



# OSCAR

Occupational Safety  
Climate Assessment  
Report

## *Results Report*

**U.S. Department  
of Energy**

**Office of Health, Safety  
& Security**

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## EXECUTIVE SUMMARY

### 2008 OSCAR SURVEY RESULTS U.S. DEPARTMENT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

This report presents the results of an Occupational Safety Climate Assessment Report (OSCAR) survey conducted among 570 employees of the U.S. Department of Energy - Office of Health, Safety & Security in Late 2008.

Employees who completed the OSCAR were asked to indicate: (1) their level of participation in safety activities; (2) their perception of safety management practices; (3) the usefulness of various safety program activities; and (4) their level of agreement with statements about a variety of safety and work-related topics. All of the OSCAR survey sections received predominantly well below average ratings.

As measured in Section I, the only formal and informal activities at DOE-HSS that received percentile scores above 50, indicating that employee involvement in these activities was above average, include:

- *Performing work with necessary personal protective equipment*
- *Complying with safety rules or regulations*
- *Participating in an emergency drill*

Results from Section II of the OSCAR reveal that employees generally had below average perceptions of safety management practices. The only practices receiving percentile scores above 50 were:

- *Worker and supervisor support for achievement of safety goals*
- *Employee confidence in safety communications from management*

As measured in Section III, the most highly effective safety activities and programs were rated by respondents to currently include:

- *Workers taking personal responsibility for safety*
- *Employees reporting workplace hazards*
- *Training in basic emergency practices*
- *On-site medical facilities for treating injuries*
- *Management restating its support for employee safety*
- *Emergency response program*
- *Written safety policy from management*

Currently, the components consistently found to be least effective at DOE-HSS include:

- *Work group safety meetings*
- *Return to work program*
- *Hazard communication program*
- *Use of formal lockout procedures*
- *Discipline for unsafe job performance*
- *Employee/management safety committee*
- *Individual safety contacts by supervisors*

Looking toward the future, respondents indicated that the activities and programs having the highest potential for future safety program emphasis and improvement are:

- *Annual recognition of individuals for accident-free performance*
- *Design of workplace to eliminate hazards*
- *Supervisory recognition of employees for safe work practices*
- *Use of safety audio/visuals for training*
- *Acting on worker safety suggestions*
- *Maintenance of facilities*
- *Work group safety meetings*
- *Safety inspections of facilities and operations*
- *Hazard communication program*
- *On-site medical facilities for treating injuries*

Employees who completed Section IV of the OSCAR were asked to indicate their level of agreement or disagreement with statements about a variety of safety and work-related topics grouped into six standard program categories: Management Participation, Supervisor Participation, Employee Participation, Safety Support Activities, Safety Support Climate, and Organizational Climate.

DOE-HSS responses to standard components were compared with responses from 411 organizations in the National Safety Council (NSC) Database to generate comparative percentile values. DOE-HSS's percentile scores in the six program categories ranged from a very low 4 for Employee Participation to a moderately low 38 for Organizational Climate. The overall percentile score is a low 15 out of a possible 100. This score indicates that 85% of the organizations in the Database achieved a higher overall score than did DOE-HSS.

DOE-HSS's scores for individual program components generated percentile scores at or above the average score of 50 for only eight components. Of these, none achieved a high score above 80.

It is generally recommended that Section IV components with percentiles below 50 receive attention. However, the ten lowest-scoring components with percentiles of 8 or below can be used to establish initial improvement priorities. These components are presented below from lowest (0) to highest (8) percentile score:

- *Employees being involved in safety and health practices*
- *Workers identifying and eliminating hazards*
- *Management setting annual safety goals*
- *Frequency of detailed and regularly scheduled inspections*
- *Supervisors investigating lost workday cases*
- *Workers following lockout/tagout procedures*
- *Belief that employees understand safety & health regulations*
- *Presence of safety training in new employee orientation*
- *Management publishing a policy on the value of employee safety*
- *Effectiveness of S&H committee in improving safety conditions*

Although Office Managers/Supervisors at DOE-HSS tend to report the most positive perceptions, the disparity in perceptions among employment category groups was generally typical when compared to organizations in the NSC Database. Perceptions among federal, contract, and contract-security groups at DOE-HSS are quite similar to each other. Among primary work locations, Albuquerque, NM staff have notably more positive perceptions than staff at Washington, DC and Germantown, MD. The youngest DOE-HSS employees (<25 Years Old) currently hold more positive perceptions than other age groups, but overall perceptions are generally similar across age groups. The more groups interact and communicate, the more similar their perceptions become concerning common issues. A shared perspective greatly aids management in effectively driving safety program improvements. The more groups interact and communicate, the more similar their perceptions become concerning common issues. A shared perspective greatly aids management in effectively driving safety program improvements.

It is recommended that the U.S. Department of Energy - Office of Health, Safety & Security use these results as a guide for making safety program improvements. The data presented in this report can also be used as a baseline against which to measure future progress.





## RESULTS

### 2008 OSCAR SURVEY RESULTS U.S. DEPARTMENT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

#### Introduction

The results are based on *Occupational Safety Climate Assessment Report* (OSCAR) surveys completed in Late 2008 by 570 employees at the U.S. Department of Energy's Office of Health, Safety & Security (DOE-HSS).

The OSCAR survey form is included as Appendix A. Response frequency and percentage distributions for all OSCAR statements are shown in Appendix B. Methods and data analyses are discussed in Appendix C. Response distributions by employment category are shown in Appendix D. Data and analyses for Federal HSS and Contract Security employees are included in Appendices E and F, respectively. Respondent comments are transcribed in Appendix G.

The OSCAR consists of over 130 items organized into six sections:

- Section I Your Involvement in Safety
- Section II HSS's Safety Management Practices
- Section III HSS's Safety Program
- Section IV Your Opinions about Safety and Management Conditions
- Section V Information about You
- Section VI General Comments about HSS's Safety Program

Presentation of DOE-HSS's results is organized according to these six sections.

#### Section I - Your Involvement in Safety

Questions 1 through 8 asked respondents to indicate their level of involvement in a variety of informal safety and related activities during the past twelve months. The percent distribution of responses for each statement is shown in Table 1, and average frequency scores were calculated by assigning a numerical designation from 1.0 for "At Least Weekly" to 5.0 for "Not at All." In general, the lower the average frequency score the higher the reported level of exposure to the activity. Desirable employee participation is indicated by low average frequency scores for positively-worded statements and high average frequency scores for negatively-worded statements.

**TABLE 1**  
**Ranking of Frequency of Informal Safety-Related Activities**  
**(Your Involvement in Safety - Q1 through Q8)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

Question Number and Activity	Percentile Score <sup>1</sup>	Response Distribution					Average Frequency Score <sup>2</sup>
		Weekly	Monthly	5-6 times a year	1-2 times a year	Not at all	
<b>Positively-Worded Statements</b>							
4. Read or look over job safety rules and procedures	<b>8</b>	11.3%	16.8%	15.0%	37.5%	19.5%	3.37
3. Inspect equipment and work area for hazards	<b>1</b>	27.1%	14.4%	11.7%	29.2%	17.5%	2.96
8. Discuss job safety with your supervisor	<b>1</b>	8.0%	16.0%	14.2%	33.9%	28.0%	3.58
1. Discuss job safety practices with coworkers	<b>0</b>	17.6%	20.8%	18.3%	26.9%	16.5%	3.04
7. Receive communication from management about safety	<b>0</b>	7.5%	20.2%	23.8%	36.3%	12.3%	3.26
6. Hear safety discussed at work group meetings	<b>0</b>	11.4%	15.0%	17.4%	32.2%	24.0%	3.42
<b>Negatively-Worded Statements</b>							
5. Perform work without necessary personal protective equipment	<b>93</b>	2.7%	3.8%	2.2%	8.0%	83.3%	4.65
2. Avoid complying with safety rule or regulation	<b>93</b>	3.2%	1.8%	2.5%	10.0%	82.5%	4.67

<sup>1</sup> A percentile score expresses the percentage of locations in the NSC Database reporting less desirable average frequency scores. The percentile score range is from 0 to 100.

<sup>2</sup> Average frequency score for each item based on the following values: 1.0 At least weekly; 2.0 At least monthly; 3.0 5-6 times a year; 4.0 1-2 times a year; 5.0 Not at all.

For these activities, DOE-HSS employee responses were compared with the 112 establishments in the National Safety Council Employee Involvement Database, generating percentile scores. A percentile score expresses the percentage of Database companies with less desirable scores, i.e. a percentile score of 100 indicates the top score in the Database (all companies have a less desirable score); a percentile score of 0 indicates the lowest score in the Database (no companies have a less desirable score). A percentile score of 50 indicates that half (or 56) of the 112 establishments had less desirable scores than DOE-HSS.

Activities with the most desirable average frequency scores do not necessarily generate the highest percentile scores, since some activities typically occur more often than others.

Within each group of positively or negatively worded statements, activities were then listed in order of decreasing percentile score. At the top of these groups are activities that are more highly ranked compared with other establishments' responses. Components at the bottom of the list are those that were evaluated less positively compared with responses from other establishments.

Results indicate very weak levels of employee participation for positively-worded statements and very strong participation for negatively-worded statements. Currently, none of the positively-worded activity statements generate percentile scores above the Database average of 50. With only 28% of respondents indicating that they read or look over job safety rules and procedures (Question [Q]4) at least monthly, and almost 20% reporting they never do such, a very low percentile score of 8 was generated. This very low score was the highest of the positively-worded statements. The extremely low score of 1 was generated with both inspecting equipment and work area hazards (Q3) and discussing job safety with their supervisor (Q8). Twenty-eight percent of DOE-HSS respondents report that they do not discuss job safety with their supervisor. With monthly participation ranging from only 26% to 39%, the lowest possible score of 0 was generated in regard to discussing job safety with their coworkers (Q1), receiving communication from management about safety (Q7), and hearing safety discussed in work group meetings monthly (Q6). These results indicate that these informal safety-related activities occur far less often at DOE-HSS than at other Database establishments.

Negatively-worded statements shown in Table 1 are counterproductive employee activities that often occur with ineffective safety programs. More than 80% of DOE-HSS respondents indicate that they never perform work without the necessary personal protective equipment (Q5) nor avoid complying with safety rules or regulations (Q2), generating the very high percentile score of 93 for both these activities. This indicates that these negative activities occur much less often at DOE-HSS than at other Database establishments.

Questions 9 through 18 ask respondents to indicate if they were involved in a variety of formal safety program activities over the past 12 months. Involvement frequency shown in Table 2 is the percentage of respondents who indicated involvement in each formal safety activity. Each item was compared to the NSC Employee Participation Database in a manner similar to the informal activities in Table 1. Higher percentile scores indicate activities that are performed relatively more frequently compared with other Database companies; lower percentile scores indicate activities that are performed less often than other companies. Components are ranked from highest to lowest percentile score.

As with informal safety activities, most of the formal safety program activities generated well below average percentile scores. The one above average formal activity is participating in an emergency drill (Q13), with a high percentile score of 83. With less than 10% of respondents indicating involvement, helping to develop or revise site safety and health rules (Q15) generated a low score of 13. With only 7% to 20% of respondents indicating involvement in the past 12 months, the remaining eight formal safety program activities all generated very low percentiles of 10 and below.

## **Section II - HSS's Safety Management Practices**

Using a variety of descriptive scales, Questions 19 through 28 asked respondents to characterize their interactions with coworkers, supervisors, and management. These scales help to define how well interpersonal relationships in the safety process support feelings of self-worth and importance among employees. In addition, they also reveal how well employee attitudes support the safety goals of the organization.

**TABLE 2**  
**Ranking of Involvement in Formal Safety Program Activities**  
**in the Last 12 Months**  
**(Your Involvement in Safety - Q9 through Q18)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

Question Number and Safety Program Activity	Percent of Respondents Reporting Involvement	Percentile Score <sup>1</sup>
13. Participated in an emergency drill	87.4%	<b>83</b>
15. Helped to develop or revise site safety and health rules	9.8%	<b>13</b>
11. Served on a nonmanagement/management safety committee	8.8%	<b>10</b>
10. Assisted in a formal workplace inspection	19.5%	<b>8</b>
12. Participated in a job safety/hazard analysis	15.6%	<b>6</b>
9. Served on a work group safety team	11.9%	<b>5</b>
17. Participated in an accident investigation	7.6%	<b>3</b>
18. Participated in review of workplace or equipment design	15.4%	<b>2</b>
14. Helped to develop or revise safe work procedures	14.2%	<b>2</b>
16. Trained coworkers in safe job practices	13.8%	<b>1</b>

<sup>1</sup> A percentile score expresses the percentage of locations in the NSC Database reporting lower involvement  
The percentile score range is from 0 to 100

Table 3 shows the percent response distributions for these items. For each item, an average response score was generated by assigning numerical values from 1.0 for the most positive response through 5.0 for the least positive. These averages were then compared to the 112 companies in the National Safety Council Safety Management Practices Database, generating percentile scores. Two specialty items were analyzed separately and shown at the bottom of the table. Percentile scores for all these items are shown in Figure 1.

As found in results from previous sections of the DOE-HSS survey, scores in this section of the OSCAR are mostly below average. However, safety management practices results are somewhat stronger than involvement results. Of the eight standard safety management practices, two generated a percentile score above the Database average of 50. A high percentile score of 85 was achieved with almost 65% of respondents indicating that workers and supervisors have not very much to no undercover opposition regarding achievement of safety goals (Q25). With more than 46% of respondents indicating there is not very much or no doubt in the safety communications that come down from management (Q24), a moderately high score of 77 is generated for their level of confidence in these communications. However, responses regarding supervisors' confidence in their employees' ability to work safely (Q19) generated a moderate yet below average score of 40. While more than 40% of respondents feel that there is very strong to strong support for the safety program among nonsupervisory employees (Q26), compared to other establishments in the Database, a moderately low score of 23 is generated. A low score of 13 was generated for the amount of "say" employees have in safety decisionmaking (Q22). Very low scores of 5 and below were generated for the relatively weak levels of cooperation among work groups in solving safety problems (Q21), employee involvement in job safety problemsolving (Q20), and knowledge of safety standards & regulations (Q27).

The two specialty statements shown at the bottom of the table are practices without a well-established positive and negative direction. These involve the direction of communication flow in the organization (Q28) and practices dealing with the use of rewards versus discipline (Q23). For these items, a percentile score of 100 was chosen to indicate the most progressive management practices (most upward communication or most rewards versus discipline), while a

score of 0 indicates the most traditional practices (most downward communication flow or most discipline versus reward).

Results for these two items show a very traditional management environment compared to other establishments in the Database. With about one-third of respondents reporting communications flowing equally up and down and almost half indicating mostly or all downward communications, the direction of safety communication flow (Q28) had a score of 32. While 48% of DOE-HSS respondents report balanced use of rewards and discipline (Q23), 46% report the very traditional practice of mostly or all disciplinary actions, resulting in a percentile score of 15.

### **Section III - HSS's Safety Program**

In Question 29, respondents were asked to rate the effectiveness of 40 safety program components as they currently exist at DOE-HSS. Answers range from “not helpful at all” to “extremely helpful.” Respondents could also indicate that the safety component was “not present.” Table 4 ranks safety program components from most to least effective, as reported in Question 29.

In Question 30, respondents indicated the three components from Question 29 that have had the most beneficial effect on workplace safety. Program components that were most frequently reported to be helpful are presented in Table 4 in bold green type.

Asking employees to respond twice in this manner provides a more reliable picture of respondent perceptions. Consistent and reliable views are evidenced by items that are responded to similarly in both questions. Each program component listed in the top portion of Table 4 which is also printed in green type has been consistently identified by respondents to be a highly effective program component.

**TABLE 3**  
**Percentile Scores and Response Distributions for Safety Management Practices**  
**(HSS's Safety Management Practices - Q19 through Q28)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

Question Number and Activity	Percentile Score <sup>1</sup>	Response Distribution				
		Most Positive	←	Moderate	←	Most Negative
25 How much undercover opposition do workers and supervisors have regarding achievement of safety goals?	<b>85</b>	None 27.2%	Not Very Much 37.6%	Some 27.6%	A Great Deal 7.2%	Complete 0.4%
24 How much do employees doubt the safety communications that come down from management?	<b>77</b>	Not at All 18.2%	Not Very Much 28.3%	Some 38.1%	A Great Deal 12.4%	Fully 3.0%
19 How much confidence do supervisors show in their employees' ability to do work safely?	<b>40</b>	Complete 21.8%	A Great Deal 45.2%	Some 25.8%	Not Very Much 5.0%	None At All 2.2%
26 How strong is the feeling of support for the safety program among nonsupervisory employees?	<b>23</b>	Very Strong 5.9%	Strong 35.8%	Marginal 40.4%	Weak 11.0%	Very Weak 6.8%
22 How much of a "say" do employees have in decisions that affect their personal safety?	<b>13</b>	Complete 6.7%	A Great Deal 31.6%	Some 33.4%	Not Very Much 18.9%	None At All 9.4%
21 How much cooperation exists among work groups in solving common safety problems?	<b>5</b>	Complete 6.3%	A Great Deal 22.4%	Moderate 40.9%	Very Little 19.8%	None 10.6%
20 How much are employees involved in solving job safety problems?	<b>1</b>	Completely 5.8%	A Great Deal 24.6%	Some 36.9%	Not Very Much 23.0%	Not at All 9.7%
27 How well do you know the safety standards and regulations pertaining to your job?	<b>0</b>	Extremely Well 15.3%	Well 49.3%	Marginally 22.5%	Barely 7.9%	Not At All 5.0%
<b>Specialty Statements<sup>2</sup></b>		More Progressive	←	Balanced	→	More Traditional
28 How much of the safety communication comes down from management as opposed to being sent up to management from workers?	<b>32</b>	All Up 2.5%	Mostly Up 11.9%	Equal 36.8%	Mostly Down 40.2%	All Down 8.7%
23 How do supervisors balance the use of rewards and disciplinary action to get employees to do their jobs safely?	<b>15</b>	All Rewards 0.8%	Mostly Rewards 5.6%	Balance 47.9%	Mostly Discipline 30.1%	All Discipline 15.6%

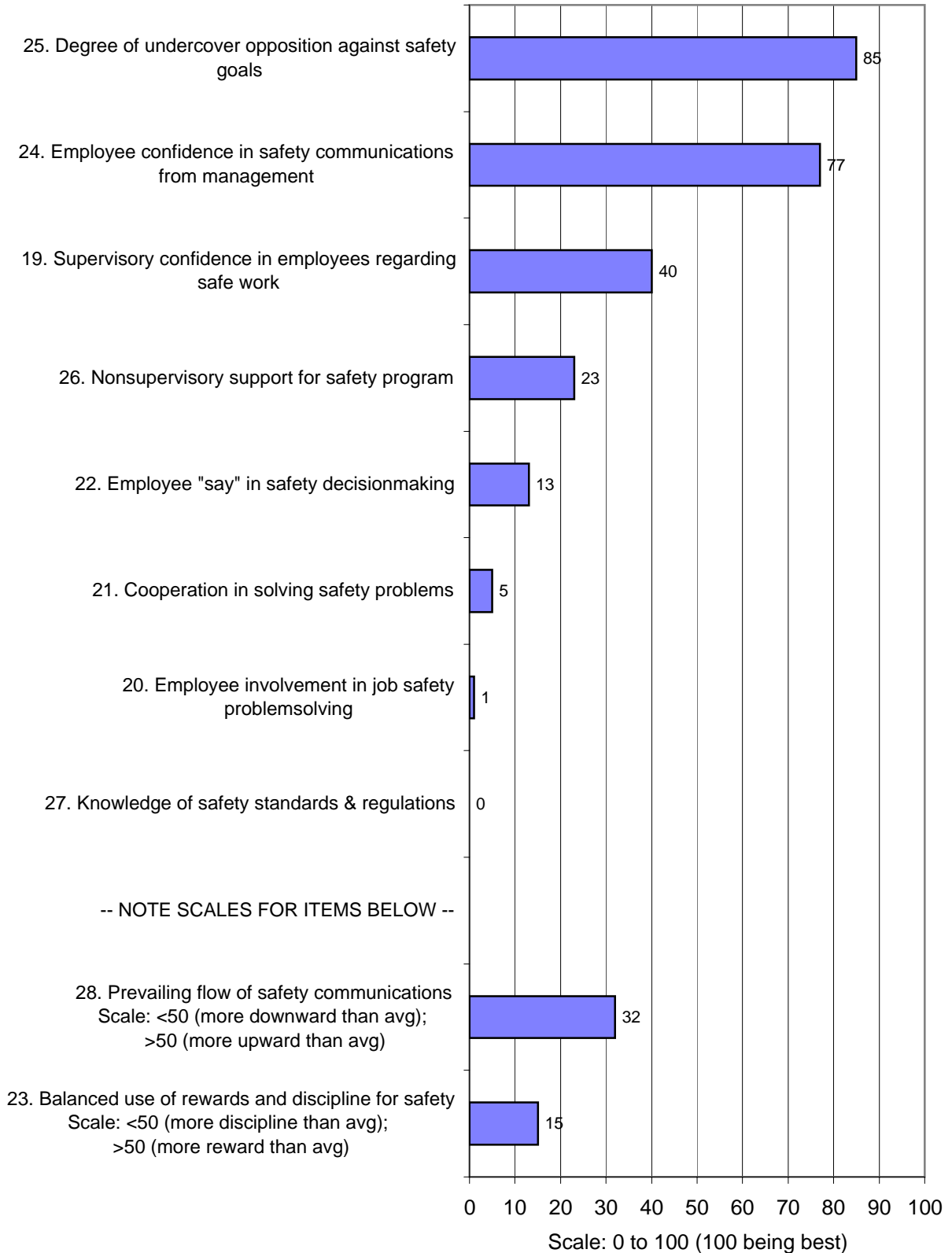
<sup>1</sup> A percentile score expresses the percentage of locations in the NSC Database with less desirable average scores. The percentile score range is from 0 to 100.

