.XSVC Constructed Service (Cross Vari)

Q43	Army	Navy/USMC	AirForce	DoD Ag/Act	Row Total
1 Strongly agree	3489	2549	3148	2110	11296
	1.7	1.8	2.1	2.2	1.9
2 Agree	14113	9623	9279	4602	37617
	7.1	6.6	6.1	4.8	6.3
3 No opinion	66586	46139	44124	35048	191897
	33.4	31.9	28.8	36.6	32.3
4 Disagree	93987	68210	77472	43479	283148
	47.1	47.1	50.5	45.4	47.7
5 Strongly disagre	21459	18273	19265	10462	69459
	10.7	12.6	12.6	10.9	11.7
Column Total	199633	144795	153289	95701	593418
	33.6	24.4	25.8	16.1	100.0

Number of Missing Observations: 65841

Q44 Supervisors always investigate accidents by.XSVC Constructed Service (Cross Vari)

Q44	Army	Navy/USMC	AirForce	DoD Ag/Act	Row Total
1 Strongly agree	18677	13940	17197	9058	58873
	9.4	9.6	11.2	9.4	9.9
2 Agree	81201	60270	69335	35415	246221
	40.8	41.4	45.1	36.8	41.4
3 No opinion	87444	63070	60105	46563	257181
	44.0	43.3	39.1	48.3	43.3
4 Disagree	9132	6370	5815	4309	25627
	4.6	4.4	3.8	4.5	4.3
5 Strongly disagre	2389	1995	1213	960	6557
	1.2	1.4	.8	1.0	1.1
Column Total	198843	145646	153665	96304	594459
	33.4	24.5	25.8	16.2	100.0

Number of Missing Observations: 64800

Q45 Environmental cond. kept at good levels by.XSVC
Constructed Service (Cross Vari)

Q45	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	17129	10376	12604	9877	49986
		8.6	7.1	8.2	10.3	8.4
Agree	2	93212	61933	72662	45056	272863
		46.8	42.4	47.2	46.9	45.9
No opinion	3	55503	41671	40470	26229	163873
		27.9	28.6	26.3	27.3	27.5
Disagree	4	23533	23638	21012	11360	79542
		11.8	16.2	13.7	11.8	13.4
Strongly disagre	5	9693	8294	7091	3526	28603
		4.9	5.7	4.6	3.7	4.8
	Column	199069	145912	153839	96048	594868
	Total	33.5	24.5	25.9	16.1	100.0

Number of Missing Observations: 64391

Q46 Personnel dont use necessary PPE by.XSVC Constructed
Service (Cross Vari)

Q46	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	3816	2651	2697	2214	11379
		1.9	1.8	1.8	2.3	1.9
Agree	2	18699	15839	15933	7511	57981
		9.3	10.8	10.3	7.7	9.7
No opinion	3	98126	65384	61312	52929	277752
		48.9	44.7	39.8	54.5	46.4
Disagree	4	66142	50267	59487	28885	204782
		33.0	34.3	38.6	29.8	34.2
Strongly disagre	5	13834	12248	14548	5540	46170
		6.9	8.4	9.4	5.7	7.7
	Column	200617	146389	153978	97079	598063
	Total	33.5	24.5	25.7	16.2	100.0

Number of Missing Observations: 61196

Q47 Job stress is significant problem for me by.XSVC
Constructed Service (Cross Vari)

Q47	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	4095	3145	1993	2183	11416
		2.1	2.2	1.3	2.3	1.9
Agree	2	18779	8552	14009	6047	47386
		9.4	5.9	9.1	6.2	8.0
No opinion	3	101002	79139	69793	56529	306462
		50.6	54.6	45.5	58.3	51.5
Disagree	4	62578	43503	54883	25478	186443
		31.4	30.0	35.8	26.3	31.3
Strongly disagre	5	13021	10605	12779	6655	43060
		6.5	7.3	8.3	6.9	7.2
	Column	199474	144944	153456	96892	594767
	Total	33.5	24.4	25.8	16.3	100.0

Number of Missing Observations: 64492

Q48 Leadership insists supervisor think safe by.XSVC
Constructed Service (Cross Vari)

Q48	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	20509	16647	20173	8420	65750
		10.3	11.4	13.1	8.7	11.0
Agree	2	91707	64583	78675	37488	272453
		46.0	44.2	51.0	38.8	45.7
No opinion	3	78403	58002	49544	46514	232463
		39.3	39.7	32.1	48.1	39.0
Disagree	4	6987	5019	4311	3582	19898
		3.5	3.4	2.8	3.7	3.3
Strongly disagre	5	1742	1913	1606	727	5988
		.9	1.3	1.0	.8	1.0
	Column	199347	146165	154309	96731	596552
	Total	33.4	24.5	25.9	16.2	100.0

Number of Missing Observations: 62707

Q49 Leadership sets goals-hold all accountab by.XSVC
Constructed Service (Cross Vari)

Q49	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	15485	11426	13254	6796	46961
		7.8	7.9	8.6	7.0	7.9
Agree	2	70377	49468	57975	27880	205699
		35.4	34.1	37.8	28.9	34.7
No opinion	3	96329	69876	67825	53324	287354
		48.5	48.2	44.3	55.2	48.4
Disagree	4	13340	11279	11932	7010	43560
		6.7	7.8	7.8	7.3	7.3
Strongly disagre	5	3217	2884	2256	1534	9891
		1.6	2.0	1.5	1.6	1.7
	Column	198748	144933	153242	96543	593465
	Total	33.5	24.4	25.8	16.3	100.0

Number of Missing Observations: 65793

Q50 Personnel rarely dev. safety requirement by.XSVC
Constructed Service (Cross Vari)

Q50	Count / Col Pct	Army 1	Navy/USMC 2	AirForce 3	DoD Ag/Act 4	Row Total
Strongly agree	1	4652	3914	4319	3126	16012
		2.3	2.7	2.8	3.2	2.7
Agree	2	29814	21079	23134	14517	88544
		15.0	14.5	15.1	15.0	14.9
No opinion	3	99127	71881	70908	52508	294425
		49.7	49.5	46.1	54.4	49.5
Disagree	4	54824	41303	47262	21840	165228
		27.5	28.4	30.7	22.6	27.8
Strongly disagre	5	10981	7134	8089	4522	30727
		5.5	4.9	5.3	4.7	5.2
	Column	199398	145312	153713	96513	594936
	Total	33.5	24.4	25.8	16.2	100.0