<sup>2</sup> These statements indicate the company's use of more traditional management-centered practices, more progressive employee-centered practices, or a balance between them. Percentile scores reflect the use of these practices relative to the other establishments in the NSC Database, with higher percentiles reflecting more progressive employee-centered practices.



**FIGURE 1**  
**Percentile Scores for Safety Management Practices**  
**(HSS's Safety Management Practices - Q19 through Q28)**

2008 OSCAR SURVEY RESULTS  
 U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY





**TABLE 4**  
**Ranking of Current Program Component Effectiveness Ratings**  
**(Your Company's Safety Program - Q29 and Q30)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

Rank	Program Component	Response Distribution					Current Effectiveness Rating <sup>1</sup>
		Extremely Effective	Moderately Effective	Slightly Effective	Not Effective at All	Not Present	
<b>1</b>	<b>m. Workers taking personal responsibility for safety</b>	<b>30.8%</b>	<b>39.2%</b>	<b>21.3%</b>	<b>3.5%</b>	<b>5.3%</b>	<b>2.13</b>
<b>2</b>	<b>n. Employees reporting workplace hazards</b>	<b>29.4%</b>	<b>36.8%</b>	<b>20.2%</b>	<b>6.3%</b>	<b>7.2%</b>	<b>2.25</b>
3	b. Management compliance with safety rules/regulations	23.5%	40.3%	21.9%	5.5%	8.8%	2.36
<b>3</b>	<b>y. Training in basic emergency practices</b>	<b>28.3%</b>	<b>32.1%</b>	<b>24.0%</b>	<b>6.3%</b>	<b>9.4%</b>	<b>2.36</b>
5	l. Workers' compliance with safety rules/regulations	21.5%	39.0%	27.6%	4.6%	7.4%	2.37
<b>6</b>	<b>mm. On-site medical facilities for treating injuries</b>	<b>29.3%</b>	<b>32.2%</b>	<b>20.7%</b>	<b>7.1%</b>	<b>10.8%</b>	<b>2.38</b>
<b>7</b>	<b>c. Management restating its support for employee safety</b>	<b>24.8%</b>	<b>33.8%</b>	<b>25.7%</b>	<b>8.0%</b>	<b>7.7%</b>	<b>2.40</b>
<b>8</b>	<b>kk. Emergency response program</b>	<b>23.9%</b>	<b>33.0%</b>	<b>25.0%</b>	<b>5.8%</b>	<b>12.2%</b>	<b>2.49</b>
9	t. Maintenance of facilities	22.1%	31.1%	27.6%	9.6%	9.7%	2.54
10	d. Specification of employees' safety responsibility	19.1%	36.4%	26.0%	8.0%	10.5%	2.55
<b>11</b>	<b>a. Written safety policy from management</b>	<b>17.9%</b>	<b>38.7%</b>	<b>24.2%</b>	<b>5.6%</b>	<b>13.6%</b>	<b>2.58</b>
12	f. Enforcement of safe job procedures	21.8%	33.3%	22.5%	7.5%	15.0%	2.61
13	cc. Investigation of reportable accidents	21.6%	33.7%	21.8%	6.7%	16.1%	2.62
<b>14</b>	<b>g. Maintenance of high safety performance standards</b>	<b>20.4%</b>	<b>31.8%</b>	<b>24.7%</b>	<b>6.9%</b>	<b>16.2%</b>	<b>2.67</b>
<b>14</b>	<b>h. Acting on worker safety suggestions</b>	<b>20.9%</b>	<b>29.1%</b>	<b>27.0%</b>	<b>7.8%</b>	<b>15.2%</b>	<b>2.67</b>
<b>16</b>	<b>z. Refresher safety training for all workers</b>	<b>20.8%</b>	<b>30.0%</b>	<b>25.7%</b>	<b>6.3%</b>	<b>17.2%</b>	<b>2.69</b>
17	o. Safety staff assistance and advice	17.8%	31.3%	24.9%	9.3%	16.7%	2.76
17	q. Safety inspections of facilities and operations	18.1%	30.4%	25.9%	8.8%	16.9%	2.76
<b>19</b>	<b>u. Maintenance of equipment and tools</b>	<b>19.9%</b>	<b>29.6%</b>	<b>23.3%</b>	<b>6.9%</b>	<b>20.3%</b>	<b>2.78</b>
20	bb. Use of booklets and/or products to promote safety	15.7%	31.6%	26.6%	9.9%	16.1%	2.79
<b>21</b>	<b>r. Design/guarding of equipment to eliminate hazards</b>	<b>17.6%</b>	<b>31.8%</b>	<b>23.0%</b>	<b>7.9%</b>	<b>19.8%</b>	<b>2.81</b>
22	hh. Accessibility of job safety information	16.5%	29.3%	27.6%	8.5%	18.1%	2.83
22	dd. Manual of safety rules and procedures	17.7%	28.8%	26.8%	6.3%	20.3%	2.83
24	v. Availability of personal protective equipment	21.6%	25.7%	21.4%	7.2%	24.2%	2.87
24	p. Design of workplace to eliminate hazards	15.7%	28.2%	27.4%	10.4%	18.3%	2.87
26	nn. Permission to "shut-down" unsafe equipment/process	24.7%	23.9%	18.0%	5.9%	27.5%	2.88
<b>27</b>	<b>aa. Use of safety audio/visuals for training</b>	<b>17.5%</b>	<b>29.4%</b>	<b>21.7%</b>	<b>6.4%</b>	<b>25.0%</b>	<b>2.92</b>
<b>28</b>	<b>i. Individual safety contacts by supervisors</b>	<b>13.2%</b>	<b>27.8%</b>	<b>28.4%</b>	<b>6.7%</b>	<b>23.9%</b>	<b>3.00</b>
29	x. Safety training for supervisors	15.9%	26.7%	22.5%	7.6%	27.3%	3.04
29	e. Safety discussions at HSS-wide business meetings	12.3%	28.3%	26.1%	9.3%	24.0%	3.04
31	w. Safety training for new/newly transferred workers	16.9%	25.0%	21.7%	8.1%	28.2%	3.06
<b>32</b>	<b>ee. Employee/management safety committee</b>	<b>10.5%</b>	<b>26.0%</b>	<b>27.7%</b>	<b>10.2%</b>	<b>25.6%</b>	<b>3.14</b>
33	k. Supervisor's requests of employees for safety ideas	12.7%	24.8%	24.3%	8.6%	29.6%	3.18
<b>34</b>	<b>ff. Discipline for unsafe job performance</b>	<b>10.1%</b>	<b>25.8%</b>	<b>25.4%</b>	<b>13.0%</b>	<b>25.8%</b>	<b>3.19</b>
35	j. Supervisory recognition of employees for safe work practices	14.2%	23.1%	21.6%	8.5%	32.5%	3.22
<b>36</b>	<b>s. Use of formal lockout procedures</b>	<b>13.8%</b>	<b>23.5%</b>	<b>19.0%</b>	<b>6.0%</b>	<b>37.7%</b>	<b>3.30</b>
<b>37</b>	<b>jj. Hazard communication program</b>	<b>10.6%</b>	<b>21.0%</b>	<b>25.3%</b>	<b>8.5%</b>	<b>34.6%</b>	<b>3.36</b>
<b>37</b>	<b>ll. Return to work program</b>	<b>9.3%</b>	<b>24.2%</b>	<b>23.2%</b>	<b>7.7%</b>	<b>35.6%</b>	<b>3.36</b>
<b>39</b>	<b>ii. Work group safety meetings</b>	<b>8.3%</b>	<b>19.8%</b>	<b>23.8%</b>	<b>9.8%</b>	<b>38.3%</b>	<b>3.50</b>
40	gg. Annual recognition of individuals for accident-free performance	9.2%	15.1%	16.8%	6.5%	52.3%	3.78

<sup>1</sup> Effectiveness rating for each item based on the following values: 1-Extremely helpful; 2-Moderately helpful; 3-Slightly helpful; 4-Not helpful; 5-Not present.

Note: Based on Q30 responses, scores were computed based on the following values: 3-Most helpful, 2-Second most helpful, and 1-Third most helpful.

Program components with the 10 highest scores are in bold green

Program components with the 10 lowest scores are in bold red



Among components that are both highly ranked in Table 4 (Q29) and reported to be most helpful (Q30), seven components are notable. These include:

- m. Workers taking personal responsibility for safety*
- n. Employees reporting workplace hazards*
- y. Training in basic emergency practices*
- mm. On-site medical facilities for treating injuries*
- c. Management restating its support for employee safety*
- kk. Emergency response program*
- a. Written safety policy from management*

Highlighting program components that are perceived to be less effective, components listed in Table 4 in red type were least often reported to be helpful (Q30). The program components listed toward the bottom of Table 4 (Q29) and printed in red type illustrate that respondents consistently rated them as ineffective. The seven components consistently found to be least effective include:

- ii. Work group safety meetings*
- ll. Return to work program*
- jj. Hazard communication program*
- s. Use of formal lockout procedures*
- ff. Discipline for unsafe job performance*
- ee. Employee/management safety committee*
- i. Individual safety contacts by supervisors*

In Question 31, respondents indicated the three program elements, of the 40 previously listed in Question 29, that would benefit safety most if they were introduced or improved at DOE-HSS. Table 5 shows rankings of program elements according to responses to this question. The ten components with the highest potential benefit rankings were:

- gg. Annual recognition of individuals for accident-free performance*
- p. Design of workplace to eliminate hazards*
- j. Supervisory recognition of employees for safe work practices*
- aa. Use of safety audio/visuals for training*

**TABLE 5**  
**Ranking of Program Potential Benefit Ratings<sup>1</sup>**  
**(Your Company's Safety Program - Q31)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

Rank	Program Component	Response Frequency			Potential Benefit Rating <sup>1</sup>
		Would Benefit Most	Would Benefit Second Most	Would Benefit Third Most	
1	gg. Annual recognition of individuals for accident-free performance	41	25	23	196
2	p. Design of workplace to eliminate hazards	37	14	15	154
3	j. Supervisory recognition of employees for safe work practices	24	22	16	132
4	aa. Use of safety audio/visuals for training	24	16	13	117
5	h. Acting on worker safety suggestions	18	22	14	112
5	t. Maintenance of facilities	17	22	17	112
7	ii. Work group safety meetings	16	19	11	97
8	q. Safety inspections of facilities and operations	14	15	17	89
9	jj. Hazard communication program	16	10	13	81
9	mm. On-site medical facilities for treating injuries	15	9	18	81
11	bb. Use of booklets and/or products to promote safety	13	13	15	80
12	y. Training in basic emergency practices	10	16	15	77
12	z. Refresher safety training for all workers	10	16	15	77
14	k. Supervisors' requests of employees for safety ideas	10	16	14	76
15	dd. Manual of safety rules and procedures	11	15	12	75
16	x. Safety training for supervisors	11	11	9	64
16	n. Employees reporting workplace hazards	11	10	11	64
18	w. Safety training for new/newly transferred workers	8	15	6	60
19	m. Workers taking personal responsibility for safety	9	11	9	58
19	hh. Accessibility of job safety information	8	11	12	58
21	kk. Emergency response program	8	11	10	56
22	ee. Employee/management safety committee	11	8	6	55
22	ff. Discipline for unsafe job performance	8	7	17	55
24	v. Availability of personal protective equipment	7	9	11	50
25	o. Safety staff assistance and advice	5	14	3	46
26	nn. Permission to "shut-down" unsafe equipment/process	9	5	7	44
27	d. Specification of employees' safety responsibility	7	7	7	42
28	a. Written safety policy from management	7	7	3	38
28	f. Enforcement of safe job procedures	6	6	8	38
30	e. Safety discussions at HSS-wide business meetings	6	5	4	32
31	i. Individual safety contacts by supervisors	6	3	7	31
31	cc. Investigation of reportable accidents	5	3	10	31
33	r. Design/guarding of equipment to eliminate hazards	4	6	5	29
34	l. Workers' compliance with safety rules/regulations	5	3	6	27
35	c. Management restating its support for employee safety	4	4	6	26
36	ll. Return to work program	4	3	7	25
37	u. Maintenance of equipment and tools	1	6	6	21
38	b. Management compliance with safety rules/regulations	2	4	3	17
39	s. Use of formal lockout procedures		3	3	9
40	g. Maintenance of high safety performance standards	1			3

<sup>1</sup> Potential Benefit Rating score for each item based on the following values: 3-Would Benefit Most; 2-Would Benefit Second Most; 1-Would Benefit Third Most.

- h. Acting on worker safety suggestions*
- t. Maintenance of facilities*
- ii. Work group safety meetings*
- q. Safety inspections of facilities and operations*
- jj. Hazard communication program*
- mm. On-site medical facilities for treating injuries*

***Future Safety Program Emphasis.*** Items Q29, Q30, Q31 incorporate three basic questions about safety program components:

- 1) To what degree is the element visible as part of the safety program?
- 2) Has the element been beneficial to workplace safety?
- 3) Would workplace safety benefit if the element were improved or introduced?

The responses to these questions are grouped to assist U.S. Department of Energy - Office of Health, Safety & Security in selecting priorities for future safety program emphasis.

As shown in Table 6, of the 12 moderately visible activities/programs with high current effectiveness, on-site medical facilities for treating injuries (mm) and maintenance of facilities (t) were selected as being high priorities for improvement.

Among the 14 activities/programs found to have low visibility and moderate effective, four were identified by respondents for their high potential benefit if improved at DOE-HSS. These include acting on worker safety suggestions (h), safety inspections of facilities and operations (q), design of workplace to eliminate hazards (p), and use of safety audio/visuals for training (aa).

The last safety program activities judged to have high future potential if improved or implemented are currently perceived to have both low visibility and low effectiveness. Among these 13 activities/programs, supervisory recognition of employees for safe work practices (j), hazard communication program (jj), work group safety meetings (ii), and annual recognition of individuals for accident-free performance (gg) were identified as having high potential benefit if improved in the future.

It is notable that none of the 40 safety program activities had visibility rated as “high.”

**TABLE 6**  
**Summary Information for Safety Program Elements**  
**(Your Company's Safety Program - Q29 through Q31)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

Program Component	Visibility <sup>1</sup>	Current Effectiveness <sup>2</sup>	Potential Benefit <sup>3</sup>
m. Workers taking personal responsibility for safety	MODERATE	HIGH	
n. Employees reporting workplace hazards	MODERATE	HIGH	
b. Management compliance with safety rules/regulations	MODERATE	HIGH	
y. Training in basic emergency practices	MODERATE	HIGH	
l. Workers' compliance with safety rules/regulations	MODERATE	HIGH	
mm. On-site medical facilities for treating injuries	MODERATE	HIGH	HIGH
c. Management restating its support for employee safety	MODERATE	HIGH	
kk. Emergency response program	MODERATE	HIGH	
t. Maintenance of facilities	MODERATE	HIGH	HIGH
d. Specification of employees' safety responsibility	MODERATE	HIGH	
a. Written safety policy from management	MODERATE	HIGH	
f. Enforcement of safe job procedures	MODERATE	HIGH	
cc. Investigation of reportable accidents	LOW	HIGH	
g. Maintenance of high safety performance standards	LOW	MODERATE	
h. Acting on worker safety suggestions	LOW	MODERATE	HIGH
z. Refresher safety training for all workers	LOW	MODERATE	
o. Safety staff assistance and advice	LOW	MODERATE	
q. Safety inspections of facilities and operations	LOW	MODERATE	HIGH
u. Maintenance of equipment and tools	LOW	MODERATE	
bb. Use of booklets and/or products to promote safety	LOW	MODERATE	
r. Design/guarding of equipment to eliminate hazards	LOW	MODERATE	
hh. Accessibility of job safety information	LOW	MODERATE	
dd. Manual of safety rules and procedures	LOW	MODERATE	
v. Availability of personal protective equipment	LOW	MODERATE	
p. Design of workplace to eliminate hazards	LOW	MODERATE	HIGH
nn. Permission to "shut-down" unsafe equipment/process	LOW	MODERATE	
aa. Use of safety audio/visuals for training	LOW	MODERATE	HIGH
i. Individual safety contacts by supervisors	LOW	LOW	
x. Safety training for supervisors	LOW	LOW	
e. Safety discussions at HSS-wide business meetings	LOW	LOW	
w. Safety training for new/newly transferred workers	LOW	LOW	
ee. Employee/management safety committee	LOW	LOW	
k. Supervisors' requests of employees for safety ideas	LOW	LOW	
ff. Discipline for unsafe job performance	LOW	LOW	
j. Supervisory recognition of employees for safe work practices	LOW	LOW	HIGH
s. Use of formal lockout procedures	LOW	LOW	
jj. Hazard communication program	LOW	LOW	HIGH
ll. Return to work program	LOW	LOW	
ii. Work group safety meetings	LOW	LOW	HIGH
gg. Annual recognition of individuals for accident-free performance	LOW	LOW	HIGH

<sup>1</sup> HIGH: Less than 5% of valid responses indicated "not present" in the Your Company's Safety Program Section (See Table 4)  
MODERATE: Between 5 and 15% of valid responses indicated "not present" in the Your Company's Safety Program Section  
LOW: Greater than 15% of valid responses indicated "not present" in the Your Company's Safety Program Section

<sup>2</sup> Categories of HIGH, MODERATE, and LOW were determined by dividing the components into three approximately equal groups  
HIGH: Average of less than 2.65 in the Your Company's Safety Program Section (See Table 4)  
MODERATE: Average between 2.65 and 2.96 in the Your Company's Safety Program Section  
LOW: Average greater than 2.96 in the Your Company's Safety Program Section

<sup>3</sup> HIGH: Top 10 components from Table 5

NOTE: Items with identical visibility and current effectiveness (HIGH, MODERATE, LOW) are ranked within groups by the Table 4 effectiveness rating value



## **Section IV - Your Opinions about Safety and Management Conditions**

Employees were asked to indicate the degree to which they agree or disagree with safety and related statements as presented in Questions 32-81. The implications of their opinions and the strength with which they hold them are assessed in this section.