Number of Missing Observations: 64323

Q1 Personnel identify hazards by XMARINE.Constructed USMC for
Navy (Cross Vari)

Q1	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	19873	2737	71042	93653
		14.7	18.5	15.4	15.3
Agree	2	76368	7340	262293	346001
		56.5	49.6	57.0	56.7
No opinion	3	27732	3825	92714	124271
		20.5	25.8	20.1	20.4
Disagree	4	9699	841	30013	40553
		7.2	5.7	6.5	6.6
Strongly disagre	5	1464	63	4319	5846
		1.1	.4	.9	1.0
	Column	135137	14806	460382	610324
	Total	22.1	2.4	75.4	100.0

Number of Missing Observations: 48934

Q2 Frequent contact between personnel and l by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q2	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	13371	1735	51327	66432

Strongly agree	9.9	11.8	11.2	10.9
2	64887	6278	231204	302369
Agree	47.9	42.7	50.3	49.6
3	38195	4337	110887	153419
No opinion	28.2	29.5	24.1	25.2
4	15180	1997	53297	70475
Disagree	11.2	13.6	11.6	11.6
5	3796	342	12527	16665
Strongly disagre	2.8	2.3	2.7	2.7
Column Total	135430 22.2	14689 2.4	459242 75.4	609361 100.0

Number of Missing Observations: 49898

Q3 Safety takes a back seat to production by XMARINE.Constructed USMC for Navy (Cross Vari)

Q3	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	4891	656	15804	21351
	Strongly agree	3.6	4.5	3.4	3.5
	2	13999	1228	51012	66240
	Agree	10.4	8.3	11.1	10.9
	3	31123	5590	103826	140538
	No opinion	23.1	37.9	22.6	23.1
	4	62599	5542	216183	284324
	Disagree	46.5	37.6	47.1	46.8
	5	21885	1731	71867	95483
	Strongly disagre	16.3	11.7	15.7	15.7
	Column Total	134496 22.1	14747 2.4	458693 75.5	607936 100.0

Number of Missing Observations: 51323

Q4 Personnel revise safety & health practic by XMARINE.Constructed USMC for Navy (Cross Vari)

Q4	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	7577	988	28471	37036
	Strongly agree	5.6	6.7	6.2	6.1
	2	50515	4079	170481	225075
	Agree	37.4	27.5	37.3	37.1
	3	53155	7882	181163	242201
	No opinion	39.4	53.2	39.7	39.9
	4	20275	1832	67076	89183
	Disagree	15.0	12.4	14.7	14.7
	5	3503	30	9660	13193
	Strongly disagre	2.6	.2	2.1	2.2
	Column Total	135026 22.3	14811 2.4	456850 75.3	606688 100.0

Number of Missing Observations: 52571

Q5 Supervisor maintain high safety standard by XMARINE.Constructed USMC for Navy (Cross Vari)

Q5	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	19260	2511	72559	94330
	Strongly agree	14.3	17.0	15.8	15.5
	2	65218	6053	215250	286521
	Agree	48.3	40.9	47.0	47.1
	3	42164	5599	144222	191985
	No opinion	31.3	37.8	31.5	31.6
	4	6252	496	19603	26350
	Disagree	4.6	3.3	4.3	4.3
	5	2012	136	6538	8686
	Strongly disagre	1.5	.9	1.4	1.4
	Column Total	134906 22.2	14794 2.4	458171 75.4	607872 100.0

Number of Missing Observations: 51387

Q6 Inspections made at regular intervals by XMARINE.Constructed USMC for Navy (Cross Vari)

Q6	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	13333	1861	49083	64277
	Strongly agree	9.9	12.6	10.7	10.6
	2	59580	6551	212987	279118
	Agree	44.3	44.2	46.5	46.0
	3	48322	5384	155662	209368
	No opinion	35.9	36.4	34.0	34.5
	4	9816	804	33369	43988
	Disagree	7.3	5.4	7.3	7.2
	5	3454	207	6696	10356
	Strongly disagre	2.6	1.4	1.5	1.7
	Column Total	134506 22.2	14806 2.4	457796 75.4	607108 100.0

Number of Missing Observations: 52150

Q7 Leadership safety views seldom communict by XMARINE.Constructed USMC for Navy (Cross Vari)

Q7	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	5906	974	18487	25367
	Strongly agree	4.4	6.6	4.0	4.2
	2	26622	2851	94895	124368
	Agree	19.8	19.3	20.7	20.5
	3	39942	5594	140326	185862
	No opinion	29.8	37.9	30.7	30.6
	4	49655	4531	168093	222279
	Disagree	37.0	30.7	36.7	36.6
	5	12104	794	35783	48681
	Strongly disagre	9.0	5.4	7.8	8.0
	Column Total	134229 22.1	14743 2.4	457585 75.4	606558 100.0

Number of Missing Observations: 52701

Q8 Safety meetings held less often than nec by XMARINE.Constructed USMC for Navy (Cross Vari)

Q8	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	5058	403	17480	22942
	Strongly agree	3.8	2.7	3.8	3.8
	2	25378	2547	87147	115072
	Agree	18.8	17.2	19.1	19.0
	3	55046	6365	184012	245423
	No opinion	40.8	43.0	40.3	40.4
	4	40242	4090	139256	183589
	Disagree	29.8	27.6	30.5	30.3
	5	9133	1394	29198	39725
	Strongly disagre	6.8	9.4	6.4	6.5
	Column Total	134857 22.2	14800 2.4	457093 75.3	606751 100.0

Number of Missing Observations: 52508

Q9 Good teamwork exists within unit by XMARINE.Constructed USMC for Navy (Cross Vari)