Program component statements present either a positive or negative description of the safety program. The program component descriptions listed in tables and figures in this report are based directly on survey statements. For continuity and ease of understanding, slight wording changes were made to present each component as positive or neutral in content for this report.

This section consists of 50 standard safety program components that represent six fundamental safety program categories. The safety program category topics that are covered include:

- Management Participation
- Supervisor Participation
- Employee Participation
- Safety Support Activities
- Safety Support Climate
- Organizational Climate

### ***Analysis of Program Components***

The percent distribution of responses for each statement from U.S. Department of Energy - Office of Health, Safety & Security is shown in Table 7. Also presented in this table are the average response scores for all respondents for each statement. Average response scores are calculated by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; and -2 for a strongly negative response. (See Appendix C for more information regarding methods of analysis.)

Employee responses to each of the standard items were compared with the 411 establishments in the NSC Database. Percentile scores calculated from this comparison are shown in Table 7. A percentile score expresses the percentage of Database companies with a lower average response score than DOE-HSS. Possible percentile scores range from 0 to 100, with 0 representing the lowest score in the Database and 100 representing the highest. For example, a percentile score of 100 indicates that all of the 411 establishments in the NSC Database received a lower average response score than DOE-HSS. A percentile score of 50 indicates that half (or 206) of the 411 establishments were lower than DOE-HSS.

**TABLE 7**  
**Percentile Scores, Percent Distribution of Responses, and Average Response Scores**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

Category <sup>1</sup>	Statement Number and Component	Percentile Score <sup>2</sup>	Percent Distribution of Responses					Average Response Score <sup>3</sup>
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
SSA	60 Occurrence of emergency response procedures testing	<b>79</b>	17.9%	48.3%	22.5%	8.9%	2.5%	0.70
SP	43 Supervisors behaving in accord with safe job procedures	<b>71</b>	37.9%	36.2%	18.5%	4.5%	3.0%	1.02
OC	78 Significance of job stress for workers	<b>61</b>	7.3%	21.2%	25.8%	28.3%	17.4%	-0.27
SSA	44 Presence of employees well-trained in emergency practices	<b>57</b>	16.9%	43.0%	27.8%	9.1%	3.2%	0.61
MP	71 Management including safety in job promotion reviews	<b>52</b>	11.3%	28.6%	40.3%	13.4%	6.5%	0.25
MP	62 Management setting a positive safety example	<b>50</b>	11.2%	38.1%	37.4%	9.9%	3.4%	0.44
SSC	34 Priority of safety issues relative to production	<b>50</b>	16.9%	33.0%	30.2%	13.5%	6.4%	0.41
EP	77 Workers using necessary personal protective equipment	<b>50</b>	9.0%	31.4%	50.8%	6.7%	2.2%	0.38
SSA	64 Quality of preventive maintenance system operation	<b>49</b>	4.7%	18.9%	57.7%	13.5%	5.3%	0.04
OC	47 Condition of employee morale	<b>48</b>	8.2%	22.9%	32.5%	21.9%	14.5%	-0.12
SSC	67 Belief that hazards are fixed in a timely manner	<b>47</b>	8.8%	27.4%	39.2%	19.4%	5.2%	0.15
SSC	54 Safety standard level relative to production standard level	<b>47</b>	7.6%	19.7%	44.1%	20.0%	8.6%	-0.02
SP	74 Supervisors reducing workers' fear of reporting safety problems	<b>46</b>	15.6%	43.2%	27.8%	10.6%	2.9%	0.58
SSC	48 Belief that management does more than law requires	<b>46</b>	7.5%	30.5%	37.6%	18.6%	5.8%	0.15
SSC	70 Perception that medical facilities are sufficient	<b>42</b>	9.6%	39.8%	33.8%	10.9%	5.8%	0.36
SP	59 Supervisors acting on worker safety suggestions	<b>41</b>	12.9%	38.5%	34.8%	9.9%	3.9%	0.47
OC	73 Stability of workforce	<b>36</b>	11.6%	37.6%	36.6%	10.6%	3.6%	0.43
OC	40 Condition of departmental teamwork	<b>35</b>	8.4%	30.5%	35.8%	17.1%	8.2%	0.14
EP	68 Employees take part when accident or incident investigations occur	<b>32</b>	6.4%	29.5%	49.7%	10.6%	3.9%	0.24
SSA	46 Thoroughness of near-miss accident/incident investigation	<b>31</b>	9.6%	24.8%	51.0%	11.0%	3.6%	0.26
SP	55 Supervisors understanding workers' job safety problems	<b>29</b>	14.0%	43.8%	33.8%	6.0%	2.5%	0.61
SSC	58 Belief that management is sincere in its safety efforts	<b>26</b>	18.0%	44.8%	24.5%	8.0%	4.6%	0.64
SSC	76 Perception that good environmental conditions are kept	<b>25</b>	6.7%	33.3%	22.8%	24.5%	12.5%	-0.03
SSA	53 Effectiveness of award programs in promoting safe behavior	<b>24</b>	5.7%	16.5%	46.2%	21.2%	10.4%	-0.14
SSC	41 Belief that management shows it cares for employee safety	<b>23</b>	13.2%	42.7%	28.2%	9.4%	6.6%	0.46
SP	50 Supervisors enforcing safe job procedures	<b>21</b>	14.1%	43.9%	32.5%	7.3%	2.3%	0.60
SP	63 Supervisors integrating safety into the production process	<b>21</b>	9.6%	31.4%	47.5%	8.8%	2.7%	0.36
MP	52 Management providing adequate safety staff	<b>19</b>	8.9%	27.5%	47.6%	11.3%	4.7%	0.25
SP	36 Supervisors maintaining a high safety performance standard	<b>18</b>	18.5%	37.9%	30.5%	8.8%	4.3%	0.58
SSA	72 Availability of safety coordinator to provide assistance	<b>18</b>	9.4%	27.0%	45.8%	13.6%	4.2%	0.24
SSC	79 Belief that management insists supervisors think safety	<b>15</b>	11.5%	36.5%	39.3%	9.4%	3.4%	0.43
MP	38 Management stressing the importance of safety in communications	<b>15</b>	7.5%	34.6%	28.5%	21.9%	7.5%	0.13
SP	69 Supervisors providing helpful safety training	<b>14</b>	8.8%	31.8%	42.3%	13.0%	4.2%	0.28
SSA	39 Frequency of safety meeting occurrence	<b>13</b>	5.3%	19.2%	39.1%	26.6%	9.9%	-0.17
SSC	66 Perception that the safety coordinator has high status	<b>12</b>	5.6%	18.0%	52.3%	17.2%	6.9%	-0.02
EP	81 Employees taking part in the development of safety requirements	<b>12</b>	4.9%	20.5%	41.3%	24.3%	8.9%	-0.12
MP	65 Management participating in safety activities on a regular basis	<b>11</b>	6.9%	27.8%	49.8%	11.5%	4.0%	0.22
OC	33 Frequency of worker/management interactions	<b>10</b>	11.2%	36.8%	25.9%	16.8%	9.2%	0.24
EP	42 Employees believing that their actions can protect coworkers	<b>9</b>	29.4%	49.4%	17.4%	2.0%	1.7%	1.03
EP	51 Workers using standardized precautions for hazardous materials	<b>9</b>	10.8%	28.6%	54.4%	4.1%	2.2%	0.42
SSA	61 Effectiveness of S&H committee in improving safety conditions	<b>8</b>	6.7%	27.4%	55.1%	5.9%	4.9%	0.25
MP	45 Management publishing a policy on the value of employee safety	<b>7</b>	11.5%	37.2%	33.6%	12.5%	5.1%	0.38
SSA	57 Presence of safety training in new employee orientation	<b>6</b>	12.2%	28.3%	34.6%	17.5%	7.4%	0.20
EP	49 Belief that employees understand safety & health regulations	<b>5</b>	16.5%	52.8%	21.9%	6.7%	2.2%	0.75
EP	56 Workers following lockout/tagout procedures	<b>4</b>	5.3%	14.0%	65.7%	8.5%	6.5%	0.03
SP	75 Supervisors investigating lost workday cases	<b>3</b>	4.7%	15.1%	63.5%	11.2%	5.5%	-0.02
SSA	37 Frequency of detailed and regularly scheduled inspections	<b>3</b>	5.0%	21.1%	42.2%	20.1%	11.6%	-0.12
MP	80 Management setting annual safety goals	<b>1</b>	5.0%	10.6%	56.9%	18.4%	9.1%	-0.16
EP	32 Workers identifying and eliminating hazards	<b>0</b>	14.8%	36.2%	26.7%	13.7%	8.6%	0.35
EP	35 Employees being involved in safety and health practices	<b>0</b>	5.4%	19.6%	36.1%	24.3%	14.6%	-0.23

<sup>1</sup> MP=Management Participation, SP=Supervisor Participation, EP=Employee Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate.

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

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

Components with the highest average response scores do not necessarily have the highest percentile scores. 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.

Standard components in Table 7 are listed in order of decreasing percentile score. At the top of the table are components which are more highly ranked among DOE-HSS's responses compared with other establishments' responses. Components toward the bottom of the table are those that were evaluated less positively compared with responses from other establishments. Components with identical percentile scores are ordered by average response from best to worst. Figure 2 is a graphic representation of these data.

Average performance compared to the NSC Database is indicated by the vertical line at the 50th percentile in Figure 2. Components with bars that meet or surpass this mark are performing at or above average while components that fall short of this mark are performing below average. As illustrated in Figure 2, only eight of the 50 components received percentiles at or above the Database average of 50. No components generated a high score above the 80<sup>th</sup> percentile.

Currently, fully 42 of the 50 components received below average scores of less than 50, 23 of which generated low scores below a percentile of 20. Thirteen components generated very low scores of 10 or below. Components with the lowest percentile scores represent priority components for the safety program improvement efforts.

**Better Performing Components.** As shown in Table 7, of the ten top-rated components with percentile scores at or above 48, three are in the Safety Support Activities category, two each are in Management Participation and Organizational Climate, and one each is in the Supervisor Participation, Employee Participation, and Safety Support Climate categories.

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

***Q43 Supervisors behaving in accord with safe job procedures (71)***

***Q71 Management including safety in job promotion reviews (52)***

***Q62 Management setting a positive safety example (50)***

Almost three-quarters of respondents feel that their supervisor's behavior is in keeping with safe job procedures (Q43). While 40% to 50% of DOE-HSS participants believe that management considers a person's safety performance when determining raises and promotions (Q71) and that management sets a positive safety example through their words and actions (Q62), more than one-third provided a "Neutral" response for each of these two statements. Although neutral responses are not necessarily negative, large proportions of neutral responses (>30%) often indicate that a safety program component is not sufficiently visible from the employee perspective or is not considered relevant by employees.

The highest performing Employee Participation component is:

***Q77 Workers using necessary personal protective equipment (50)***

While 40% of DOE-HSS respondents report that workers use the personal protective equipment necessary to do their jobs safely (Q77), half the respondents provided a neutral response.

The higher performing Safety Support Activities and Safety Support Climate components are:

***Q60 Occurrence of emergency response procedures testing (79)***

***Q44 Presence of employees well-trained in emergency practices (57)***

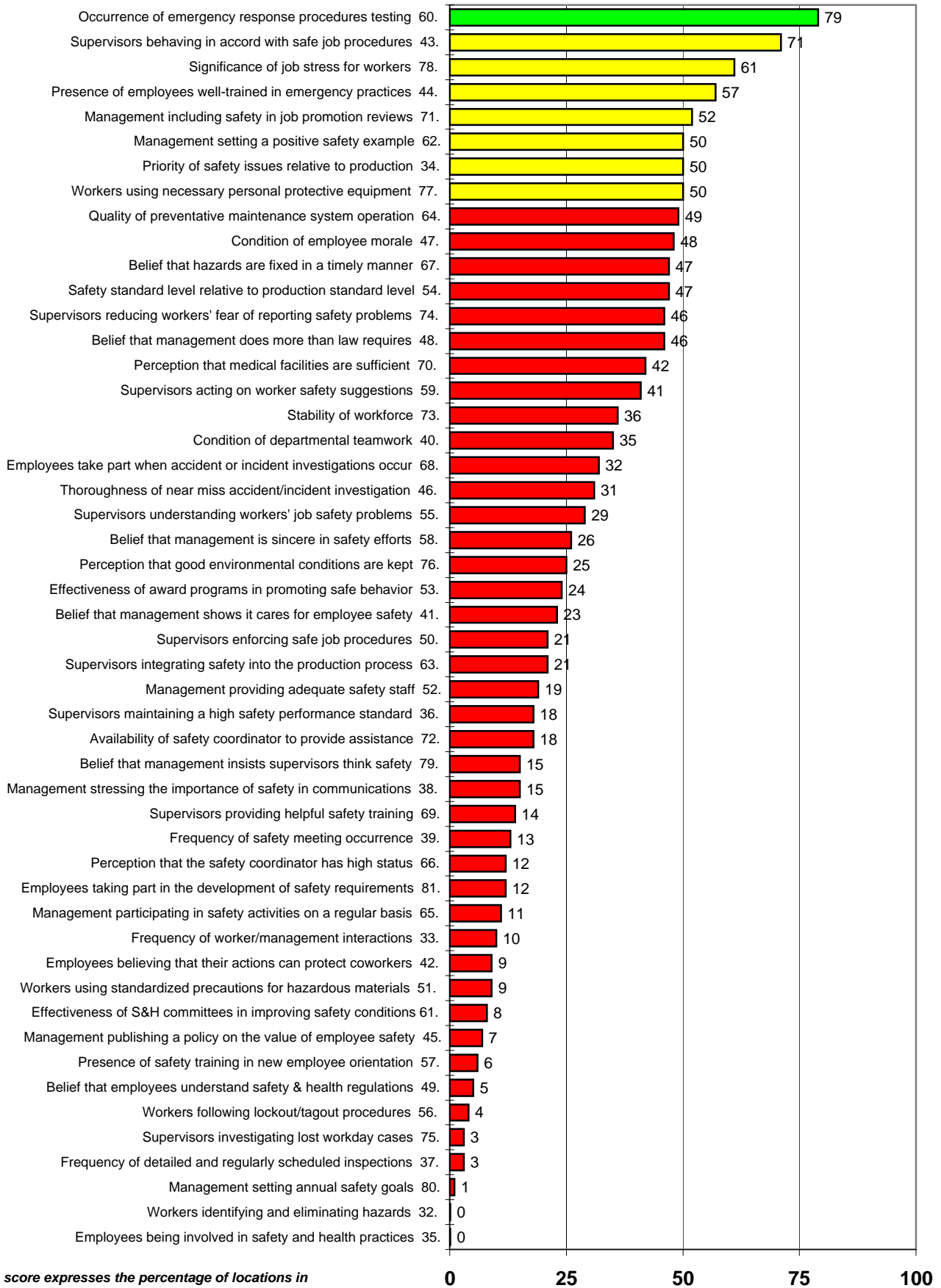
***Q34 Priority of safety issues relative to production (50)***

***Q64 Quality of preventive maintenance system operation (49)***

Two-thirds of DOE-HSS respondents believe that emergency response procedures are tested to make sure they are working (Q60), and nearly 60% report that designated employees are well trained in emergency practices, including evacuation (Q44). Both the priority of safety issues relative to production (Q34) and the quality of preventive maintenance system operation (Q64) received elevated neutral responses exceeding 30% of respondents.

## FIGURE 2 Percentile Scores of Safety Program Components

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY



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



The highest rated Organizational Climate components are:

***Q78 Significance of job stress for workers (61)***

***Q47 Condition of employee morale (48)***

Approximately 30% of responding employees feel that job stress is not a significant problem for workers (Q78) and that employee morale is good (Q47), with almost one-third providing a neutral response regarding employee morale.

**Lowest Scoring Priority Components.** As shown in Table 7 and indicated by the red bars in Figure 2, fully 42 components are listed below the 50th percentile. For purposes of establishing improvement priorities, the ten lowest-scoring components with percentile scores at or below 8 can be used to guide initial improvement efforts. Of these components, four are in the Employee Participation category, three are Safety Support Activities, two are in Management Participation, and one is Supervisor Participation. There are no Safety Support Climate nor Organizational Climate components in the group of lowest-scoring components.

The lowest rated Management Participation and Supervisor Participation components (from lowest to highest percentile score) are:

***Q80 Management setting annual safety goals (1)***

***Q75 Supervisors investigating lost workday cases (3)***

***Q45 Management publishing a policy on the value of employee safety (7)***

Elevated neutral responses ranged from one-third to two-thirds of respondents for these three components, indicating that these components may have low visibility among employees.

The lowest performing Employee Participation components are:

***Q35 Employees being involved in safety and health practices (0)***

***Q32 Workers identifying and eliminating hazards (0)***

***Q56 Workers following lockout/tagout procedures (4)***

***Q49 Belief that employees understand safety & health regulations (5)***

Almost 40% of respondents indicate that employees do not get involved in developing or revising worksite safety and health practices often (Q35), and more than 20% report that it is not common for employees to take part in identifying and eliminating worksite hazards (Q32). While 15% of

DOE-HSS respondents report that workers do not follow a regular lockout/tagout procedure (Q56), two-thirds provided neutral responses. Nearly 9% of DOE-HSS respondents indicate that they do not understand the safety and health regulations relating to their job (Q49).

The low rated Safety Support Activities components are:

***Q37 Frequency of detailed and regularly scheduled inspections (3)***

***Q57 Presence of safety training in new employee orientation (6)***

***Q61 Effectiveness of S&H committee in improving safety conditions (8)***

More than 30% of respondents report that detailed inspections of the plant and facilities are not made at regular, frequent intervals (Q37), while 25% indicate that safety training is not part of every new employee's orientation (Q57). While more than 10% of participants feel that the work of the employee/management S&H committee does not improve safety conditions (Q61), like the other items in this group, this component generated an elevated level of neutral responses.

It is interesting to note that DOE-HSS personnel generated elevated neutral responses (>30%) for fully 37 of the 50 standard components in this section of the OSCAR. Again, although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that the majority of components or their related programs are not sufficiently visible or are not considered relevant by employees.

***Percentile Scores of Program Categories.*** U.S. Department of Energy - Office of Health, Safety & Security's average response scores were also compared with establishments in the NSC Database for the six standard program categories. These comparisons are presented in Table 8 and graphically in Figure 3. Currently, none of the six program categories generated a percentile score above the Database average of 50. Organizational Climate received the highest percentile, with a moderately low score of 38. The lowest percentile score was a very low 4 for Employee Participation.