Q9	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
	1	17977	2034	63357	83368
	Strongly agree	13.4	13.8	13.9	13.8
	2	76697	6896	238731	322324
	Agree	57.4	46.8	52.3	53.3
	3	26378	4007	104222	134606
	No opinion	19.7	27.2	22.8	22.2
	4	9263	1585	38203	49052
	Disagree	6.9	10.8	8.4	8.1

```
                  +--------+--------+--------+
               5  |   3379 |    211 |  12317 |  15907
  Strongly disagre |    2.5 |    1.4 |    2.7 |    2.6
                  +--------+--------+--------+
            Column  133694   14733   456830   605257
             Total    22.1     2.4     75.5    100.0

Number of Missing Observations:  54002
-------------------------------------------------------------
-----------
Q10  Leadership shows that it cares about saf by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q10        --------+--------+--------+--------+
               1   | 19221  |  2280  | 66136  | 87637
  Strongly agree   |  14.3  |  15.6  |  14.5  |  14.5
                  +--------+--------+--------+
               2   | 66261  |  7352  |233195  |306808
  Agree            |  49.3  |  50.1  |  51.3  |  50.8
                  +--------+--------+--------+
               3   | 37060  |  4076  |121059  |162195
  No opinion       |  27.6  |  27.8  |  26.6  |  26.9
                  +--------+--------+--------+
               4   |  8534  |   702  | 25317  | 34552
  Disagree         |   6.4  |   4.8  |   5.6  |   5.7
                  +--------+--------+--------+
               5   |  3279  |   253  |  9170  | 12702
  Strongly disagre |   2.4  |   1.7  |   2.0  |   2.1
                  +--------+--------+--------+
            Column  134355   14663   454876   603894
             Total    22.2     2.4     75.3    100.0

Number of Missing Observations:  55364
-------------------------------------------------------------
-----------
Q11  My actions can protect other personnel by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q11        --------+--------+--------+--------+
               1   | 25605  |  2877  | 91129  |119610
  Strongly agree   |  19.0  |  19.6  |  19.9  |  19.7
                  +--------+--------+--------+
               2   | 83010  |  8588  |283638  |375236
  Agree            |  61.7  |  58.4  |  62.1  |  61.9
                  +--------+--------+--------+
               3   | 23281  |  3084  | 73877  |100242
  No opinion       |  17.3  |  21.0  |  16.2  |  16.5
                  +--------+--------+--------+
               4   |  2132  |   147  |  6305  |  8584
  Disagree         |   1.6  |   1.0  |   1.4  |   1.4
                  +--------+--------+--------+
               5   |   492  |    10  |  2083  |  2586
  Strongly disagre |    .4  |    .1  |    .5  |    .4
                  +--------+--------+--------+
            Column  134520   14706   457032   606258
             Total    22.2     2.4     75.4    100.0

Number of Missing Observations:  53001
-------------------------------------------------------------
-----------
Q12  My supervisors behavior is unsafe by XMARINE.Constructed
USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q12        --------+--------+--------+--------+
               1   |  2619  |   128  |  7939  | 10685
  Strongly agree   |   1.9  |    .9  |   1.7  |   1.8
                  +--------+--------+--------+
               2   |  7053  |   990  | 26816  | 34859
  Agree            |   5.2  |   6.8  |   5.9  |   5.7
                  +--------+--------+--------+
               3   | 25701  |  3291  | 91614  |120606
  No opinion       |  19.0  |  22.6  |  20.0  |  19.9
                  +--------+--------+--------+
               4   | 70677  |  6849  |235341  |312867
  Disagree         |  52.3  |  47.1  |  51.5  |  51.5
                  +--------+--------+--------+
               5   | 29139  |  3280  | 95658  |128077
  Strongly disagre |  21.6  |  22.6  |  20.9  |  21.1
                  +--------+--------+--------+
            Column  135189   14537   457368   607094
             Total    22.3     2.4     75.3    100.0

Number of Missing Observations:  52165
-------------------------------------------------------------
-----------
Q13  Des. personnel trained in emergency prac by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q13        --------+--------+--------+--------+
               1   | 11555  |  1383  | 48512  | 61450
  Strongly agree   |   8.6  |   9.4  |  10.6  |  10.2
                  +--------+--------+--------+
               2   | 56190  |  5052  |209315  |270557
  Agree            |  41.9  |  34.2  |  45.9  |  44.7
                  +--------+--------+--------+
               3   | 52066  |  6308  |155560  |213934
  No opinion       |  38.8  |  42.7  |  34.1  |  35.3
                  +--------+--------+--------+
               4   | 12194  |  1759  | 33956  | 47910
  Disagree         |   9.1  |  11.9  |   7.4  |   7.9
                  +--------+--------+--------+
               5   |  2148  |   272  |  8955  | 11374
  Strongly disagre |   1.6  |   1.8  |   2.0  |   1.9
                  +--------+--------+--------+
            Column  134153   14774   456299   605225
             Total    22.2     2.4     75.4    100.0

Number of Missing Observations:  54033
-------------------------------------------------------------
-----------
Q14  Leadership published a written safety po by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q14        --------+--------+--------+--------+
               1   | 17267  |  1678  | 53441  | 72387
  Strongly agree   |  12.8  |  11.5  |  11.7  |  12.0
                  +--------+--------+--------+
               2   | 61380  |  6101  |221939  |289419
  Agree            |  45.5  |  41.7  |  48.7  |  47.8
                  +--------+--------+--------+
               3   | 44608  |  5558  |143872  |194038
  No opinion       |  33.1  |  38.0  |  31.6  |  32.1
                  +--------+--------+--------+
               4   |  9438  |  1222  | 29909  | 40570
  Disagree         |   7.0  |   8.4  |   6.6  |   6.7
                  +--------+--------+--------+
               5   |  2107  |    73  |  6586  |  8765
  Strongly disagre |   1.6  |    .5  |   1.4  |   1.4
                  +--------+--------+--------+
            Column  134800   14632   455747   605178
             Total    22.3     2.4     75.3    100.0

Number of Missing Observations:  54080
-------------------------------------------------------------
-----------
Q15  Near miss accidents are investigated by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q15        --------+--------+--------+--------+
               1   | 14974  |  1632  | 43926  | 60532
  Strongly agree   |  11.2  |  11.2  |   9.7  |  10.1
                  +--------+--------+--------+
               2   | 51609  |  4183  |164999  |220791
  Agree            |  38.7  |  28.8  |  36.4  |  36.7
                  +--------+--------+--------+
               3   | 57356  |  7482  |211163  |276001
  No opinion       |  43.0  |  51.4  |  46.5  |  45.9
                  +--------+--------+--------+
               4   |  7177  |   730  | 25155  | 33063
  Disagree         |   5.4  |   5.0  |   5.5  |   5.5
                  +--------+--------+--------+
               5   |  2183  |   519  |  8604  | 11306
  Strongly disagre |   1.6  |   3.6  |   1.9  |   1.9
                  +--------+--------+--------+
            Column  133298   14547   453847   601693
             Total    22.2     2.4     75.4    100.0

Number of Missing Observations:  57565
-------------------------------------------------------------
-----------
Q16  Personnel morale is poor by XMARINE.Constructed USMC for
Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q16        --------+--------+--------+--------+
               1   | 14811  |  1854  | 51703  | 68368
  Strongly agree   |  11.0  |  12.6  |  11.3  |  11.3
                  +--------+--------+--------+
               2   | 29666  |  2777  |110703  |143147
  Agree            |  22.0  |  18.9  |  24.3  |  23.6
                  +--------+--------+--------+
               3   | 39766  |  5098  |126844  |171708
  No opinion       |  29.5  |  34.6  |  27.8  |  28.4
                  +--------+--------+--------+
               4   | 41414  |  4481  |134298  |180193
  Disagree         |  30.8  |  30.4  |  29.4  |  29.8
                  +--------+--------+--------+
               5   |  8953  |   517  | 32622  | 42093
  Strongly disagre |   6.7  |   3.5  |   7.2  |   7.0
                  +--------+--------+--------+
            Column  134610   14727   456171   605508
             Total    22.2     2.4     75.3    100.0

Number of Missing Observations:  53751
-------------------------------------------------------------
-----------
```