Finally, the current overall Section IV percentile score is a low 15, indicating that 85% of the organizations in the NSC Database achieved a higher overall Section IV score than DOE-HSS.



**TABLE 8**  
**Average Response Scores and Percentile Scores by Program Category**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

	NSC Database <sup>1</sup>	U.S. DEPT OF ENERGY - HSS	
Program Category	Average Response Score <sup>2</sup>	Average Response Score <sup>2</sup>	Percentile Score <sup>3</sup>
Management Participation	0.51	0.21	9
Supervisor Participation	0.67	0.50	23
Employee Participation	0.68	0.32	4
Safety Support Activities	0.46	0.19	18
Safety Support Climate	0.41	0.25	27
Organizational Climate	0.18	0.08	38
<b>OVERALL</b>	<b>0.50</b>	<b>0.27</b>	<b>15</b>

<sup>1</sup> National Safety Council (NSC) Database consists of the 411 locations that have participated in an NSC safety perception survey.

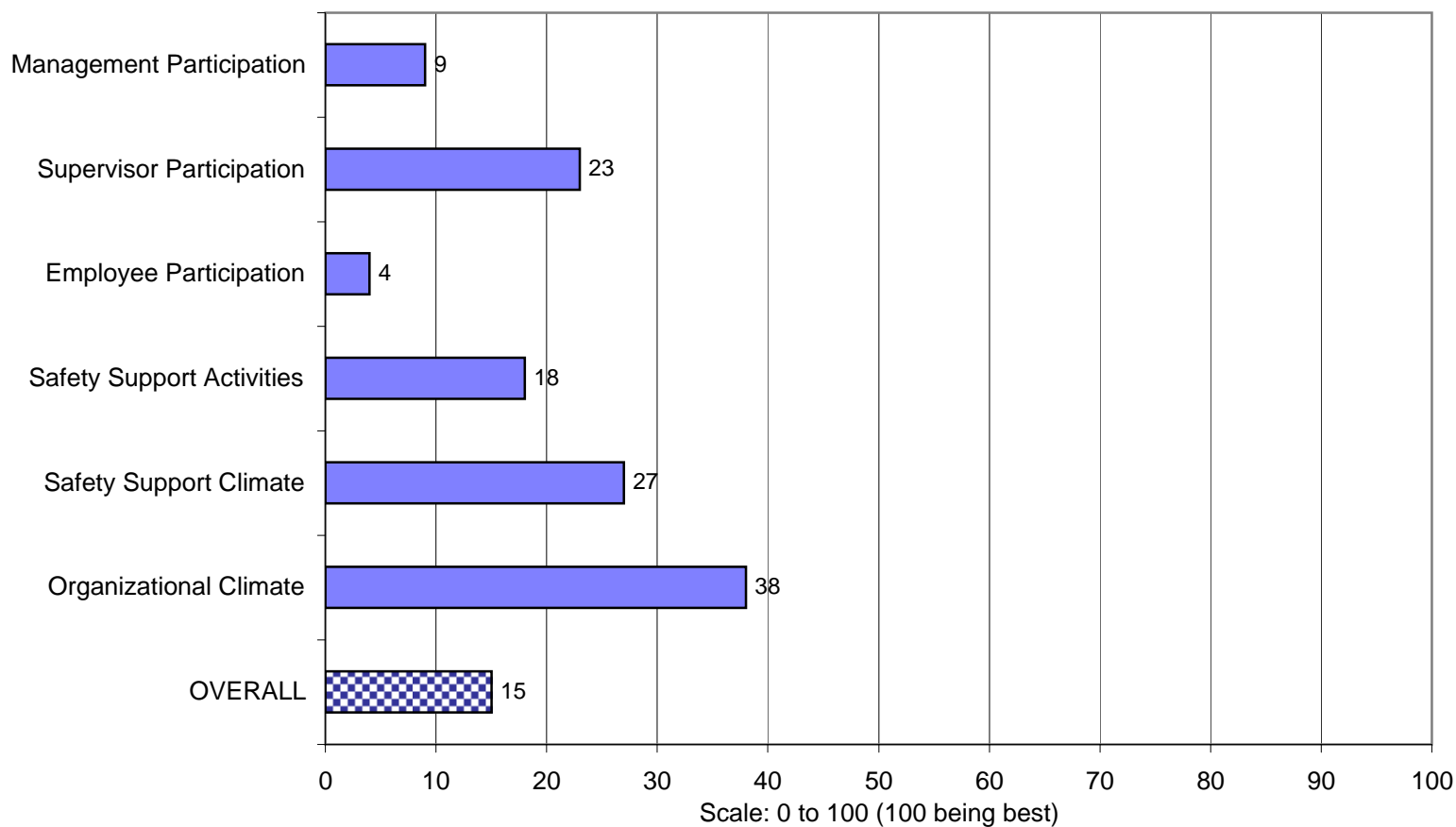
<sup>2</sup> Average Response Scores have a range between -2 and +2 (+2 being best).

<sup>3</sup> A percentile rank expresses the percentage of locations in the NSC Database with lower average responses. The percentile range is from 0 to 100.

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**FIGURE 3**  
**Percentile Scores by Program Category**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY (N=570)





## Section V - Information about You

Comparisons of the response distributions among various demographic groups of employees were conducted for the Your Opinions about Safety and Management Conditions section (Q32 through Q81) of the OSCAR. A full description of the procedures used to analyze the differences is included in the Methods and Data Analyses section (Appendix C).

**Comparisons by Employment Category.** Of the 570 respondents, the number of employees representing each employment category is as follows:

<i>Employment Category</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Office Manager or Supervisor	81	14.2%
Technical Professional	251	44.0%
Administrative Support	98	17.2%
Security Guard	117	20.5%
Not Indicated	23	4.0%

The response distributions for each survey item by employment category are presented in Appendix D. Figure 4 compares the average response scores by employment category and program category for all OSCAR items in Section IV.

Office Managers/Supervisors consistently reported the most positive safety program perceptions, with Technical Professionals and Security Guards generating the least positive perceptions for three program categories each. However, these differences are typical or smaller than average for most program categories. The largest disparities were in the Supervisor Participation and Organizational Climate categories. Larger differences (>0.30) among employment category perceptions for these specific program categories generally indicate that safety program components associated with these particular program categories may not be uniformly administered across employment category groups. Overall, the relatively similar safety program perceptions among employment categories generally indicates that honest and effective communication and interaction among these groups is occurring, although increased communication may help to further increase similarity.

**Comparisons by Employment Status.** Of the 570 respondents, the number of employees representing each employment status group is as follows:

<i>Employment Status</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
HSS Employee	306	53.7%
Contract Employee	119	20.9%
Contract Employee-Security	130	22.8%
Not Indicated	15	2.6%

Figure 5 compares the average response scores by employment status and program category for all OSCAR items in Section IV.

Perceptions among employment status groups at DOE-HSS are quite similar to each other and no overall trend of most positive and least positive perceptions is evident. Such similarity of safety perceptions among employee status groups suggests that the safety program is being administered uniformly across these groups.

Further analyses of the Federal HSS Employees and the Contract Employees-Security were conducted for Section IV of the OSCAR. These results are presented in Appendices E and F, respectively.

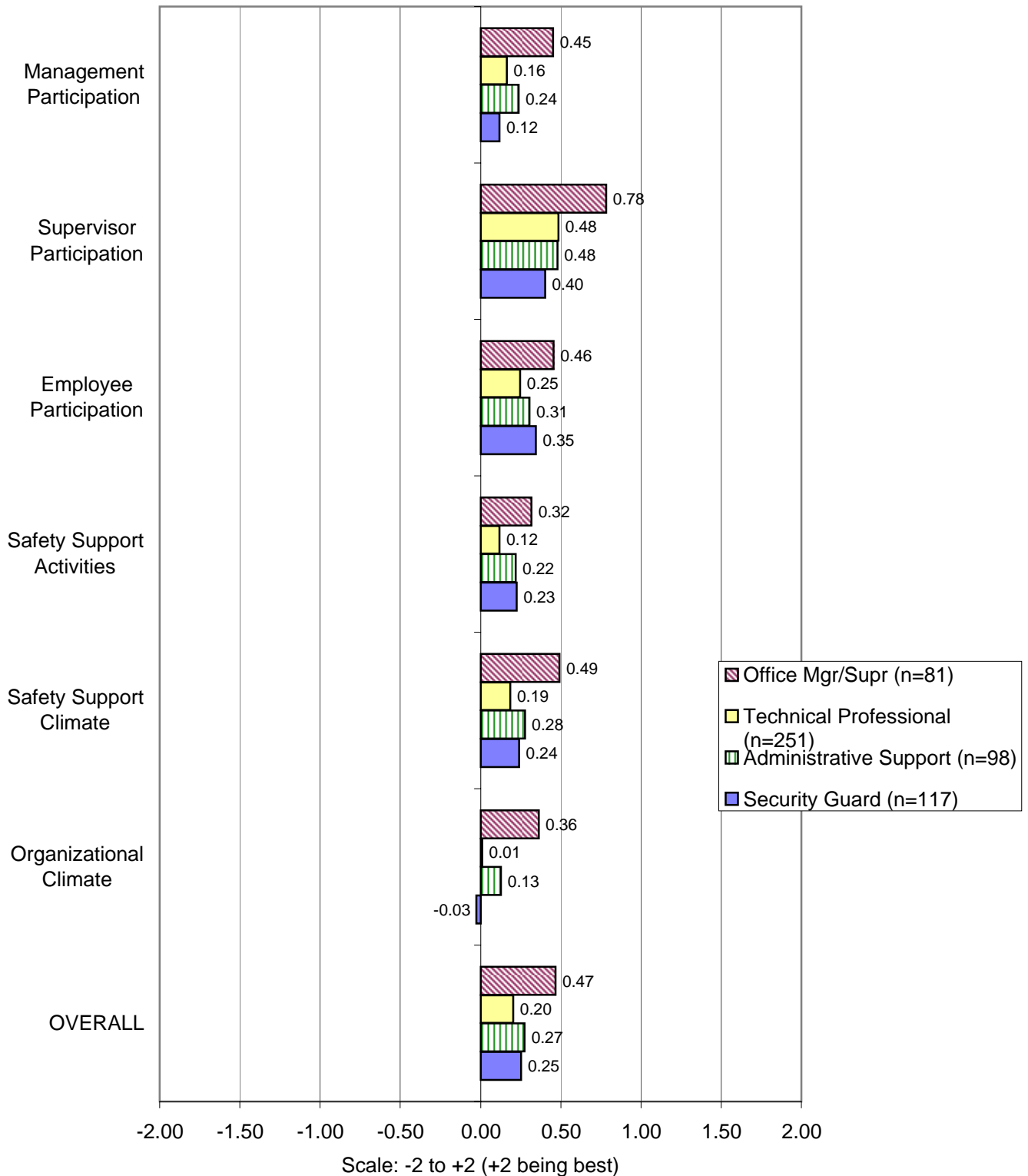
**Comparisons by Primary Work Location.** Of the 570 respondents, the number of employees representing each primary work location is as follows:

<i>Primary Work Location</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Washington, DC	181	31.8%
Germantown, MD	361	63.3%
Albuquerque, NM	16	2.8%
Other	1	0.2%
Not Indicated	11	1.9%

Figure 6 compares the average response scores by primary work location and program category for all standard OSCAR items in Section IV. In order to protect respondent anonymity, analysis was not conducted for the single “Other” location respondent.

**FIGURE 4**  
**Program Category Average Response Scores by Employment Category**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

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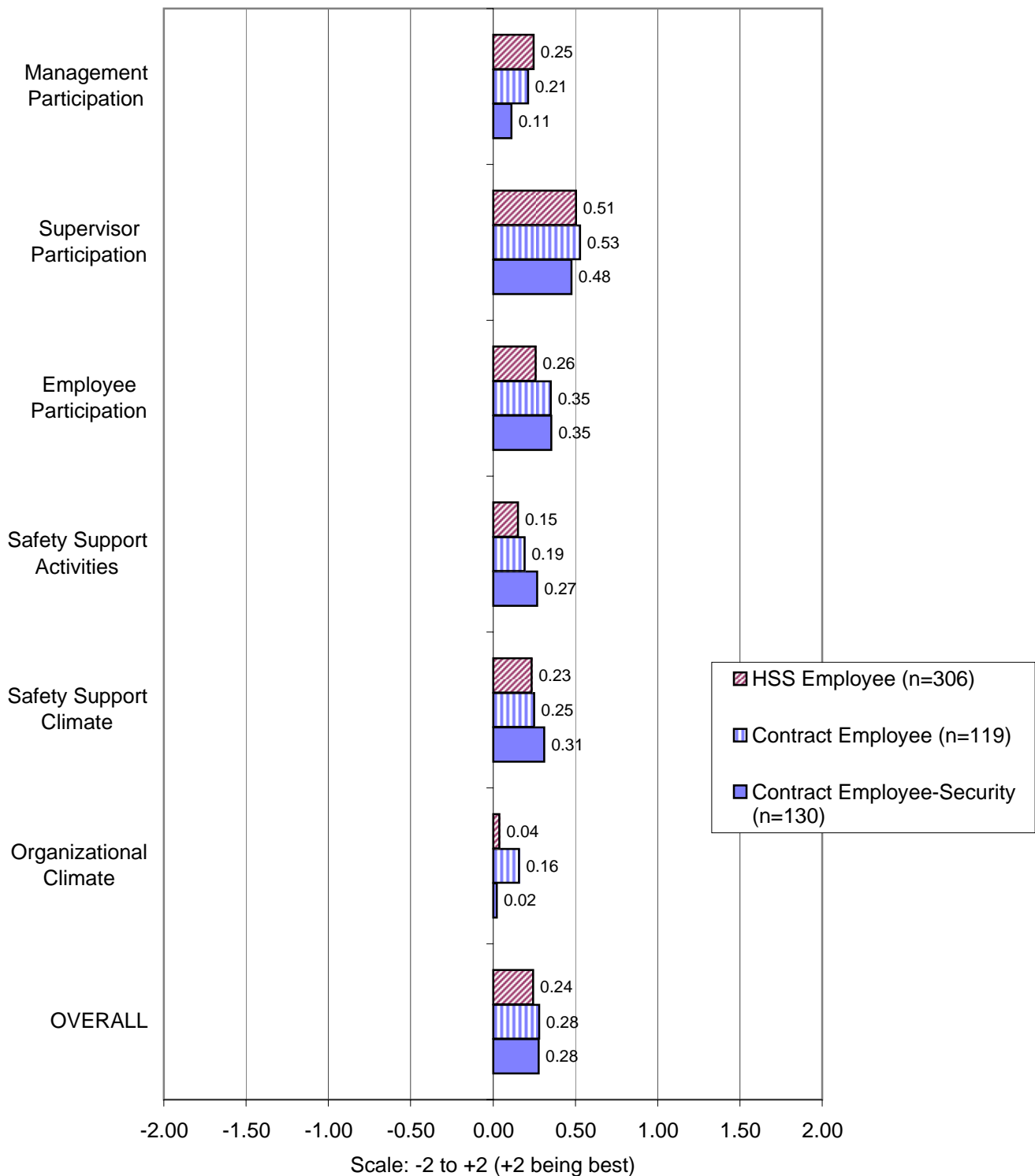






**FIGURE 5**  
**Program Category Average Response Scores by Employment Status**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

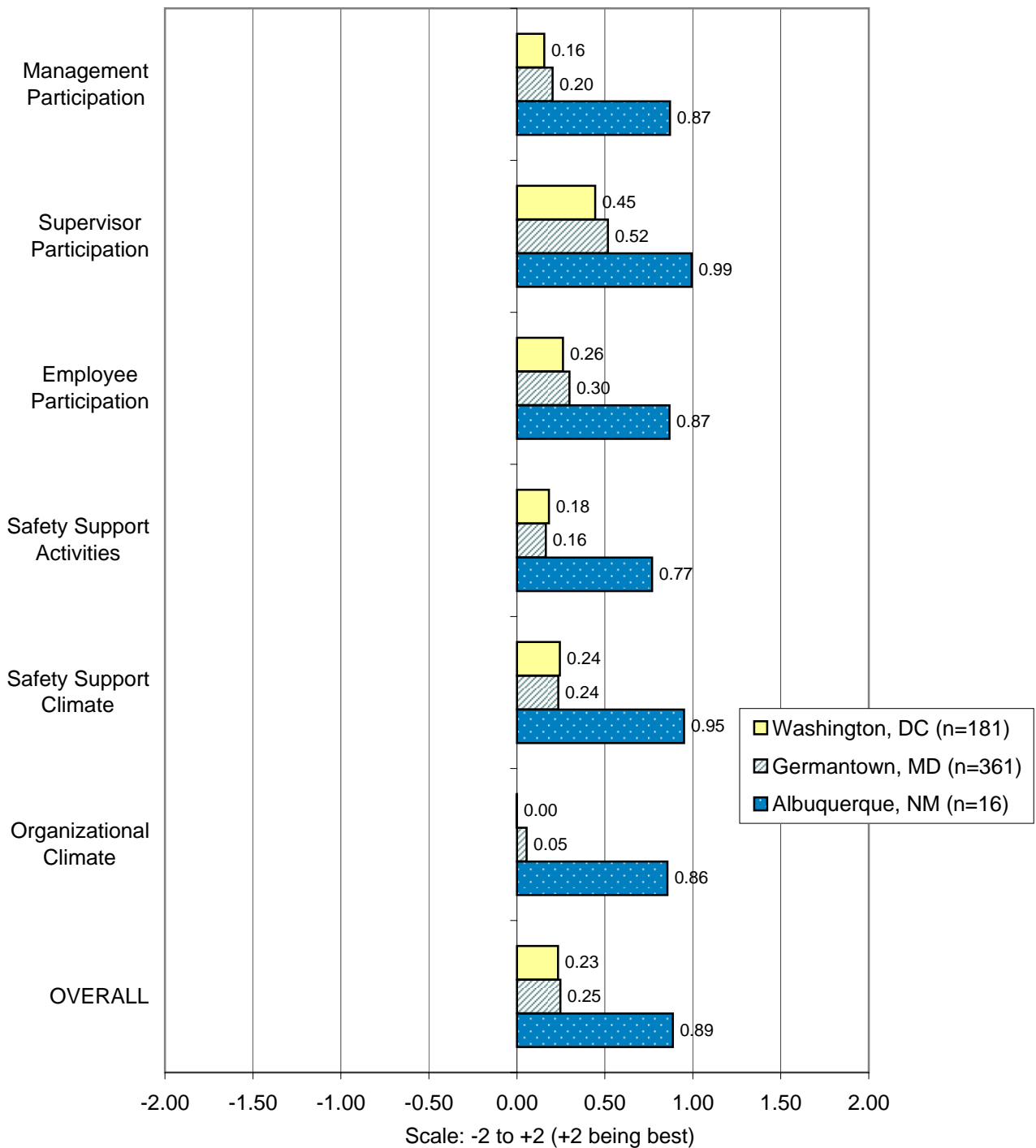
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**FIGURE 6**  
**Program Category Average Response Scores by Primary Work**  
**Location**  
**(Opinions About Safety & Management Conditions -**  
**Q32 through Q81)**

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Among locations, the most positive safety perceptions are held by Albuquerque, NM staff while Washington, DC personnel tend to hold the least positive perceptions of the DOE-HSS safety program. Although staff at Washington, DC and Germantown, MD have perceptions very similar to each other, the Albuquerque, NM staff have notably more positive perceptions. The amount of disparity between Albuquerque and the remaining two locations is more than twice what is typically found. The levels of disparity in safety program perceptions between locations suggest that the DOE-HSS safety program is not uniformly administered across work locations.