Q17 Leadership does only what the law requir by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q17	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	4479	504	16328	21310
		3.4	3.5	3.6	3.5
Agree	2	20392	2229	76643	99265
		15.4	15.3	16.9	16.5
No opinion	3	47468	5738	165942	219148
		35.7	39.4	36.5	36.4
Disagree	4	47705	4727	157880	210311
		35.9	32.4	34.7	34.9
Strongly disagre	5	12734	1381	37725	51840
		9.6	9.5	8.3	8.6
	Column Total	132778	14579	454518	601875
		22.1	2.4	75.5	100.0

Number of Missing Observations: 57383

Q18 Understand safety & health regulations by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q18	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	21233	2536	75393	99161
		15.9	17.4	16.6	16.4
Agree	2	85802	9002	294298	389103
		64.2	61.8	64.7	64.5
No opinion	3	22910	2351	72526	97787
		17.1	16.1	15.9	16.2
Disagree	4	2886	288	10417	13591
		2.2	2.0	2.3	2.3
Strongly disagre	5	848	399	2127	3374
		.6	2.7	.5	.6
	Column Total	133679	14575	454761	603015
		22.2	2.4	75.4	100.0

Number of Missing Observations: 56243

Q19 Supervisors enforce safe job procedures by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q19	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	19318	2283	67176	88777
		14.4	15.5	14.8	14.7
Agree	2	70432	6937	248364	325733
		52.6	47.1	54.6	54.0
No opinion	3	38509	4981	121963	165453
		28.8	33.8	26.8	27.4
Disagree	4	4316	228	14026	18571
		3.2	1.5	3.1	3.1
Strongly disagre	5	1261	302	3203	4767
		.9	2.1	.7	.8
	Column Total	133836	14731	454733	603299
		22.2	2.4	75.4	100.0

Number of Missing Observations: 55959

Q20 Precautions used for hazardous mat. by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q20	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	19998	1971	64214	86183
		15.0	13.6	14.1	14.3
Agree	2	63491	6714	208730	278934
		47.6	46.4	46.0	46.3
No opinion	3	46868	5308	171940	224116
		35.2	36.7	37.9	37.2
Disagree	4	1968	340	6726	9034
		1.5	2.4	1.5	1.5
Strongly disagre	5	990	131	2442	3563
		.7	.9	.5	.6
	Column Total	133314	14463	454052	601829
		22.2	2.4	75.4	100.0

Number of Missing Observations: 57429

Q21 Adequate personnel to manage safety prog by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q21	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	13913	1522	44656	60091
		10.4	10.4	9.8	10.0
Agree	2	59540	5848	213381	278769
		44.7	39.9	47.0	46.3
No opinion	3	49224	5904	164075	219203
		37.0	40.2	36.1	36.4
Disagree	4	8327	1210	25925	35462
		6.3	8.2	5.7	5.9
Strongly disagre	5	2155	190	5876	8221
		1.6	1.3	1.3	1.4
	Column Total	133159	14674	453913	601746
		22.1	2.4	75.4	100.0

Number of Missing Observations: 57512

Q22 Award program does not promote safety by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q22	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	6069	550	15626	22245
		4.6	3.8	3.4	3.7
Agree	2	21316	1368	72624	95308
		16.0	9.4	16.0	15.8
No opinion	3	69210	8991	240773	318974
		52.0	61.5	53.1	53.0
Disagree	4	29743	3040	104799	137582
		22.3	20.8	23.1	22.9
Strongly disagre	5	6830	668	19921	27419
		5.1	4.6	4.4	4.6
	Column Total	133170	14617	453743	601530
		22.1	2.4	75.4	100.0

Number of Missing Observations: 57729

Q23 Performance standards higher than safety by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q23	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	4082	278	14636	18996
		3.1	1.9	3.2	3.2
Agree	2	24427	2516	79183	106127
		18.5	17.2	17.5	17.7
No opinion	3	67857	8099	237447	313402
		51.3	55.4	52.3	52.2
Disagree	4	29955	3102	104371	137428
		22.7	21.2	23.0	22.9
Strongly disagre	5	5854	614	17959	24427
		4.4	4.2	4.0	4.1
	Column Total	132175	14608	453597	600381
		22.0	2.4	75.6	100.0

Number of Missing Observations: 58878

Q24 Super. understand job safety problems by
XMARINE.Constructed USMC for Navy (Cross Vari)