**Comparisons by Age.** Of the 570 respondents, the number of employees representing each age group is as follows:

<i>Respondent Age</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Less than 25 Years Old	7	1.2%
25-34 Years Old	108	18.9%
35-44 Years Old	128	22.5%
45-54 Years Old	143	25.1%
55+ Years Old	168	29.5%
Not Indicated	16	2.8%

Figure 7 compares the average response scores by respondent age and program category for all OSCAR items in Section IV. Although the age groups hold perceptions very similar to each other, for most program categories, respondents less than 25 Years Old hold the most positive perceptions. Only the Organizational Climate category shows larger than typical disparity in perceptions. The level of similarity in safety perceptions among these groups suggests that safety is generally consistently administered across age groups.

**Use of Results.** These group-specific results can be used as a guide for making program improvements. For each aspect of the safety program, lower ranking groups can move toward improvement by collaborating with higher ranking groups. The sharing of information should result in the company being more successful in their safety efforts. The data presented in this report can also be used as a new baseline against which to measure future progress for each demographic group.

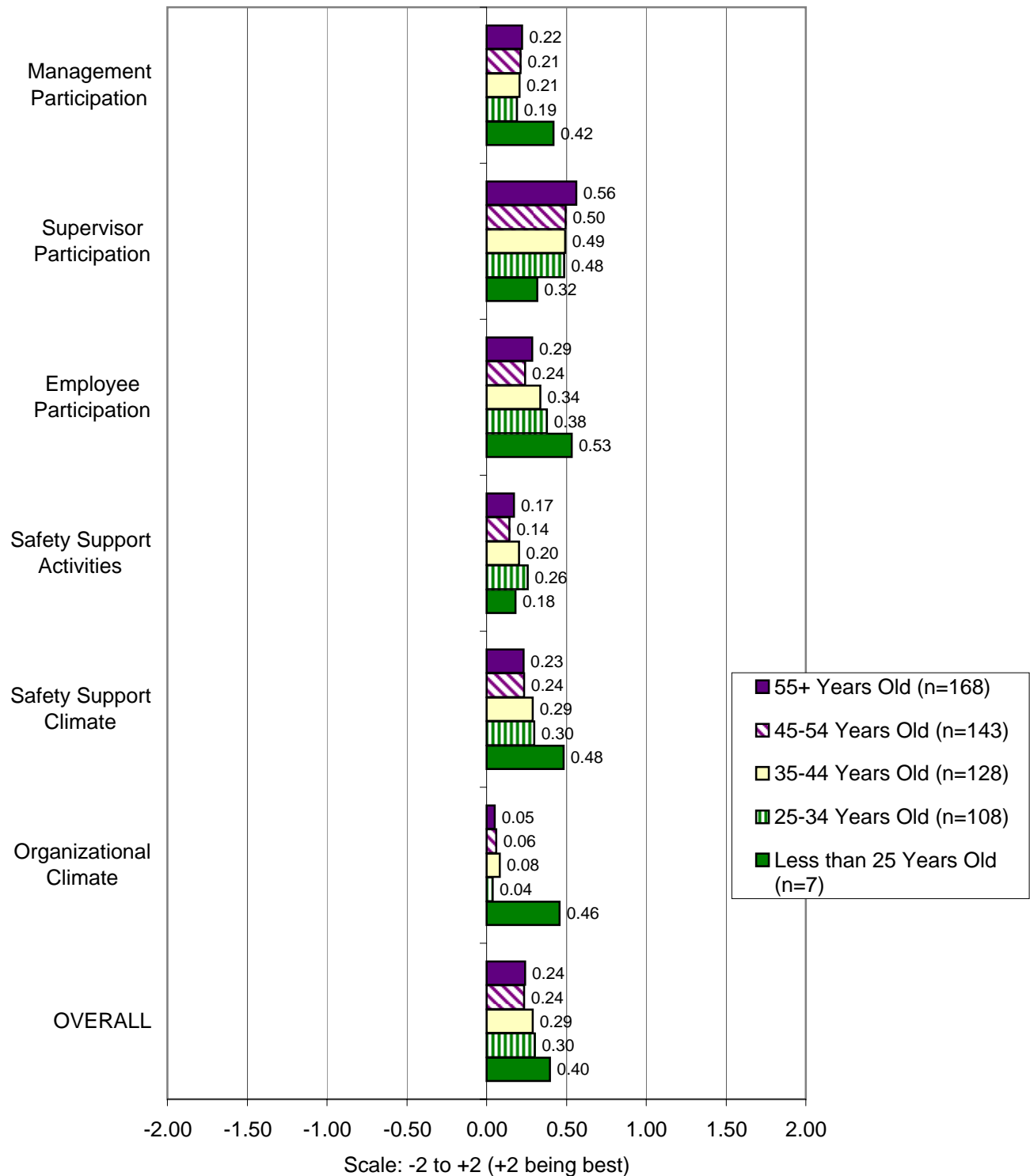
## **Section VI - General Comments about HSS's Safety Program**

As shown in Appendix G, 197 respondents from DOE-HSS contributed written comments at the end of the OSCAR survey form. Respondents were asked to "Please suggest one activity, program, or change that you believe would contribute most to improving safety at this workplace. Describe your idea and the problem(s) it would solve."

The comments consisted of either general statements about the program or specific problems and suggestions for improvements. Caution should be used in reviewing these comments. Emphasis should be given to the statistical and validated results contained in the report. The comments should be used as information supplemental to the report.

**FIGURE 7**  
**Program Category Average Response Scores by Age**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

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## CONCLUSIONS

### 2008 OSCAR SURVEY RESULTS U.S. DEPARTMENT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

This report summarizes results for 570 DOE-HSS employee perception surveys conducted in Late 2008.

#### **Path Forward**

It is recommended that U.S. Department of Energy - Office of Health, Safety & Security use these results as a catalyst and guide for making current safety program improvements. This report identifies lower-scoring priority components and problem areas for DOE-HSS. Each priority identified should be examined by those interpreting results using a three-step process to:

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

In addition, it is recommended that DOE-HSS take the following actions in order to maximize use of survey results:

- a team or teams of employees 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 employees from all appropriate levels of management, locations, and departments
- proposed action-oriented strategies developed by the results interpretation team(s) should be reviewed by upper management 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 commitment should be determined as far in advance as possible
- feedback of survey results should be communicated to those who participated in the survey and to a wider distribution within the U.S. Department of Energy - Office of Health, Safety & Security community as appropriate.

## Results Summary

DOE-HSS received predominantly low scores throughout the OSCAR survey, indicating a below average safety program with many areas for improvement.

In the first four sections of the OSCAR, employees were asked to indicate: 1) their level of participation in safety activities; 2) their perception of safety management practices; 3) the usefulness of various safety program activities; and 4) their level of agreement with statements about a variety of safety and work-related topics. The fifth section collected information on the demographic groups of each respondent. The final section solicited general comments on the safety program at DOE-HSS.

Employee involvement and empowerment together make an extremely positive contribution to safety program effectiveness. Section I responses indicated that employees have much lower than average involvement in most informal safety program activities, generating percentile scores that range from the lowest possible score of 0 to a very low 8 for positively worded-statements when compared to establishments in the NSC Database. The two negatively-worded statements, however, achieved the very high score of 93. Similarly, mostly well below average participation rates were found for formal activities. With the exception of one high score of 83, the percentile scores for formal activities range from 1 to 13. Informal and formal involvement activities receiving above average percentile scores above 50 by DOE-HSS include:

- *Performing work with necessary personal protective equipment*
- *Complying with safety rules or regulations*
- *Participating in an emergency drill*

Results from Section II of the OSCAR reveal that employees also hold mostly below average perceptions of safety management practices. The practices receiving percentile scores above 50 were:

- *Worker and supervisor support for achievement of safety goals*
- *Employee confidence in safety communications from management*

Section III of the OSCAR identified the most beneficial safety programs and activities within the DOE-HSS program. Currently, the most highly effective safety activities and programs include:

- *Workers taking personal responsibility for safety*
- *Employees reporting workplace hazards*
- *Training in basic emergency practices*
- *On-site medical facilities for treating injuries*
- *Management restating its support for employee safety*
- *Emergency response program*
- *Written safety policy from management*

Clearly, efforts to keep these critical programs and activities operating at their current level of perceived benefit should continue, be reinforced, and be improved whenever possible.

The components consistently found to be least effective include:

- *Work group safety meetings*
- *Return to work program*
- *Hazard communication program*
- *Use of formal lockout procedures*
- *Discipline for unsafe job performance*
- *Employee/management safety committee*
- *Individual safety contacts by supervisors*

Section III responses also highlight the activities and programs that have the highest potential for future safety program improvement. Looking toward the future, respondents indicated that the ten activities/programs having the greatest potential for future safety program emphasis and improvement at DOE-HSS are:

- *Annual recognition of individuals for accident-free performance*
- *Design of workplace to eliminate hazards*
- *Supervisory recognition of employees for safe work practices*
- *Use of safety audio/visuals for training*
- *Acting on worker safety suggestions*

- *Maintenance of facilities*
- *Work group safety meetings*
- *Safety inspections of facilities and operations*
- *Hazard communication program*
- *On-site medical facilities for treating injuries*

The urgency, cost and quality of implementing improvement will be subject to real and perceived circumstances related to each program component. For example, where nonexistent, a new program would be introduced. An existing program may have such low visibility in the workforce that it is currently ineffective and may even be perceived as nonexistent. Any such safety effort would have to be re-examined and rejuvenated to become effective. Practices that are recognized as being in-place and are already making either substantial or moderate contributions to safety, but whose promise is felt to be much greater than is currently being achieved, should continue to evolve into more effective programs.

Section IV of the OSCAR asks employees to indicate their level of agreement or disagreement with statements about a variety of safety and work-related topics grouped into six program categories: Management Participation, Supervisor Participation, Employee Participation, Safety Support Activities, Safety Support Climate, and Organizational Climate. Compared to responses from 411 other organizations in the NSC Database, U.S. Department of Energy - Office of Health, Safety & Security's safety program scored above the 50th percentile for none of the six safety program categories. Percentile scores for safety program categories range from a very low 4 for Employee Participation to a moderately low 38 for Organizational Climate. The overall percentile score for DOE-HSS is 15 out of a possible 100, indicating well below average overall performance.

Closer analysis shows that only eight of the 50 individual standard components in Section IV received percentiles at or above the Database median (50th percentile). DOE-HSS had poor results, with no components achieving a high score at or above the 80<sup>th</sup> percentile.

The ten highest ranking components with percentiles at or above 48 are listed below with their percentile scores:

- Q60 Occurrence of emergency response procedures testing (79)***
- Q43 Supervisors behaving in accord with safe job procedures (71)***
- Q78 Significance of job stress for workers (61)***
- Q44 Presence of employees well-trained in emergency practices (57)***
- Q71 Management including safety in job promotion reviews (52)***
- Q62 Management setting a positive safety example (50)***
- Q34 Priority of safety issues relative to production (50)***
- Q77 Workers using necessary personal protective equipment (50)***
- Q64 Quality of preventive maintenance system operation (49)***
- Q47 Condition of employee morale (48)***

It is generally recommended that Section IV components with percentiles under 50 receive attention. However, the ten lowest-scoring components, with percentiles at or below 8, can be used to establish initial improvement priorities for DOE-HSS. These priority components are presented below from lowest to highest percentile score.

- Q35 Employees being involved in safety and health practices (0)***
- Q32 Workers identifying and eliminating hazards (0)***
- Q80 Management setting annual safety goals (1)***
- Q37 Frequency of detailed and regularly scheduled inspections (3)***
- Q75 Supervisors investigating lost workday cases (3)***
- Q56 Workers following lockout/tagout procedures (4)***
- Q49 Belief that employees understand safety & health regulations (5)***
- Q57 Presence of safety training in new employee orientation (6)***
- Q45 Management publishing a policy on the value of employee safety (7)***
- Q61 Effectiveness of S&H committee in improving safety conditions (8)***

Although Office Managers/Supervisors at DOE-HSS tend to report the most positive perceptions, the disparity in perceptions among employment category groups was generally typical when compared to organizations in the NSC Database. Perceptions among federal, contract, and contract-security groups at DOE-HSS are quite similar to each other. Among

primary work locations, Albuquerque, NM staff have notably more positive perceptions than staff at Washington, DC and Germantown, MD. The youngest DOE-HSS employees (<25 Years Old) currently hold more positive perceptions than other age groups, but overall perceptions are generally similar across age groups. The more groups interact and communicate, the more similar their perceptions become concerning common issues. A shared perspective greatly aids management in effectively driving safety program improvements.

Employee involvement in the OSCAR process is an important example of employees taking responsibility for the success of the safety program. Efforts should be made to follow-up with employees on this project. Communicating results of the survey and involving employees in the decision-making process that results from it are fundamental aspects of any successful safety program.





## Instructions

Your opinions about workplace safety are important to DOE-HSS!

This questionnaire asks for your feedback about HSS's safety program, including its components and the way it is being operated. This is your opportunity to express opinions and make observations that will improve your safety and that of your coworkers.

We ask that your replies be completely candid. Please do not sign the form. Place it in the unmarked envelope upon completion so that there will be no way to identify individual respondents. The National Safety Council will be tabulating the results of the survey, and the envelopes will not be opened except by their staff.

The statements in this assessment deal with a variety of safety program topics. You may have a great deal of knowledge about some; others you may know less about. Mark the box that best represents your opinion.



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## SECTION I —YOUR INVOLVEMENT IN SAFETY

Indicate the frequency of your involvement in the following job safety and related activities during the past 12 months by marking one box in each row.

IN THE PAST 12 MONTHS, HOW FREQUENTLY HAVE YOU:

	At least weekly	At least monthly	5-6 times a year	1-2 times a year	Not at all
1. Discussed job safety practices with coworkers? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Avoided complying with a safety rule or regulation? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Inspected equipment and work area for hazards? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Read or looked over job safety rules and procedures? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Performed work without the necessary personal protective equipment? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Heard safety discussed at a work group meeting? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Received communications (oral or written) from company management about safety? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Discussed job safety with your supervisor? .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate if you were involved in the following formal safety program activities during the past 12 months by checking all that apply.

IN THE PAST 12 MONTHS, I HAVE:

- 9. Served on a work group safety team
- 10. Assisted in a formal workplace inspection
- 11. Served on a nonmanagement/management safety committee
- 12. Participated in a job safety/hazard analysis
- 13. Participated in an emergency drill
- 14. Helped to develop or revise safe work procedures
- 15. Helped to develop or revise site safety and health rules
- 16. Trained coworkers in safe job practices
- 17. Participated in an accident investigation
- 18. Participated in review of workplace or equipment design

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## SECTION II — HSS's SAFETY MANAGEMENT PRACTICES

Indicate how HSS's safety program has been run during the past 12 months by checking *only one* of the boxes after each question.

19. How much confidence do supervisors show in their employees' ability to do work safely?  
 Complete     A great deal     Some     Not very much     None at all
20. How much are employees involved in solving job safety problems?  
 Completely     A great deal     Some     Not very much     Not at all
21. How much cooperation exists among work groups in solving common safety problems?  
 Complete     A great deal     Moderate     Very little     None
22. How much of a "say" do employees have in decisions that affect their personal safety?  
 Complete     A great deal     Some     Not very much     None at all
23. How do supervisors balance the use of rewards and disciplinary action to get employees to do their jobs safely?  
 All rewards     Mostly rewards     Balance between rewards & discipline     Mostly discipline     All discipline
24. How much do employees below top and middle management doubt the safety communications that come down from management?  
 Fully     A great deal     Some     Not very much     Not at all
25. How much undercover opposition is there among workers and supervisors regarding the achievement of safety goals?  
 Complete     A great deal     Some     Not very much     None
26. How strong is the feeling of support for the HSS safety program among nonsupervisory employees?  
 Very strong     Strong     Marginal     Weak     Very weak
27. How well do you know the safety standards and regulations pertaining to your job?  
 Extremely well     Well     Marginally     Barely     Not at all
28. How much of the safety communication comes down from management as opposed to being sent up to management from workers?  
 All down; none up     Mostly down; rarely up     Equally up and down     Mostly up; rarely down     All up; none down

*continue...*

## SECTION III — HSS’s SAFETY PROGRAM

29. Indicate whether you think the following safety programs or activities as they exist now at your work site have had a beneficial effect on workplace safety. If they are not present at HSS at all, mark the box labeled “not present.”

		Extremely Helpful	Moderately Helpful	Slightly Helpful	Not Helpful at All	Not Present
A.	Written safety policy from management .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B.	Management compliance with safety rules/regulations....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C.	Management restating its support for employee safety ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D.	Specification of employees’ safety responsibility.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E.	Safety discussions at HSS-wide business meetings ....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F.	Enforcement of safe job procedures .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G.	Maintenance of high safety performance standards .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H.	Acting on worker safety suggestions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I.	Individual safety contacts by supervisors .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J.	Supervisory recognition of employees for safe work practices .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K.	Supervisors requests to employees for safety ideas and opinions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L.	Worker compliance with safety rules/regulations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M.	Workers taking personal responsibility for safety .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N.	Employees reporting workplace hazards .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O.	Safety staff assistance and advice .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
P.	Design of workplace to eliminate hazards .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q.	Safety inspections of facilities and operations .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R.	Design and guarding of equipment to eliminate hazards ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S.	Use of formal lockout procedures .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T.	Maintenance of facilities .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
U.	Maintenance of equipment and tools .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
V.	Availability of personal protective equipment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
W.	Safety training for new or newly transferred workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
X.	Safety training for supervisors .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Y.	Training in basic emergency practices .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Z.	Refresher safety training for all workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Extremely Helpful	Moderately Helpful	Slightly Helpful	Not Helpful at All	Not Present
AA.	Use of safety audio visuals for training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BB.	Use of booklets and/or products to promote safety .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CC.	Investigation of reportable accidents .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DD.	Manual of safety rules and procedures .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EE.	Employee/management safety committee .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FF.	Discipline for unsafe job performance .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GG.	Annual recognition to individuals for accident free performance .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HH.	Accessibility of job safety information .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
II.	Work group safety meetings .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JJ.	Hazard communications program .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KK.	Emergency response program .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LL.	Return to work program .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MM.	On-site medical facilities for treating injuries .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NN.	Permission to "shut-down" unsafe equipment/process ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Of the items listed above and on the previous page (Question 29, A-NN), indicate the three items you think have had the most beneficial effect at your workplace? (Choose from the letters preceding each item and write in one item per box below.)

MOST HELPFUL                     
 SECOND MOST HELPFUL                     
 THIRD MOST HELPFUL

31. Indicate the three you think would benefit safety at your workplace most if they were introduced or improved.

WOULD BENEFIT MOST                     
 WOULD BENEFIT SECOND MOST                     
 WOULD BENEFIT THIRD MOST

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## SECTION IV — YOUR OPINIONS ABOUT SAFETY AND MANAGEMENT CONDITIONS

Indicate your level of agreement with each of the following statements by marking in one box in each row. When responding, consider only the conditions at the company where you are now working.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
32.	It is common for workers to take part in identifying and eliminating worksite hazards .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.	There is frequent contact and communication between workers and management .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34.	Safety takes a back seat to production .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*continue...*

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
35.	Employees often get involved in developing or revising worksite safety and health practices .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36.	My supervisor maintains a high standard of job safety performance .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	Detailed inspections of the plant and facilities are made at regular frequent intervals .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38.	Management's views on the importance of safety are seldom stressed in employee communications .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39.	Safety meetings are held less often than they should be .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40.	Good teamwork exists among departments .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	Management shows that it cares about employee safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	I can protect myself and coworkers through my actions while on the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	My supervisor's behavior often goes against safe job procedures .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.	Designated employees are well trained in emergency practices, including evacuation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45.	Management has published a written policy that expresses their attitude about employee safety .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46.	Near miss accidents/incidents are thoroughly investigated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47.	Employee morale is poor .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48.	Management does no more than the law requires to keep employees safe .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49.	I understand the safety and health regulations relating to my job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50.	My supervisor enforces safe job procedures .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51.	Standardized precautions are used by workers who deal with hazardous materials .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52.	Management has provided adequate staff to manage and support its safety program .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53.	Awards and recognition programs used in this company are not good at promoting safe worker behavior .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54.	Job performance standards are higher for production than for safety .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55.	My supervisor understands the job safety problems I face .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56.	Workers follow a regular lockout/tagout procedure .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57.	Safety training is part of every new employee's orientation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58.	I believe management is sincere in its efforts to insure employee safety .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
59.	My supervisor seldom acts on worker safety suggestions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60.	Emergency response procedures are almost never tested to make sure they are working .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61.	The work of the employee/management safety and health committee improves safety conditions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62.	Management sets a positive safety example through their words and actions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63.	My supervisor has successfully fit safety into the production process .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64.	The system of preventive maintenance for facilities, tools, and machinery operates poorly .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65.	Management regularly participates in safety program and committee activities .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66.	The safety coordinator has high status in this workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67.	Reported hazards go uncorrected for too long a time .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68.	Employees take part when accident or incident investigations occur .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69.	The training provided through my supervisor helps me do my job safely .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70.	Medical facilities are sufficient for treating the injuries that occur .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71.	It is well known that management ignores a person's safety performance when determining raises and promotions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72.	The safety coordinator is readily available to provide advice and assistance .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73.	HSS has a stable workforce .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74.	Employees are afraid to report safety problems to their supervisors .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75.	My supervisor always investigates lost work day cases ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76.	Ventilation, lighting, noise, and other environmental conditions are kept at a good level .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77.	Many workers don't use the personal protective equipment necessary to do their jobs safely .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
78.	Job stress is a significant problem for me and my coworkers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79.	Management insists that supervisors think about safety when doing their jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80.	Management annually sets injury rate or other safety goals for which all employees are held accountable .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
81.	Employees rarely take part in the development of safety requirements for their jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

continue...

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## SECTION V — INFORMATION ABOUT YOU

82. What is your age?
- Less than 25     25-34     35-44     45-54     55 and over
83. What is your employment status?
- HSS employee  
 Contractor employee assigned to HSS  
 Contractor security employee assigned to HSS
84. What is your employment category?
- Office Manager or Supervisor  
 Technical Professional  
 Administrative Support  
 Security guard
85. Where is your primary work location?
- Washington, DC  
 Germantown, MD  
 Albuquerque, NM  
 Other

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**SECTION VI — Please suggest one activity, program, or change that you believe would contribute most to improving safety at this workplace. Describe your idea and the problem(s) it would solve.**

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# *Appendix B Response Frequency & Percentage Distributions*





Q1 Coworkers discuss safety practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	98	17.2	17.6	17.6
	2 At least monthly	116	20.4	20.8	38.4
	3 5-6 times a year	102	17.9	18.3	56.6
	4 1-2 times a year	150	26.3	26.9	83.5
	5 Not at all	92	16.1	16.5	100.0
	Total	558	97.9	100.0	
Missing	System	12	2.1		
Total		570	100.0		

Q2 Avoid complying with safety regulation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	18	3.2	3.2	3.2
	2 At least monthly	10	1.8	1.8	5.0
	3 5-6 times a year	14	2.5	2.5	7.5
	4 1-2 times a year	56	9.8	10.0	17.5
	5 Not at all	463	81.2	82.5	100.0
	Total	561	98.4	100.0	
Missing	System	9	1.6		
Total		570	100.0		

Q3 Inspect work area for hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	150	26.3	27.1	27.1
	2 At least monthly	80	14.0	14.4	41.5
	3 5-6 times a year	65	11.4	11.7	53.2
	4 1-2 times a year	162	28.4	29.2	82.5
	5 Not at all	97	17.0	17.5	100.0
	Total	554	97.2	100.0	
Missing	System	16	2.8		
Total		570	100.0		

Q4 Read job safety procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	63	11.1	11.3	11.3
	2 At least monthly	94	16.5	16.8	28.0
	3 5-6 times a year	84	14.7	15.0	43.0
	4 1-2 times a year	210	36.8	37.5	80.5
	5 Not at all	109	19.1	19.5	100.0

	Total	560	98.2	100.0	
Missing	System	10	1.8		
Total		570	100.0		

Q5 Worked without the necessary protective equipment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	15	2.6	2.7	2.7
	2 At least monthly	21	3.7	3.8	6.5
	3 5-6 times a year	12	2.1	2.2	8.7
	4 1-2 times a year	44	7.7	8.0	16.7
	5 Not at all	459	80.5	83.3	100.0
	Total	551	96.7	100.0	
Missing	System	19	3.3		
Total		570	100.0		

Q6 Safety discussed at work group meetings					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	64	11.2	11.4	11.4
	2 At least monthly	84	14.7	15.0	26.5
	3 5-6 times a year	97	17.0	17.4	43.8
	4 1-2 times a year	180	31.6	32.2	76.0
	5 Not at all	134	23.5	24.0	100.0
	Total	559	98.1	100.0	
Missing	System	11	1.9		
Total		570	100.0		

Q7 Received communic. from company mngmnt about safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	42	7.4	7.5	7.5
	2 At least monthly	113	19.8	20.2	27.7
	3 5-6 times a year	133	23.3	23.8	51.4
	4 1-2 times a year	203	35.6	36.3	87.7
	5 Not at all	69	12.1	12.3	100.0
	Total	560	98.2	100.0	
Missing	System	10	1.8		
Total		570	100.0		

Q8 Discuss job safety with Supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 At least weekly	45	7.9	8.0	8.0
	2 At least monthly	90	15.8	16.0	23.9
	3 5-6 times a	80	14.0	14.2	38.1

	year				
	4 1-2 times a year	191	33.5	33.9	72.0
	5 Not at all	158	27.7	28.0	100.0
	Total	564	98.9	100.0	
Missing	System	6	1.1		
Total		570	100.0		

Q9 Served on a work group safety team					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	498	87.4	88.1	88.1
	1 Involved	67	11.8	11.9	100.0
	Total	565	99.1	100.0	
Missing	System	5	.9		
Total		570	100.0		

Q10 Assisted in a formal workplace inspection					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	455	79.8	80.5	80.5
	1 Involved	110	19.3	19.5	100.0
	Total	565	99.1	100.0	
Missing	System	5	.9		
Total		570	100.0		

Q11 Served on a mngmnt/nonmngmnt safety committee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	515	90.4	91.2	91.2
	1 Involved	50	8.8	8.8	100.0
	Total	565	99.1	100.0	
Missing	System	5	.9		
Total		570	100.0		

Q12 Participated in a job safety hazard analysis					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	477	83.7	84.4	84.4
	1 Involved	88	15.4	15.6	100.0
	Total	565	99.1	100.0	
Missing	System	5	.9		
Total		570	100.0		

Q13 Participated in an emergency drill					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	72	12.6	12.7	12.7
	1 Involved	492	86.3	87.1	99.8
	2	1	.2	.2	100.0
	Total	565	99.1	100.0	
Missing	System	5	.9		

Total		570	100.0		
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Q14 Helped develop safe work procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	484	84.9	85.8	85.8
	1 Involved	80	14.0	14.2	100.0
	Total	564	98.9	100.0	
Missing	System	6	1.1		
Total		570	100.0		

Q15 Helped to develop safety rules					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	509	89.3	90.2	90.2
	1 Involved	55	9.6	9.8	100.0
	Total	564	98.9	100.0	
Missing	System	6	1.1		
Total		570	100.0		

Q16 Trained coworkers in safe job practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	487	85.4	86.3	86.3
	1 Involved	76	13.3	13.5	99.8
	2	1	.2	.2	100.0
	Total	564	98.9	100.0	
Missing	System	6	1.1		
Total		570	100.0		

Q17 Participated in an accident investigation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	521	91.4	92.4	92.4
	1 Involved	43	7.5	7.6	100.0
	Total	564	98.9	100.0	
Missing	System	6	1.1		
Total		570	100.0		

Q18 Participated in workplace design					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 Not involved	477	83.7	84.6	84.6
	1 Involved	87	15.3	15.4	100.0
	Total	564	98.9	100.0	
Missing	System	6	1.1		
Total		570	100.0		

Q19 Supervisors showing confidence in workers' ability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Complete	121	21.2	21.8	21.8
	2 A great	251	44.0	45.2	67.0

	deal				
	3 Some	143	25.1	25.8	92.8
	4 Not very much	28	4.9	5.0	97.8
	5 None at all	12	2.1	2.2	100.0
	Total	555	97.4	100.0	
Missing	System	15	2.6		
Total		570	100.0		

Q20 Employees involved in solving safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Completely	32	5.6	5.8	5.8
	2 A great deal	137	24.0	24.6	30.4
	3 Some	205	36.0	36.9	67.3
	4 Not very much	128	22.5	23.0	90.3
	5 Not at all	54	9.5	9.7	100.0
	Total	556	97.5	100.0	
	Missing	System	14	2.5	
Total		570	100.0		

Q21 Cooperation among work groups to solve safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Complete	34	6.0	6.3	6.3
	2 A great deal	121	21.2	22.4	28.7
	3 Moderate	221	38.8	40.9	69.6
	4 Very little	107	18.8	19.8	89.4
	5 None	57	10.0	10.6	100.0
	Total	540	94.7	100.0	
	Missing	System	30	5.3	
Total		570	100.0		

Q22 The amount of "say" employees have in safety decisions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Complete	37	6.5	6.7	6.7
	2 A great deal	174	30.5	31.6	38.3
	3 Some	184	32.3	33.4	71.7
	4 Not very much	104	18.2	18.9	90.6
	5 None at all	52	9.1	9.4	100.0
	Total	551	96.7	100.0	
	Missing	System	19	3.3	
Total		570	100.0		

Q23 How sup. balance between rewards and discipline					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 All rewards	4	.7	.8	.8
	2 Mostly rewards	27	4.7	5.6	6.4
	3 Balance	231	40.5	47.9	54.4

	4 Mostly discipline	145	25.4	30.1	84.4
	5 All discipline	75	13.2	15.6	100.0
	Total	482	84.6	100.0	
Missing	System	88	15.4		
Total		570	100.0		

Q24 The amount of doubt in safety communications from management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Fully	16	2.8	3.0	3.0
	2 A great deal	66	11.6	12.4	15.4
	3 Some	203	35.6	38.1	53.5
	4 Not very much	151	26.5	28.3	81.8
	5 Not at all	97	17.0	18.2	100.0
	Total	533	93.5	100.0	
	Missing	System	37	6.5	
Total		570	100.0		

Q25 Amount of under cover opposition against safety goals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Complete	2	.4	.4	.4
	2 A great deal	38	6.7	7.2	7.6
	3 Some	146	25.6	27.6	35.2
	4 Not very much	199	34.9	37.6	72.8
	5 None	144	25.3	27.2	100.0
	Total	529	92.8	100.0	
	Missing	System	41	7.2	
Total		570	100.0		

Q26 Degree of worker safety program support					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Very strong	32	5.6	5.9	5.9
	2 Strong	195	34.2	35.8	41.7
	3 Marginal	220	38.6	40.4	82.2
	4 Weak	60	10.5	11.0	93.2
	5 Very weak	37	6.5	6.8	100.0
	Total	544	95.4	100.0	
	Missing	System	26	4.6	
Total		570	100.0		

Q27 Employee knowledge of safety standards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely well	85	14.9	15.3	15.3
	2 Well	274	48.1	49.3	64.6
	3 Marginally	125	21.9	22.5	87.1
	4 Barely	44	7.7	7.9	95.0

	5 Not at all	28	4.9	5.0	100.0
	Total	556	97.5	100.0	
Missing	System	14	2.5		
Total		570	100.0		

Q28 The amount of safety communications coming from manage.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 All down; none up	46	8.1	8.7	8.7
	2 Mostly down; rarely up	213	37.4	40.2	48.9
	3 Equally up and down	195	34.2	36.8	85.7
	4 Mostly up; rarely down	63	11.1	11.9	97.5
	5 All up; none down	13	2.3	2.5	100.0
	Total		530	93.0	100.0
Missing	System	40	7.0		
Total		570	100.0		

Q29A Written safety policy from management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	100	17.5	17.9	17.9
	2 Moderately helpful	216	37.9	38.7	56.6
	3 Slightly helpful	135	23.7	24.2	80.8
	4 Not helpful at all	31	5.4	5.6	86.4
	5 Not present	76	13.3	13.6	100.0
	Total		558	97.9	100.0
Missing	System	12	2.1		
Total		570	100.0		

Q29B Management compliance with safety rules					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	129	22.6	23.5	23.5
	2 Moderately helpful	221	38.8	40.3	63.9
	3 Slightly helpful	120	21.1	21.9	85.8
	4 Not helpful at all	30	5.3	5.5	91.2
	5 Not present	48	8.4	8.8	100.0
	Total		548	96.1	100.0
Missing	System	22	3.9		
Total		570	100.0		

Q29C Management restating support for employee safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	136	23.9	24.8	24.8

	2 Moderately helpful	185	32.5	33.8	58.6
	3 Slightly helpful	141	24.7	25.7	84.3
	4 Not helpful at all	44	7.7	8.0	92.3
	5 Not present	42	7.4	7.7	100.0
	Total	548	96.1	100.0	
Missing	System	22	3.9		
Total		570	100.0		

Q29D Specification of employees' safety responsibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	105	18.4	19.1	19.1
	2 Moderately helpful	200	35.1	36.4	55.5
	3 Slightly helpful	143	25.1	26.0	81.5
	4 Not helpful at all	44	7.7	8.0	89.5
	5 Not present	58	10.2	10.5	100.0
	Total		550	96.5	100.0
Missing	System	20	3.5		
Total		570	100.0		

Q29E Safety discussions at HSS-wide business meetings					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	66	11.6	12.3	12.3
	2 Moderately helpful	152	26.7	28.3	40.6
	3 Slightly helpful	140	24.6	26.1	66.7
	4 Not helpful at all	50	8.8	9.3	76.0
	5 Not present	129	22.6	24.0	100.0
	Total		537	94.2	100.0
Missing	System	33	5.8		
Total		570	100.0		

Q29F Enforcement of safe job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	119	20.9	21.8	21.8
	2 Moderately helpful	182	31.9	33.3	55.0
	3 Slightly helpful	123	21.6	22.5	77.5
	4 Not helpful at all	41	7.2	7.5	85.0
	5 Not present	82	14.4	15.0	100.0
	Total		547	96.0	100.0
Missing	System	23	4.0		
Total		570	100.0		

Q29G Maintenance of high safety performance standards					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	110	19.3	20.4	20.4
	2 Moderately helpful	171	30.0	31.8	52.2
	3 Slightly helpful	133	23.3	24.7	77.0
	4 Not helpful at all	37	6.5	6.9	83.8
	5 Not present	87	15.3	16.2	100.0
	Total	538	94.4	100.0	
Missing	System	32	5.6		
Total		570	100.0		

Q29H Acting on worker safety suggestions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	113	19.8	20.9	20.9
	2 Moderately helpful	157	27.5	29.1	50.0
	3 Slightly helpful	146	25.6	27.0	77.0
	4 Not helpful at all	42	7.4	7.8	84.8
	5 Not present	82	14.4	15.2	100.0
	Total	540	94.7	100.0	
Missing	System	30	5.3		
Total		570	100.0		

Q29I Individual safety contacts by supervisors					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	71	12.5	13.2	13.2
	2 Moderately helpful	150	26.3	27.8	41.0
	3 Slightly helpful	153	26.8	28.4	69.4
	4 Not helpful at all	36	6.3	6.7	76.1
	5 Not present	129	22.6	23.9	100.0
	Total	539	94.6	100.0	
Missing	System	31	5.4		
Total		570	100.0		

Q29J Supervisors giving recognition to safe employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	78	13.7	14.2	14.2
	2 Moderately helpful	127	22.3	23.1	37.3
	3 Slightly helpful	119	20.9	21.6	58.9
	4 Not helpful at all	47	8.2	8.5	67.5
	5 Not present	179	31.4	32.5	100.0
	Total	550	96.5	100.0	

Missing	System	20	3.5		
Total		570	100.0		

Q29K Supervisors requesting safety ideas from employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	69	12.1	12.7	12.7
	2 Moderately helpful	135	23.7	24.8	37.5
	3 Slightly helpful	132	23.2	24.3	61.8
	4 Not helpful at all	47	8.2	8.6	70.4
	5 Not present	161	28.2	29.6	100.0
	Total	544	95.4	100.0	
Missing	System	26	4.6		
Total		570	100.0		

Q29L Workers compliance with safety rules					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	117	20.5	21.5	21.5
	2 Moderately helpful	212	37.2	39.0	60.5
	3 Slightly helpful	150	26.3	27.6	88.1
	4 Not helpful at all	25	4.4	4.6	92.6
	5 Not present	40	7.0	7.4	100.0
	Total	544	95.4	100.0	
Missing	System	26	4.6		
Total		570	100.0		

Q29M Workers taking personal responsibility for safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	169	29.6	30.8	30.8
	2 Moderately helpful	215	37.7	39.2	69.9
	3 Slightly helpful	117	20.5	21.3	91.3
	4 Not helpful at all	19	3.3	3.5	94.7
	5 Not present	29	5.1	5.3	100.0
	Total	549	96.3	100.0	
Missing	System	21	3.7		
Total		570	100.0		

Q29N Employees reporting workplace hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	163	28.6	29.4	29.4
	2 Moderately helpful	204	35.8	36.8	66.2
	3 Slightly helpful	112	19.6	20.2	86.5

	4 Not helpful at all	35	6.1	6.3	92.8
	5 Not present	40	7.0	7.2	100.0
	Total	554	97.2	100.0	
Missing	System	16	2.8		
Total		570	100.0		

Q29O Safety staff assistance and advice					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	98	17.2	17.8	17.8
	2 Moderately helpful	172	30.2	31.3	49.1
	3 Slightly helpful	137	24.0	24.9	74.0
	4 Not helpful at all	51	8.9	9.3	83.3
	5 Not present	92	16.1	16.7	100.0
	Total	550	96.5	100.0	
Missing	System	20	3.5		
Total		570	100.0		

Q29P Design of workplace to eliminate hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	86	15.1	15.7	15.7
	2 Moderately helpful	154	27.0	28.2	43.9
	3 Slightly helpful	150	26.3	27.4	71.3
	4 Not helpful at all	57	10.0	10.4	81.7
	5 Not present	100	17.5	18.3	100.0
	Total	547	96.0	100.0	
Missing	System	23	4.0		
Total		570	100.0		