Q24	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	13851	1265	45048	60163
		10.4	8.7	10.0	10.0
Agree	2	61602	6783	213441	281826
		46.4	46.4	47.2	47.0

3 No opinion	50089 37.7	5566 38.1	174832 38.6	230488 38.4
4 Disagree	6080 4.6	706 4.8	15423 3.4	22209 3.7
5 Strongly disagre	1258 .9	297 2.0	3931 .9	5487 .9
Column Total	132880 22.1	14617 2.4	452675 75.4	600172 100.0

Number of Missing Observations: 59086

Q25 Personnel follow lock./tagout procedures by XMARINE.Constructed USMC for Navy (Cross Vari)

Q25	Count Col Pct Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	14197 10.8	1051 7.4	41645 9.3	56893 9.6
2 Agree	44258 33.6	3861 27.1	133831 29.8	181950 30.6
3 No opinion	64028 48.7	8290 58.2	242919 54.0	315238 52.9
4 Disagree	6740 5.1	600 4.2	24159 5.4	31499 5.3
5 Strongly disagre	2371 1.8	433 3.0	7056 1.6	9860 1.7
Column Total	131594 22.1	14234 2.4	449611 75.5	595439 100.0

Number of Missing Observations: 63820

Q26 Safety training is part of orientation by XMARINE.Constructed USMC for Navy (Cross Vari)

Q26	Count Col Pct Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	21012 16.0	2010 13.8	65699 14.5	88722 14.8
2 Agree	60118 45.8	5429 37.1	210445 46.5	275992 46.1
3 No opinion	39449 30.1	5695 39.0	141298 31.2	186442 31.2
4 Disagree	8574 6.5	1145 7.8	29742 6.6	39461 6.6
5 Strongly disagre	2054 1.6	341 2.3	5134 1.1	7529 1.3
Column Total	131208 21.9	14621 2.4	452317 75.6	598146 100.0

Number of Missing Observations: 61113

Q27 Leadership is sincere about personnel sa by XMARINE.Constructed USMC for Navy (Cross Vari)

Q27	Count Col Pct Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	21007 16.0	2567 17.6	70123 15.5	93698 15.7
2 Agree	71901 54.7	7533 51.5	250717 55.6	330151 55.3
3 No opinion	31104 23.7	3871 26.5	109987 24.4	144962 24.3
4 Disagree	5473 4.2	437 3.0	16023 3.6	21933 3.7
5 Strongly disagre	1962 1.5	218 1.5	4154 .9	6334 1.1
Column Total	131446 22.0	14626 2.4	451005 75.5	597077 100.0

Number of Missing Observations: 62181

Q28 Supervisors seldom act on worker sugg. by XMARINE.Constructed USMC for Navy (Cross Vari)

Q28	Count Col Pct Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	2535 1.9	135 .9	8361 1.8	11031 1.8
2 Agree	9848 7.5	674 4.6	34064 7.5	44586 7.4
3 No opinion	50051 37.9	6960 47.8	186853 41.3	243865 40.7
4 Disagree	55893 42.3	5935 40.7	181130 40.0	242959 40.6
5 Strongly disagre	13731 10.4	870 6.0	41982 9.3	56583 9.4
Column Total	132058 22.0	14575 2.4	452392 75.5	599024 100.0

Number of Missing Observations: 60234

Q29 Emergency procedures rarely tested by XMARINE.Constructed USMC for Navy (Cross Vari)

Q29	Count Col Pct Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	3035 2.3	217 1.5	13509 3.0	16761 2.8
2 Agree	16610 12.6	1739 12.0	52282 11.6	70632 11.8
3 No opinion	47502 36.0	6917 47.6	155611 34.5	210030 35.1
4 Disagree	52077 39.5	4677 32.2	183999 40.8	240753 40.3
5 Strongly disagre	12569 9.5	993 6.8	45936 10.2	59498 10.0
Column Total	131794 22.1	14544 2.4	451336 75.5	597674 100.0

Number of Missing Observations: 61585

Q30 Safety officer improves safety by XMARINE.Constructed USMC for Navy (Cross Vari)

Q30	Count Col Pct Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	9389 7.2	839 5.8	35604 7.9	45832 7.7
2 Agree	47693 36.4	5061 35.1	160456 35.8	213211 35.9
3 No opinion	63552 48.5	7726 53.6	221715 49.5	292993 49.4
4 Disagree	7945 6.1	642 4.5	23956 5.3	32543 5.5
5 Strongly disagre	2373 1.8	142 1.0	6366 1.4	8882 1.5
Column Total	130953 22.1	14411 2.4	448097 75.5	593461 100.0

Number of Missing Observations: 65798

Q31 Leadership sets fine safety example by XMARINE.Constructed USMC for Navy (Cross Vari)

Q31	Count Col Pct Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	12936 9.8	1844 12.7	48618 10.8	63398 10.6
2 Agree	59815 45.5	5783 39.7	209453 46.4	275051 46.0
3 No opinion	47183 35.9	6199 42.6	163404 36.2	216786 36.3
4 Disagree	8775 6.7	622 4.3	24402 5.4	33799 5.7
5 Strongly disagre	2645 2.0	116 .8	5807 1.3	8568 1.4
Column	131355	14564	451684	597602

Total	22.0	2.4	75.6	100.0

Number of Missing Observations: 61656

Q32 Supervisors fits safety into performance by XMARINE.Constructed USMC for Navy (Cross Vari)

Q32	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	12261	1448	48526	62236
		9.3	10.0	10.8	10.4
Agree	2	55428	5427	196793	257648
		42.1	37.4	43.7	43.2
No opinion	3	53166	6400	174676	234243
		40.3	44.1	38.7	39.2
Disagree	4	9333	1036	26294	36663
		7.1	7.1	5.8	6.1
Strongly disagre	5	1597	195	4498	6289
		1.2	1.3	1.0	1.1
	Column	131785	14507	450788	597079
	Total	22.1	2.4	75.5	100.0

Number of Missing Observations: 62179

Q33 Preventive maintenance operates poorly by XMARINE.Constructed USMC for Navy (Cross Vari)