Q29Q Safety inspections of facilities and operations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	97	17.0	18.1	18.1
	2 Moderately helpful	163	28.6	30.4	48.4
	3 Slightly helpful	139	24.4	25.9	74.3
	4 Not helpful at all	47	8.2	8.8	83.1
	5 Not present	91	16.0	16.9	100.0
	Total	537	94.2	100.0	
Missing	System	33	5.8		
Total		570	100.0		

Q29R Design/guarding of equipment to eliminate hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	94	16.5	17.6	17.6

	2 Moderately helpful	170	29.8	31.8	49.3
	3 Slightly helpful	123	21.6	23.0	72.3
	4 Not helpful at all	42	7.4	7.9	80.2
	5 Not present	106	18.6	19.8	100.0
	Total	535	93.9	100.0	
Missing	System	35	6.1		
Total		570	100.0		

Q29S Use of formal lockout procedure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	72	12.6	13.8	13.8
	2 Moderately helpful	122	21.4	23.5	37.3
	3 Slightly helpful	99	17.4	19.0	56.3
	4 Not helpful at all	31	5.4	6.0	62.3
	5 Not present	196	34.4	37.7	100.0
	Total	520	91.2	100.0	
Missing	System	50	8.8		
Total		570	100.0		

Q29T Maintenance of facilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	120	21.1	22.1	22.1
	2 Moderately helpful	169	29.6	31.1	53.1
	3 Slightly helpful	150	26.3	27.6	80.7
	4 Not helpful at all	52	9.1	9.6	90.3
	5 Not present	53	9.3	9.7	100.0
	Total	544	95.4	100.0	
Missing	System	26	4.6		
Total		570	100.0		

Q29U Maintenance of equipment and tools					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	107	18.8	19.9	19.9
	2 Moderately helpful	159	27.9	29.6	49.5
	3 Slightly helpful	125	21.9	23.3	72.8
	4 Not helpful at all	37	6.5	6.9	79.7
	5 Not present	109	19.1	20.3	100.0
	Total	537	94.2	100.0	
Missing	System	33	5.8		
Total		570	100.0		

Q29V Availability of personal protective equipment					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	116	20.4	21.6	21.6
	2 Moderately helpful	138	24.2	25.7	47.2
	3 Slightly helpful	115	20.2	21.4	68.6
	4 Not helpful at all	39	6.8	7.2	75.8
	5 Not present	130	22.8	24.2	100.0
	Total	538	94.4	100.0	
Missing	System	32	5.6		
Total		570	100.0		

Q29W Safety training for new/newly transferred workers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	92	16.1	16.9	16.9
	2 Moderately helpful	136	23.9	25.0	42.0
	3 Slightly helpful	118	20.7	21.7	63.7
	4 Not helpful at all	44	7.7	8.1	71.8
	5 Not present	153	26.8	28.2	100.0
	Total	543	95.3	100.0	
Missing	System	27	4.7		
Total		570	100.0		

Q29X Safety training for supervisors					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	84	14.7	15.9	15.9
	2 Moderately helpful	141	24.7	26.7	42.6
	3 Slightly helpful	119	20.9	22.5	65.2
	4 Not helpful at all	40	7.0	7.6	72.7
	5 Not present	144	25.3	27.3	100.0
	Total	528	92.6	100.0	
Missing	System	42	7.4		
Total		570	100.0		

Q29Y Training in basic emergency practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	157	27.5	28.3	28.3
	2 Moderately helpful	178	31.2	32.1	60.4
	3 Slightly helpful	133	23.3	24.0	84.3
	4 Not helpful at all	35	6.1	6.3	90.6
	5 Not present	52	9.1	9.4	100.0
	Total	555	97.4	100.0	

Missing	System	15	2.6		
Total		570	100.0		

Q29Z Refresher safety training for all employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	115	20.2	20.8	20.8
	2 Moderately helpful	166	29.1	30.0	50.8
	3 Slightly helpful	142	24.9	25.7	76.5
	4 Not helpful at all	35	6.1	6.3	82.8
	5 Not present	95	16.7	17.2	100.0
	Total	553	97.0	100.0	
Missing	System	17	3.0		
Total		570	100.0		

Q29AA Use of safety audio visuals for training					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	96	16.8	17.5	17.5
	2 Moderately helpful	161	28.2	29.4	46.9
	3 Slightly helpful	119	20.9	21.7	68.6
	4 Not helpful at all	35	6.1	6.4	75.0
	5 Not present	137	24.0	25.0	100.0
	Total	548	96.1	100.0	
Missing	System	22	3.9		
Total		570	100.0		

Q29BB Use of booklets to promote safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	87	15.3	15.7	15.7
	2 Moderately helpful	175	30.7	31.6	47.4
	3 Slightly helpful	147	25.8	26.6	74.0
	4 Not helpful at all	55	9.6	9.9	83.9
	5 Not present	89	15.6	16.1	100.0
	Total	553	97.0	100.0	
Missing	System	17	3.0		
Total		570	100.0		

Q29CC Investigation of reportable accidents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	113	19.8	21.6	21.6
	2 Moderately helpful	176	30.9	33.7	55.4
	3 Slightly helpful	114	20.0	21.8	77.2

	4 Not helpful at all	35	6.1	6.7	83.9
	5 Not present	84	14.7	16.1	100.0
	Total	522	91.6	100.0	
Missing	System	48	8.4		
Total		570	100.0		

Q29DD Manual of safety rules and procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	96	16.8	17.7	17.7
	2 Moderately helpful	156	27.4	28.8	46.6
	3 Slightly helpful	145	25.4	26.8	73.4
	4 Not helpful at all	34	6.0	6.3	79.7
	5 Not present	110	19.3	20.3	100.0
	Total	541	94.9	100.0	
Missing	System	29	5.1		
Total		570	100.0		

Q29EE Labor/management safety committees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	56	9.8	10.5	10.5
	2 Moderately helpful	138	24.2	26.0	36.5
	3 Slightly helpful	147	25.8	27.7	64.2
	4 Not helpful at all	54	9.5	10.2	74.4
	5 Not present	136	23.9	25.6	100.0
	Total	531	93.2	100.0	
Missing	System	39	6.8		
Total		570	100.0		

Q29FF Discipline for unsafe job performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	53	9.3	10.1	10.1
	2 Moderately helpful	135	23.7	25.8	35.9
	3 Slightly helpful	133	23.3	25.4	61.3
	4 Not helpful at all	68	11.9	13.0	74.2
	5 Not present	135	23.7	25.8	100.0
	Total	524	91.9	100.0	
Missing	System	46	8.1		
Total		570	100.0		

Q29GG Annual recognition to indiv. for accident-free perfor.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	49	8.6	9.2	9.2

	2 Moderately helpful	81	14.2	15.1	24.3
	3 Slightly helpful	90	15.8	16.8	41.1
	4 Not helpful at all	35	6.1	6.5	47.7
	5 Not present	280	49.1	52.3	100.0
	Total	535	93.9	100.0	
Missing	System	35	6.1		
Total		570	100.0		

Q29HH Accessibility of job safety information					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	89	15.6	16.5	16.5
	2 Moderately helpful	158	27.7	29.3	45.7
	3 Slightly helpful	149	26.1	27.6	73.3
	4 Not helpful at all	46	8.1	8.5	81.9
	5 Not present	98	17.2	18.1	100.0
	Total	540	94.7	100.0	
Missing	System	30	5.3		
Total		570	100.0		

Q29II Work group safety meetings					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	44	7.7	8.3	8.3
	2 Moderately helpful	105	18.4	19.8	28.1
	3 Slightly helpful	126	22.1	23.8	51.9
	4 Not helpful at all	52	9.1	9.8	61.7
	5 Not present	203	35.6	38.3	100.0
	Total	530	93.0	100.0	
Missing	System	40	7.0		
Total		570	100.0		

Q29JJ Hazard communications program					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	56	9.8	10.6	10.6
	2 Moderately helpful	111	19.5	21.0	31.6
	3 Slightly helpful	134	23.5	25.3	56.9
	4 Not helpful at all	45	7.9	8.5	65.4
	5 Not present	183	32.1	34.6	100.0
	Total	529	92.8	100.0	
Missing	System	41	7.2		
Total		570	100.0		

Q29KK Emergency response program					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	129	22.6	23.9	23.9
	2 Moderately helpful	178	31.2	33.0	57.0
	3 Slightly helpful	135	23.7	25.0	82.0
	4 Not helpful at all	31	5.4	5.8	87.8
	5 Not present	66	11.6	12.2	100.0
	Total	539	94.6	100.0	
Missing	System	31	5.4		
Total		570	100.0		

Q29LL Return to work program for injured workers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	47	8.2	9.3	9.3
	2 Moderately helpful	123	21.6	24.2	33.5
	3 Slightly helpful	118	20.7	23.2	56.7
	4 Not helpful at all	39	6.8	7.7	64.4
	5 Not present	181	31.8	35.6	100.0
	Total	508	89.1	100.0	
Missing	System	62	10.9		
Total		570	100.0		

Q29MM On-site medical response					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	160	28.1	29.3	29.3
	2 Moderately helpful	176	30.9	32.2	61.4
	3 Slightly helpful	113	19.8	20.7	82.1
	4 Not helpful at all	39	6.8	7.1	89.2
	5 Not present	59	10.4	10.8	100.0
	Total	547	96.0	100.0	
Missing	System	23	4.0		
Total		570	100.0		

Q29NN Permission to "shut-down" unsafe equipment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Extremely helpful	129	22.6	24.7	24.7
	2 Moderately helpful	125	21.9	23.9	48.6
	3 Slightly helpful	94	16.5	18.0	66.5
	4 Not helpful at all	31	5.4	5.9	72.5
	5 Not present	144	25.3	27.5	100.0
	Total	523	91.8	100.0	

Missing	System	47	8.2		
Total		570	100.0		

Q30A Most Helpful					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A Written safety policy from management	27	4.7	6.0	6.0
	AA Use of safety audio visuals for training	19	3.3	4.2	10.3
	B Management compliance with safety rules	12	2.1	2.7	12.9
	BB Use of booklets to promote safety	10	1.8	2.2	15.2
	C Management restating its support for safety	23	4.0	5.1	20.3
	CC Investigation of accidents	7	1.2	1.6	21.9
	D Specification of employees' responsibilities	10	1.8	2.2	24.1
	DD Manual of safety rules and procedures	14	2.5	3.1	27.2
	E Safety discussions at company business meetings	4	.7	.9	28.1
	EE Labor/management safety committee	3	.5	.7	28.8
	F Enforcement of safety procedures	13	2.3	2.9	31.7
	FF Discipline for unsafe performance	2	.4	.4	32.1
	G Maintenance of high safety performance stand.	4	.7	.9	33.0
	GG Annual recognition of safe individuals	4	.7	.9	33.9
	H Acting on worker safety suggestions	18	3.2	4.0	37.9
	HH Accessibility of safety information	6	1.1	1.3	39.3
	I Individual safety contacts by supervisors	3	.5	.7	40.0
	II Work group safety meetings	5	.9	1.1	41.1
	J Supervisor recognition of employees for safety	8	1.4	1.8	42.9
	JJ Hazard communications program (Chemical Safety)	2	.4	.4	43.3
K Supervisors requests to employees for safety ideas	5	.9	1.1	44.4	
KK Emergency response program	23	4.0	5.1	49.6	

L Worker compliance with safety rules/regulations	9	1.6	2.0	51.6
M Workers taking responsibility for safety	39	6.8	8.7	60.3
MM On-site medical response	47	8.2	10.5	70.8
N Employees reporting workplace hazards	19	3.3	4.2	75.0
NN Permission to "shut-down" unsafe equipment	16	2.8	3.6	78.6
O Safety staff assistance and advice	7	1.2	1.6	80.1
P Design of workplace to eliminate hazards	7	1.2	1.6	81.7
Q Safety inspections of facilities and operations	4	.7	.9	82.6
R Design of equipment to eliminate hazards	4	.7	.9	83.5
S Use of formal lockout procedures	3	.5	.7	84.2
T Maintenance of facilities	9	1.6	2.0	86.2
U Maintenance of equipment and tools	3	.5	.7	86.8
V Availability of personal protective equipment	7	1.2	1.6	88.4
W Safety training for new/transferred workers	8	1.4	1.8	90.2
X Safety training for supervisors	3	.5	.7	90.8
Y Training in basic emergency practices	31	5.4	6.9	97.8
Z Refresher safety training for all workers	10	1.8	2.2	100.0
Total	448	78.6	100.0	
Missing	122	21.4		
Total	570	100.0		

Q30B Second Most Helpful					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A Written safety policy from management	9	1.6	2.0	2.0
	AA Use of safety audio visuals for training	15	2.6	3.4	5.4
	B Management compliance with safety rules	14	2.5	3.2	8.6
	BB Use of booklets to promote safety	21	3.7	4.7	13.3
	C Management	6	1.1	1.4	14.7

restating its support for safety				
CC Investigation of accidents	6	1.1	1.4	16.0
D Specification of employees' responsibilities	10	1.8	2.3	18.3
DD Manual of safety rules and procedures	11	1.9	2.5	20.8
E Safety discussions at company business meetings	6	1.1	1.4	22.1
EE Labor/management safety committee	6	1.1	1.4	23.5
F Enforcement of safety procedures	14	2.5	3.2	26.6
FF Discipline for unsafe performance	4	.7	.9	27.5
G Maintenance of high safety performance stand.	3	.5	.7	28.2
GG Annual recognition of safe individuals	5	.9	1.1	29.3
H Acting on worker safety suggestions	15	2.6	3.4	32.7
HH Accessibility of safety information	5	.9	1.1	33.9
I individual safety contacts by supervisors	6	1.1	1.4	35.2
II Work group safety meetings	5	.9	1.1	36.3
J Supervisor recognition of employees for safety	9	1.6	2.0	38.4
JJ Hazard communications program (Chemical Safety)	2	.4	.5	38.8
K Supervisors requests to employees for safety ideas	8	1.4	1.8	40.6
KK Emergency response program	26	4.6	5.9	46.5
L Worker compliance with safety rules/regulations	12	2.1	2.7	49.2
LL Return to work program for injured workers	4	.7	.9	50.1
M Workers taking responsibility for safety	29	5.1	6.5	56.7
MM On-site medical response	19	3.3	4.3	60.9
N Employees reporting workplace hazards	26	4.6	5.9	66.8
NN Permission to "shut-down" unsafe equipment	6	1.1	1.4	68.2
O Safety staff	8	1.4	1.8	70.0

	assistance and advice				
	P Design of workplace to eliminate hazards	9	1.6	2.0	72.0
	Q Safety inspections of facilities and operations	13	2.3	2.9	74.9
	R Design of equipment to eliminate hazards	4	.7	.9	75.8
	S Use of formal lockout procedures	4	.7	.9	76.7
	T Maintenance of facilities	21	3.7	4.7	81.5
	U Maintenance of equipment and tools	3	.5	.7	82.2
	V Availability of personal protective equipment	9	1.6	2.0	84.2
	W Safety training for new/transferred workers	6	1.1	1.4	85.6
	X Safety training for supervisors	9	1.6	2.0	87.6
	Y Training in basic emergency practices	26	4.6	5.9	93.5
	Z Refresher safety training for all workers	29	5.1	6.5	100.0
	Total	443	77.7	100.0	
Missing		127	22.3		
Total		570	100.0		

Q30C Third Most Helpful					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A Written safety policy from management	10	1.8	2.3	2.3
	AA Use of safety audio visuals for training	13	2.3	3.0	5.4
	B Management compliance with safety rules	8	1.4	1.9	7.2
	BB Use of booklets to promote safety	14	2.5	3.3	10.5
	C Management restating its support for safety	7	1.2	1.6	12.1
	CC Investigation of accidents	7	1.2	1.6	13.8
	D Specification of employees' responsibilities	7	1.2	1.6	15.4
	DD Manual of safety rules and procedures	11	1.9	2.6	17.9
	E Safety discussions at company business meetings	5	.9	1.2	19.1
	EE Labor/management	7	1.2	1.6	20.7

	safety committee				
	F Enforcement of safety procedures	9	1.6	2.1	22.8
	FF Discipline for unsafe performance	6	1.1	1.4	24.2
	G Maintenance of high safety performance stand.	6	1.1	1.4	25.6
	GG Annual recognition of safe individuals	7	1.2	1.6	27.3
	H Acting on worker safety suggestions	11	1.9	2.6	29.8
	HH Accessibility of safety information	7	1.2	1.6	31.5
	I individual safety contacts by supervisors	2	.4	.5	31.9
	II Work group safety meetings	3	.5	.7	32.6
	J Supervisor recognition of employees for safety	6	1.1	1.4	34.0
	JJ Hazard communications program (Chemical Safety)	6	1.1	1.4	35.4
	K Supervisors requests to employees for safety ideas	11	1.9	2.6	38.0
	KK Emergency response program	23	4.0	5.4	43.4
	L Worker compliance with safety rules/regulations	20	3.5	4.7	48.0
	LL Return to work program for injured workers	4	.7	.9	49.0
	M Workers taking responsibility for safety	22	3.9	5.1	54.1
	MM On-site medical response	28	4.9	6.5	60.6
	N Employees reporting workplace hazards	21	3.7	4.9	65.5
	NN Permission to "shut-down" unsafe equipment	11	1.9	2.6	68.1
	O Safety staff assistance and advice	13	2.3	3.0	71.1
	P Design of workplace to eliminate hazards	9	1.6	2.1	73.2
	Q Safety inspections of facilities and operations	12	2.1	2.8	76.0
	R Design of equipment to eliminate hazards	2	.4	.5	76.5
	S Use of formal lockout procedures	5	.9	1.2	77.6
	T Maintenance of	17	3.0	4.0	81.6

	facilities				
	U Maintenance of equipment and tools	4	.7	.9	82.5
	V Availability of personal protective equipment	16	2.8	3.7	86.2
	W Safety training for new/transferred workers	14	2.5	3.3	89.5
	X Safety training for supervisors	5	.9	1.2	90.7
	Y Training in basic emergency practices	21	3.7	4.9	95.6
	Z Refresher safety training for all workers	19	3.3	4.4	100.0
	Total	429	75.3	100.0	
Missing		141	24.7		
Total		570	100.0		

Q31A Most Potential Benefit					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A Written safety plicy from managment	7	1.2	1.6	1.6
	AA Use of safety audio visuals for training	24	4.2	5.6	7.2
	B Management compliance with safety rules	2	.4	.5	7.7
	BB Use of booklets to promote safety	13	2.3	3.0	10.7
	C Management restating its support for safety	4	.7	.9	11.7
	CC Investigation of accidents	5	.9	1.2	12.8
	D Specification of employees' responsibilities	7	1.2	1.6	14.5
	DD Manual of safety rules and procedures	11	1.9	2.6	17.0
	E Safety discussions at company business meetings	6	1.1	1.4	18.4
	EE Labor/management safety committee	11	1.9	2.6	21.0
	F Enforcement of safety procedures	6	1.1	1.4	22.4
	FF Discipline for unsafe performance	8	1.4	1.9	24.2
	G Maintenance of high safety performance stand.	1	.2	.2	24.5
	GG Annual recognition of safe individuals	41	7.2	9.6	34.0
	H Acting on worker safety suggestions	18	3.2	4.2	38.2