Q33	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	7422	863	15120	23405
		5.7	6.0	3.4	3.9
Agree	2	19328	1891	59226	80445
		14.7	13.0	13.2	13.5
No opinion	3	64621	9107	216369	290098
		49.3	62.8	48.1	48.7
Disagree	4	34086	2236	131047	167369
		26.0	15.4	29.1	28.1
Strongly disagre	5	5689	405	28169	34262
		4.3	2.8	6.3	5.8
	Column	131145	14502	449932	595579
	Total	22.0	2.4	75.5	100.0

Number of Missing Observations: 63680

Q34 Leadership participates in safety activi by XMARINE.Constructed USMC for Navy (Cross Vari)

Q34	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	9996	1188	36763	47947
		7.6	8.2	8.2	8.1
Agree	2	46636	4658	165533	216827
		35.6	32.2	36.8	36.4
No opinion	3	62775	7295	210418	280488
		47.9	50.4	46.8	47.1
Disagree	4	9500	1082	30370	40952
		7.2	7.5	6.8	6.9
Strongly disagre	5	2178	260	6747	9184
		1.7	1.8	1.5	1.5
	Column	131084	14483	449831	595398
	Total	22.0	2.4	75.6	100.0

Number of Missing Observations: 63861

Q35 Safety officer has high status by XMARINE.Constructed USMC for Navy (Cross Vari)

Q35	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	9351	1248	35594	46193
		7.2	8.6	7.9	7.8
Agree	2	33967	3492	135409	172868
		26.1	24.1	30.2	29.2
No opinion	3	72595	8327	231782	312704
		55.7	57.4	51.7	52.7
Disagree	4	11264	1133	35996	48393
		8.6	7.8	8.0	8.2
Strongly disagre	5	3060	313	9446	12819
		2.3	2.2	2.1	2.2
	Column	130237	14513	448227	592977
	Total	22.0	2.4	75.6	100.0

Number of Missing Observations: 66281

Q36 Hazards not fixed quickly are ignored by XMARINE.Constructed USMC for Navy (Cross Vari)

Q36	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	2827	177	9774	12779
		2.1	1.2	2.2	2.1
Agree	2	14558	1561	47062	63181
		11.1	10.7	10.4	10.6
No opinion	3	54788	6379	175098	236265
		41.6	43.7	38.8	39.5
Disagree	4	49931	5491	184478	239901
		37.9	37.6	40.9	40.1
Strongly disagre	5	9603	988	34929	45521
		7.3	6.8	7.7	7.6
	Column	131708	14597	451341	597646
	Total	22.0	2.4	75.5	100.0

Number of Missing Observations: 61613

Q37 Personnel take part in accident invest. by XMARINE.Constructed USMC for Navy (Cross Vari)

Q37	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	8359	827	28174	37360
		6.4	5.7	6.3	6.3
Agree	2	51394	4910	177457	233760
		39.1	33.7	39.4	39.2
No opinion	3	63170	8265	218255	289690
		48.1	56.8	48.5	48.6
Disagree	4	7014	495	22514	30023
		5.3	3.4	5.0	5.0
Strongly disagre	5	1437	67	3657	5161
		1.1	.5	.8	.9
	Column	131373	14563	450057	595994
	Total	22.0	2.4	75.5	100.0

Number of Missing Observations: 63265

Q38 Training by supervisor helps job safety by XMARINE.Constructed USMC for Navy (Cross Vari)

Q38	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total
Strongly agree	1	8602	621	36391	45613
		6.5	4.3	8.1	7.6
Agree	2	52978	5286	188532	246796
		40.2	36.3	41.8	41.3
No opinion	3	58675	7526	192993	259194
		44.6	51.7	42.8	43.4
Disagree	4	9750	463	28030	38243
		7.4	3.2	6.2	6.4
Strongly disagre	5	1685	659	4937	7281
		1.3	4.5	1.1	1.2
	Column	131690	14554	450882	597127
	Total	22.1	2.4	75.5	100.0

Number of Missing Observations: 62131

Q39 Medical facilities are sufficient by XMARINE.Constructed USMC for Navy (Cross Vari)

Q39	Count / Col Pct	Navy 1	USMC 2	Other 3	Row Total

```
                1  | 11264  |   990  | 37512  | 49766
  Strongly agree   |   8.6  |   6.9  |   8.4  |   8.4
                   +--------+--------+--------+
                2  | 53817  |  5942  |185333  |245093
  Agree            |  41.2  |  41.3  |  41.4  |  41.3
                   +--------+--------+--------+
                3  | 54014  |  6161  |170940  |231116
  No opinion       |  41.3  |  42.8  |  38.1  |  39.0
                   +--------+--------+--------+
                4  |  7332  |  1142  | 37887  | 46362
  Disagree         |   5.6  |   7.9  |   8.5  |   7.8
                   +--------+--------+--------+
                5  |  4227  |   166  | 16444  | 20837
  Strongly disagre |   3.2  |   1.2  |   3.7  |   3.5
                   +--------+--------+--------+
             Column  130655   14401   448116   593172
              Total    22.0     2.4     75.5    100.0

Number of Missing Observations:  66087
-----------------------------------------------------------------
-----------
Q40  Leadership ignores safety during promoti by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q40        --------+--------+--------+--------+
                1  |  3821  |   609  | 12139  | 16570
  Strongly agree   |   2.9  |   4.2  |   2.7  |   2.8
                   +--------+--------+--------+
                2  | 10594  |   754  | 37455  | 48803
  Agree            |   8.1  |   5.2  |   8.4  |   8.2
                   +--------+--------+--------+
                3  | 66188  |  8403  |218151  |292741
  No opinion       |  50.5  |  57.7  |  48.7  |  49.3
                   +--------+--------+--------+
                4  | 39761  |  4005  |139445  |183212
  Disagree         |  30.3  |  27.5  |  31.1  |  30.9
                   +--------+--------+--------+
                5  | 10659  |   801  | 40869  | 52329
  Strongly disagre |   8.1  |   5.5  |   9.1  |   8.8
                   +--------+--------+--------+
             Column  131024   14573   448058   593655
              Total    22.1     2.5     75.5    100.0

Number of Missing Observations:  65604
-----------------------------------------------------------------
-----------
Q41  Safety officer is readily available by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q41        --------+--------+--------+--------+
                1  | 11869  |  1533  | 45352  | 58754
  Strongly agree   |   9.0  |  10.7  |  10.1  |   9.9
                   +--------+--------+--------+
                2  | 51040  |  5841  |194358  |251239
  Agree            |  38.9  |  40.7  |  43.3  |  42.2
                   +--------+--------+--------+
                3  | 56365  |  6058  |174043  |236466
  No opinion       |  42.9  |  42.2  |  38.7  |  39.8
                   +--------+--------+--------+
                4  |  8963  |   828  | 28874  | 38664
  Disagree         |   6.8  |   5.8  |   6.4  |   6.5
                   +--------+--------+--------+
                5  |  3003  |   108  |  6579  |  9690
  Strongly disagre |   2.3  |    .8  |   1.5  |   1.6
                   +--------+--------+--------+
             Column  131239   14368   449206   594813
              Total    22.1     2.4     75.5    100.0

Number of Missing Observations:  64445
-----------------------------------------------------------------
-----------
Q42  This unit has a stable workforce by XMARINE.Constructed
USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q42        --------+--------+--------+--------+
                1  |  6299  |   890  | 25596  | 32786
  Strongly agree   |   4.8  |   6.2  |   5.7  |   5.5
                   +--------+--------+--------+
                2  | 52414  |  4983  |172158  |229555
  Agree            |  40.1  |  34.6  |  38.4  |  38.7
                   +--------+--------+--------+
                3  | 55034  |  7032  |193018  |255084
  No opinion       |  42.1  |  48.8  |  43.1  |  43.0
                   +--------+--------+--------+
                4  | 13325  |  1119  | 47575  | 62019
  Disagree         |  10.2  |   7.8  |  10.6  |  10.5
                   +--------+--------+--------+
                5  |  3638  |   390  |  9801  | 13829
  Strongly disagre |   2.8  |   2.7  |   2.2  |   2.3
                   +--------+--------+--------+
             Column  130710   14414   448149   593273
              Total    22.0     2.4     75.5    100.0

Number of Missing Observations:  65985
-----------------------------------------------------------------
-----------
Q43  Personnel afraid to report problems by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q43        --------+--------+--------+--------+
                1  |  2308  |   241  |  8747  | 11296
  Strongly agree   |   1.8  |   1.7  |   1.9  |   1.9
                   +--------+--------+--------+
                2  |  9066  |   557  | 27994  | 37617
  Agree            |   7.0  |   3.9  |   6.2  |   6.3
                   +--------+--------+--------+
                3  | 41266  |  4873  |145758  |191897
  No opinion       |  31.7  |  33.8  |  32.5  |  32.3
                   +--------+--------+--------+
                4  | 61246  |  6929  |214973  |283148
  Disagree         |  47.0  |  48.1  |  47.9  |  47.7
                   +--------+--------+--------+
                5  | 16475  |  1798  | 51186  | 69459
  Strongly disagre |  12.6  |  12.5  |  11.4  |  11.7
                   +--------+--------+--------+
             Column  130362   14398   448658   593418
              Total    22.0     2.4     75.6    100.0

Number of Missing Observations:  65841
-----------------------------------------------------------------
-----------
Q44  Supervisors always investigate accidents by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q44        --------+--------+--------+--------+
                1  | 12231  |  1709  | 44932  | 58873
  Strongly agree   |   9.3  |  11.8  |  10.0  |   9.9
                   +--------+--------+--------+
                2  | 56018  |  4252  |185951  |246221
  Agree            |  42.7  |  29.4  |  41.4  |  41.4
                   +--------+--------+--------+
                3  | 55965  |  7105  |194111  |257181
  No opinion       |  42.7  |  49.2  |  43.2  |  43.3
                   +--------+--------+--------+
                4  |  5129  |  1242  | 19257  | 25627
  Disagree         |   3.9  |   8.6  |   4.3  |   4.3
                   +--------+--------+--------+
                5  |  1855  |   140  |  4561  |  6557
  Strongly disagre |   1.4  |   1.0  |   1.0  |   1.1
                   +--------+--------+--------+
             Column  131199   14448   448813   594459
              Total    22.1     2.4     75.5    100.0

Number of Missing Observations:  64800
-----------------------------------------------------------------
-----------
Q45  Environmental cond. kept at good levels by
XMARINE.Constructed USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q45        --------+--------+--------+--------+
                1  |  9265  |  1076  | 39645  | 49986
  Strongly agree   |   7.1  |   7.4  |   8.8  |   8.4
                   +--------+--------+--------+
                2  | 56061  |  5872  |210930  |272863
  Agree            |  42.7  |  40.4  |  47.0  |  45.9
                   +--------+--------+--------+
                3  | 37531  |  4140  |122202  |163873
  No opinion       |  28.6  |  28.5  |  27.2  |  27.5
                   +--------+--------+--------+
                4  | 20661  |  2977  | 55905  | 79542
  Disagree         |  15.7  |  20.5  |  12.5  |  13.4
                   +--------+--------+--------+
                5  |  7825  |   469  | 20309  | 28603
  Strongly disagre |   6.0  |   3.2  |   4.5  |   4.8
                   +--------+--------+--------+
             Column  131343   14534   448991   594868
              Total    22.1     2.4     75.5    100.0

Number of Missing Observations:  64391
-----------------------------------------------------------------
-----------
Q46  Personnel dont use necessary PPE by XMARINE.Constructed
USMC for Navy (Cross Vari)

             Count |Navy     USMC     Other       Row
           Col Pct |     1  |     2  |     3  | Total
Q46        --------+--------+--------+--------+
                1  |  2417  |   234  |  8727  | 11379
  Strongly agree   |   1.8  |   1.6  |   1.9  |   1.9
                   +--------+--------+--------+
                2  | 14978  |   860  | 42143  | 57981
  Agree            |  11.3  |   6.0  |   9.3  |   9.7
                   +--------+--------+--------+
                3  | 58149  |  7235  |212367  |277752
  No opinion       |  44.1  |  50.3  |  47.0  |  46.4
                   +--------+--------+--------+
                4  | 45313  |  4919  |154550  |204782
  Disagree         |  34.3  |  34.2  |  34.2  |  34.2
```

5 Strongly disagre	11110 8.4	1137 7.9	33922 7.5	46170 7.7
Column Total	131968 22.1	14386 2.4	451709 75.5	598063 100.0

Number of Missing Observations: 61196

Q47 Job stress is significant problem for me by XMARINE.Constructed USMC for Navy (Cross Vari)

Q47	Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	2968 2.3	177 1.2	8271 1.8	11416 1.9
2 Agree	7752 5.9	800 5.5	38834 8.6	47386 8.0
3 No opinion	70929 54.4	8210 56.8	227323 50.5	306462 51.5
4 Disagree	39159 30.0	4309 29.8	142975 31.8	186443 31.3
5 Strongly disagre	9651 7.4	954 6.6	32455 7.2	43060 7.2
Column Total	130460 21.9	14449 2.4	449857 75.6	594767 100.0

Number of Missing Observations: 64492

Q48 Leadership insists supervisor think safe by XMARINE.Constructed USMC for Navy (Cross Vari)

Q48	Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	14951 11.4	1661 11.4	49138 10.9	65750 11.0
2 Agree	58560 44.5	6023 41.4	207870 46.2	272453 45.7
3 No opinion	51733 39.3	6269 43.1	174460 38.7	232463 39.0
4 Disagree	4729 3.6	289 2.0	14879 3.3	19898 3.3
5 Strongly disagre	1623 1.2	291 2.0	4075 .9	5988 1.0
Column Total	131596 22.1	14534 2.4	450422 75.5	596552 100.0

Number of Missing Observations: 62707

Q49 Leadership sets goals-hold all accountab by XMARINE.Constructed USMC for Navy (Cross Vari)

Q49	Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	9996 7.7	1395 9.6	35570 7.9	46961 7.9
2 Agree	45137 34.6	4331 29.9	156232 34.8	205699 34.7
3 No opinion	62628 48.0	7247 50.0	217478 48.5	287354 48.4
4 Disagree	10222 7.8	1057 7.3	32281 7.2	43560 7.3
5 Strongly disagre	2422 1.9	463 3.2	7007 1.6	9891 1.7
Column Total	130405 22.0	14493 2.4	448567 75.6	593465 100.0

Number of Missing Observations: 65793

Q50 Personnel rarely dev. safety requirement by XMARINE.Constructed USMC for Navy (Cross Vari)

Q50	Navy 1	USMC 2	Other 3	Row Total
1 Strongly agree	3595 2.8	319 2.2	12098 2.7	16012 2.7
2 Agree	19276 14.7	1804 12.4	67465 15.0	88544 14.9
3 No opinion	64134 49.1	7747 53.1	222544 49.5	294425 49.5
4 Disagree	37098 28.4	4170 28.6	123960 27.6	165228 27.8
5 Strongly disagre	6584 5.0	551 3.8	23592 5.2	30727 5.2
Column Total	130686 22.0	14591 2.5	449659 75.6	594936 100.0

Number of Missing Observations: 64323

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

Appendix J – Report Distribution

Office of the Secretary of Defense

Under Secretary of Defense (Policy)
Under Secretary of Defense (Personnel and Readiness)
Under Secretary of Defense (Comptroller)
Under Secretary of Defense (Intelligence)
Under Secretary of Defense (Acquisition, Technology, and Logistics)

Department of the Army

Inspector General, Department of the Army

Department of the Navy

Naval Inspector General
Auditor General, Naval Audit Service

Department of the Air Force

Inspector General, Department of the Air Force

Joint Chiefs of Staff

Deputy Inspector General

Other Defense Organizations

Defense Security Cooperation Agency
Defense Commissary Agency
Defense Contract Audit Agency
Defense Finance and Accounting Agency
Defense Intelligence Agency
Defense Security Service
National Geospatial-Intelligence Agency
National Security Agency
Defense Advances Research Projects Agency
Defense Contract Management Agency
Defense Logistics Agency
Defense Threat Reduction Agency
Missile Defense Agency
Defense Information Systems Agency
Defense Legal Services Agency
Pentagon Force Protection Agency

Non-Defense Federal Organizations and Individuals

National Safety Council

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member

Senate Committee on Appropriations
Senate Subcommittee on Defense
Senate Committee on Armed Services
Senate Committee on Governmental Affairs
Senate Judiciary Subcommittee on Technology, Terrorism, and Government Information
House Committee on Appropriations
House Subcommittee on Defense
House Committee on Armed Services
House Committee on Government Reform
House Committee on the Judiciary
House Subcommittee on National Security, Emerging Threats, and International Relations, Committee on Government Reform
House Subcommittee on Technology, Information Policy, Intergovernmental Relations, and the Census, Committee on Government Reform

THE MISSION OF THE DoD OIG

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

GENERAL INFORMATION

Forward questions or comments concerning the evaluation of Defense Installation Vulnerability Assessments and other activities conducted by the Inspections & Evaluations Directorate to:

Inspections & Evaluations Directorate
Office of the Deputy Inspector General for Policy and Oversight
Office of Inspector General of the Department of Defense
400 Army Navy Drive
Arlington, Virginia 22202-4704
crystalfocus@dodig.mil

An overview of the Department of Defense Office of Inspector General mission and organizational structure is available at http://www.dodig.mil

ADDITIONAL REPORT COPIES

Contact us by phone, fax, or e-mail:
Inspections and Evaluations Directorate, Deputy Inspector General for Policy and Oversight

COM: 703.604.9130 (DSN 664.9130)
FAX: 703.604.9769
EMAIL: crystalfocus@dodig.mil

Electronic version available at: http://www.dodig.mil/Inspections/IE/Reports.htm

DEPARTMENT OF DEFENSE

hotline

To report fraud, waste, mismanagement, and abuse of authority.

Send written complaints to: Defense Hotline, The Pentagon, Washington, DC 20301-1900
Phone: 800.424.9098 e-mail: hotline@dodig.mil www.dodig.mil/hotline

Combat Power Begins with Safety

DEPARTMENT OF DEFENSE
OFFICE OF INSPECTOR GENERAL
www.dodig.mil

NATIONAL SAFETY COUNCIL
www.nsc.org