HH Accessibility of safety information	8	1.4	1.9	40.1
I individual safety contacts by supervisors	6	1.1	1.4	41.5
II Work group safety meetings	16	2.8	3.7	45.2
J Supervisor recognition of employees for safety	24	4.2	5.6	50.8
JJ Hazard communications program (Chemical Safety)	16	2.8	3.7	54.5
K Supervisors requests to employees for safety ideas	10	1.8	2.3	56.9
KK Emergency response program	8	1.4	1.9	58.7
L Worker compliance with safety rules/regulations	5	.9	1.2	59.9
LL Return to work program for injured workers	4	.7	.9	60.8
M Workers taking responsibility for safety	9	1.6	2.1	62.9
MM On-site medical response	15	2.6	3.5	66.4
N Employees reporting workplace hazards	11	1.9	2.6	69.0
NN Permission to "shut-down" unsafe equipment	9	1.6	2.1	71.1
O Safety staff assistance and advice	5	.9	1.2	72.3
P Design of workplace to eliminate hazards	37	6.5	8.6	80.9
Q Safety inspections of facilities and operations	14	2.5	3.3	84.1
R Design of equipment to eliminate hazards	4	.7	.9	85.1
T Maintenance of facilities	17	3.0	4.0	89.0
U Maintenance of equipment and tools	1	.2	.2	89.3
V Availability of personal protective equipment	7	1.2	1.6	90.9
W Safety training for new/transferred workers	8	1.4	1.9	92.8
X Safety training for supervisors	11	1.9	2.6	95.3
Y Training in basic emergency practices	10	1.8	2.3	97.7
Z Refresher safety training for all workers	10	1.8	2.3	100.0

	<b>Total</b>	429	75.3	100.0	
<b>Missing</b>		141	24.7		
<b>Total</b>		570	100.0		

Q31B Second Most Potential Benefit					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A Written safety plicy from managment	7	1.2	1.7	1.7
	AA Use of safety audio visuals for training	16	2.8	3.8	5.5
	B Management compliance with safety rules	4	.7	.9	6.4
	BB Use of booklets to promote safety	13	2.3	3.1	9.5
	C Management restating its support for safety	4	.7	.9	10.4
	CC Investigation of accidents	3	.5	.7	11.1
	D Specification of employees' responsibilities	7	1.2	1.7	12.8
	DD Manual of safety rules and procedures	15	2.6	3.6	16.4
	E Safety discussions at company business meetings	5	.9	1.2	17.5
	EE Labor/management safety committee	8	1.4	1.9	19.4
	F Enforcement of safety procedures	6	1.1	1.4	20.9
	FF Discipline for unsafe performance	7	1.2	1.7	22.5
	GG Annual recognition of safe individuals	25	4.4	5.9	28.4
	H Acting on worker safety suggestions	22	3.9	5.2	33.6
	HH Accessibility of safety information	11	1.9	2.6	36.3
	I individual safety contacts by supervisors	3	.5	.7	37.0
	II Work group safety meetings	19	3.3	4.5	41.5
	J Supervisor recognition of employees for safety	22	3.9	5.2	46.7
	JJ Hazard communications program (Chemical Safety)	10	1.8	2.4	49.1
K Supervisors requests to employees for safety ideas	16	2.8	3.8	52.8	
KK Emergency response program	11	1.9	2.6	55.5	
L Worker compliance with safety	3	.5	.7	56.2	

	rules/regulations				
	LL Return to work program for injured workers	3	.5	.7	56.9
	M Workers taking responsibility for safety	11	1.9	2.6	59.5
	MM On-site medical response	9	1.6	2.1	61.6
	N Employees reporting workplace hazards	10	1.8	2.4	64.0
	NN Permission to "shut-down" unsafe equipment	5	.9	1.2	65.2
	O Safety staff assistance and advice	14	2.5	3.3	68.5
	P Design of workplace to eliminate hazards	14	2.5	3.3	71.8
	Q Safety inspections of facilities and operations	15	2.6	3.6	75.4
	R Design of equipment to eliminate hazards	6	1.1	1.4	76.8
	S Use of formal lockout procedures	3	.5	.7	77.5
	T Maintenance of facilities	22	3.9	5.2	82.7
	U Maintenance of equipment and tools	6	1.1	1.4	84.1
	V Availability of personal protective equipment	9	1.6	2.1	86.3
	W Safety training for new/transferred workers	15	2.6	3.6	89.8
	X Safety training for supervisors	11	1.9	2.6	92.4
	Y Training in basic emergency practices	16	2.8	3.8	96.2
	Z Refresher safety training for all workers	16	2.8	3.8	100.0
	<b>Total</b>	422	74.0	100.0	
<b>Missing</b>		148	26.0		
<b>Total</b>		570	100.0		

Q31C Third Most Potential Benefit					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A Written safety plicy from managment	3	.5	.7	.7
	AA Use of safety audio visuals for training	13	2.3	3.2	4.0
	B Management compliance with safety rules	3	.5	.7	4.7
	BB Use of booklets to promote safety	15	2.6	3.7	8.4

C Management restating its support for safety	6	1.1	1.5	9.9
CC Investigation of accidents	10	1.8	2.5	12.4
D Specification of employees' responsibilities	7	1.2	1.7	14.1
DD Manual of safety rules and procedures	12	2.1	3.0	17.1
E Safety discussions at company business meetings	4	.7	1.0	18.1
EE Labor/management safety committee	6	1.1	1.5	19.6
F Enforcement of safety procedures	8	1.4	2.0	21.5
FF Discipline for unsafe performance	17	3.0	4.2	25.7
GG Annual recognition of safe individuals	23	4.0	5.7	31.4
H Acting on worker safety suggestions	14	2.5	3.5	34.9
HH Accessibility of safety information	12	2.1	3.0	37.9
I Individual safety contacts by supervisors	7	1.2	1.7	39.6
II Work group safety meetings	11	1.9	2.7	42.3
J Supervisor recognition of employees for safety	16	2.8	4.0	46.3
JJ Hazard communications program (Chemical Safety)	13	2.3	3.2	49.5
K Supervisors requests to employees for safety ideas	14	2.5	3.5	53.0
KK Emergency response program	10	1.8	2.5	55.4
L Worker compliance with safety rules/regulations	6	1.1	1.5	56.9
LL Return to work program for injured workers	7	1.2	1.7	58.7
M Workers taking responsibility for safety	9	1.6	2.2	60.9
MM On-site medical response	18	3.2	4.5	65.3
N Employees reporting workplace hazards	11	1.9	2.7	68.1
NN Permission to "shut-down" unsafe equipment	7	1.2	1.7	69.8
O Safety staff assistance and advice	3	.5	.7	70.5
P Design of	15	2.6	3.7	74.3

workplace to eliminate hazards				
Q Safety inspections of facilities and operations	17	3.0	4.2	78.5
R Design of equipment to eliminate hazards	5	.9	1.2	79.7
S Use of formal lockout procedures	3	.5	.7	80.4
T Maintenance of facilities	17	3.0	4.2	84.7
U Maintenance of equipment and tools	6	1.1	1.5	86.1
V Availability of personal protective equipment	11	1.9	2.7	88.9
W Safety training for new/transferred workers	6	1.1	1.5	90.3
X Safety training for supervisors	9	1.6	2.2	92.6
Y Training in basic emergency practices	15	2.6	3.7	96.3
Z Refresher safety training for all workers	15	2.6	3.7	100.0
Total	404	70.9	100.0	
Missing	166	29.1		
Total	570	100.0		

Q32 Common for employees to identify & eliminate hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	82	14.4	14.8	14.8
	2 Agree	201	35.3	36.2	51.0
	3 Neutral	148	26.0	26.7	77.7
	4 Disagree	76	13.3	13.7	91.4
	5 Strongly Disagree	48	8.4	8.6	100.0
	Total	555	97.4	100.0	
Missing	System	15	2.6		
Total		570	100.0		

Q33 Frequent contact between employees and management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	62	10.9	11.2	11.2
	2 Agree	203	35.6	36.8	48.0
	3 Neutral	143	25.1	25.9	73.9
	4 Disagree	93	16.3	16.8	90.8
	5 Strongly Disagree	51	8.9	9.2	100.0
	Total	552	96.8	100.0	
Missing	System	18	3.2		
Total		570	100.0		

Q34 Safety takes back seat to production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	35	6.1	6.4	6.4
	2 Agree	74	13.0	13.5	19.9
	3 Neutral	166	29.1	30.2	50.1
	4 Disagree	181	31.8	33.0	83.1
	5 Strongly Disagree	93	16.3	16.9	100.0
	Total	549	96.3	100.0	
	Missing System	21	3.7		
Total		570	100.0		

Q35 Employees get involved in developing safety practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	29	5.1	5.4	5.4
	2 Agree	106	18.6	19.6	25.0
	3 Neutral	195	34.2	36.1	61.1
	4 Disagree	131	23.0	24.3	85.4
	5 Strongly Disagree	79	13.9	14.6	100.0
	Total	540	94.7	100.0	
	Missing System	30	5.3		
Total		570	100.0		

Q36 Supervisor maintains high standard of job safety perfor.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	99	17.4	18.5	18.5
	2 Agree	203	35.6	37.9	56.4
	3 Neutral	163	28.6	30.5	86.9
	4 Disagree	47	8.2	8.8	95.7
	5 Strongly Disagree	23	4.0	4.3	100.0
	Total	535	93.9	100.0	
	Missing System	35	6.1		
Total		570	100.0		

Q37 Inspections made at regular, frequent intervals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	26	4.6	5.0	5.0
	2 Agree	109	19.1	21.1	26.1
	3 Neutral	218	38.2	42.2	68.3
	4 Disagree	104	18.2	20.1	88.4
	5 Strongly Disagree	60	10.5	11.6	100.0
	Total	517	90.7	100.0	
	Missing System	53	9.3		
Total		570	100.0		

Q38 Mngmnt views seldom stressed regarding safety					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	40	7.0	7.5	7.5
	2 Agree	117	20.5	21.9	29.4
	3 Neutral	152	26.7	28.5	57.9
	4 Disagree	185	32.5	34.6	92.5
	5 Strongly Disagree	40	7.0	7.5	100.0
	Total	534	93.7	100.0	
	Missing System	36	6.3		
Total		570	100.0		

Q39 Safety meetings held less often than the should be					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	52	9.1	9.9	9.9
	2 Agree	140	24.6	26.6	36.4
	3 Neutral	206	36.1	39.1	75.5
	4 Disagree	101	17.7	19.2	94.7
	5 Strongly Disagree	28	4.9	5.3	100.0
	Total	527	92.5	100.0	
	Missing System	43	7.5		
Total		570	100.0		

Q40 Good teamwork exists among departments					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	45	7.9	8.4	8.4
	2 Agree	164	28.8	30.5	38.9
	3 Neutral	192	33.7	35.8	74.7
	4 Disagree	92	16.1	17.1	91.8
	5 Strongly Disagree	44	7.7	8.2	100.0
	Total	537	94.2	100.0	
	Missing System	33	5.8		
Total		570	100.0		

Q41 Mngmt shows that it cares about employee safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	70	12.3	13.2	13.2
	2 Agree	227	39.8	42.7	55.8
	3 Neutral	150	26.3	28.2	84.0
	4 Disagree	50	8.8	9.4	93.4
	5 Strongly Disagree	35	6.1	6.6	100.0
	Total	532	93.3	100.0	
	Missing System	38	6.7		
Total		570	100.0		

Q42 I can protect coworkers through my actions					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1 Strongly agree	159	27.9	29.4	29.4
	2 Agree	267	46.8	49.4	78.9
	3 Neutral	94	16.5	17.4	96.3
	4 Disagree	11	1.9	2.0	98.3
	5 Strongly Disagree	9	1.6	1.7	100.0
	Total	540	94.7	100.0	
Missing	System	30	5.3		
Total		570	100.0		

Q43 Supervisors behavior goes against safe job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	16	2.8	3.0	3.0
	2 Agree	24	4.2	4.5	7.5
	3 Neutral	99	17.4	18.5	25.9
	4 Disagree	194	34.0	36.2	62.1
	5 Strongly Disagree	203	35.6	37.9	100.0
	Total	536	94.0	100.0	
Missing	System	34	6.0		
Total		570	100.0		

Q44 Designated employees trained in emergency practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	91	16.0	16.9	16.9
	2 Agree	232	40.7	43.0	59.9
	3 Neutral	150	26.3	27.8	87.8
	4 Disagree	49	8.6	9.1	96.8
	5 Strongly Disagree	17	3.0	3.2	100.0
	Total	539	94.6	100.0	
Missing	System	31	5.4		
Total		570	100.0		

Q45 Mngmt has a written safety policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	61	10.7	11.5	11.5
	2 Agree	197	34.6	37.2	48.8
	3 Neutral	178	31.2	33.6	82.4
	4 Disagree	66	11.6	12.5	94.9
	5 Strongly Disagree	27	4.7	5.1	100.0
	Total	529	92.8	100.0	
Missing	System	41	7.2		
Total		570	100.0		

Q46 Near miss accidents are investigated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	51	8.9	9.6	9.6

Valid	2 Agree	131	23.0	24.8	34.4
	3 Neutral	270	47.4	51.0	85.4
	4 Disagree	58	10.2	11.0	96.4
	5 Strongly Disagree	19	3.3	3.6	100.0
	Total	529	92.8	100.0	
	Missing	System	41	7.2	
Total		570	100.0		

Q47 Employee morale is poor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	78	13.7	14.5	14.5
	2 Agree	118	20.7	21.9	36.4
	3 Neutral	175	30.7	32.5	69.0
	4 Disagree	123	21.6	22.9	91.8
	5 Strongly Disagree	44	7.7	8.2	100.0
	Total	538	94.4	100.0	
Missing	System	32	5.6		
Total		570	100.0		

Q48 Mngmnt does nothing more for safety than the law requires					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	31	5.4	5.8	5.8
	2 Agree	99	17.4	18.6	24.4
	3 Neutral	200	35.1	37.6	62.0
	4 Disagree	162	28.4	30.5	92.5
	5 Strongly Disagree	40	7.0	7.5	100.0
	Total	532	93.3	100.0	
Missing	System	38	6.7		
Total		570	100.0		

Q49 I understand the safety regulations for my job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	89	15.6	16.5	16.5
	2 Agree	285	50.0	52.8	69.3
	3 Neutral	118	20.7	21.9	91.1
	4 Disagree	36	6.3	6.7	97.8
	5 Strongly Disagree	12	2.1	2.2	100.0
	Total	540	94.7	100.0	
Missing	System	30	5.3		
Total		570	100.0		

Q50 My supervisor enforces job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	75	13.2	14.1	14.1
	2 Agree	234	41.1	43.9	58.0



	3 Neutral	173	30.4	32.5	90.4
	4 Disagree	39	6.8	7.3	97.7
	5 Strongly Disagree	12	2.1	2.3	100.0
	Total	533	93.5	100.0	
Missing	System	37	6.5		
Total		570	100.0		

	4 Disagree	103	18.1	19.7	92.4
	5 Strongly Disagree	40	7.0	7.6	100.0
	Total	524	91.9	100.0	
Missing	System	46	8.1		
Total		570	100.0		

Q51 Standardized precautions are used for hazardous materials					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	55	9.6	10.8	10.8
	2 Agree	146	25.6	28.6	39.3
	3 Neutral	278	48.8	54.4	93.7
	4 Disagree	21	3.7	4.1	97.8
	5 Strongly Disagree	11	1.9	2.2	100.0
	Total	511	89.6	100.0	
	Missing	System	59	10.4	
Total		570	100.0		

Q55 My Supervisor understands the job safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	74	13.0	14.0	14.0
	2 Agree	232	40.7	43.8	57.7
	3 Neutral	179	31.4	33.8	91.5
	4 Disagree	32	5.6	6.0	97.5
	5 Strongly Disagree	13	2.3	2.5	100.0
	Total	530	93.0	100.0	
	Missing	System	40	7.0	
Total		570	100.0		

Q52 Mngmt has provided adequate staff for safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	47	8.2	8.9	8.9
	2 Agree	146	25.6	27.5	36.3
	3 Neutral	253	44.4	47.6	84.0
	4 Disagree	60	10.5	11.3	95.3
	5 Strongly Disagree	25	4.4	4.7	100.0
	Total	531	93.2	100.0	
	Missing	System	39	6.8	
Total		570	100.0		

Q56 Workers follow an lockout/tagout procedure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	27	4.7	5.3	5.3
	2 Agree	71	12.5	14.0	19.3
	3 Neutral	334	58.6	65.7	85.0
	4 Disagree	43	7.5	8.5	93.5
	5 Strongly Disagree	33	5.8	6.5	100.0
	Total	508	89.1	100.0	
	Missing	System	62	10.9	
Total		570	100.0		

Q53 Awards/recognition not good at promoting safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	55	9.6	10.4	10.4
	2 Agree	112	19.6	21.2	31.6
	3 Neutral	244	42.8	46.2	77.8
	4 Disagree	87	15.3	16.5	94.3
	5 Strongly Disagree	30	5.3	5.7	100.0
	Total	528	92.6	100.0	
	Missing	System	42	7.4	
Total		570	100.0		

Q57 Safety training is part of every new employee's orientation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	64	11.2	12.2	12.2
	2 Agree	149	26.1	28.3	40.5
	3 Neutral	182	31.9	34.6	75.1
	4 Disagree	92	16.1	17.5	92.6
	5 Strongly Disagree	39	6.8	7.4	100.0
	Total	526	92.3	100.0	
	Missing	System	44	7.7	
Total		570	100.0		

Q54 Job performance standards higher for production than for saf					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	45	7.9	8.6	8.6
	2 Agree	105	18.4	20.0	28.6
	3 Neutral	231	40.5	44.1	72.7

Q58 Mngmnt is sincere in efforts to ensure safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	97	17.0	18.0	18.0
	2 Agree	241	42.3	44.8	62.8
	3 Neutral	132	23.2	24.5	87.4
	4 Disagree	43	7.5	8.0	95.4

	5 Strongly Disagree	25	4.4	4.6	100.0
	Total	538	94.4	100.0	
Missing	System	32	5.6		
Total		570	100.0		

Q59 Supervisors seldom acts on worker safety suggestions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	21	3.7	3.9	3.9
	2 Agree	53	9.3	9.9	13.8
	3 Neutral	186	32.6	34.8	48.6
	4 Disagree	206	36.1	38.5	87.1
	5 Strongly Disagree	69	12.1	12.9	100.0
	Total	535	93.9	100.0	
Missing	System	35	6.1		
Total		570	100.0		

Q60 Emergency response almost never tested					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	2.3	2.5	2.5
	2 Agree	47	8.2	8.9	11.3
	3 Neutral	119	20.9	22.5	33.8
	4 Disagree	256	44.9	48.3	82.1
	5 Strongly Disagree	95	16.7	17.9	100.0
	Total	530	93.0	100.0	
Missing	System	40	7.0		
Total		570	100.0		

Q61 The safety committee improves safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	35	6.1	6.7	6.7
	2 Agree	144	25.3	27.4	34.0
	3 Neutral	290	50.9	55.1	89.2
	4 Disagree	31	5.4	5.9	95.1
	5 Strongly Disagree	26	4.6	4.9	100.0
	Total	526	92.3	100.0	
Missing	System	44	7.7		
Total		570	100.0		

Q62 Mngmnt sets a positive example through words and action					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	59	10.4	11.2	11.2
	2 Agree	201	35.3	38.1	49.3
	3 Neutral	197	34.6	37.4	86.7
	4 Disagree	52	9.1	9.9	96.6
	5 Strongly Disagree	18	3.2	3.4	100.0

	Total	527	92.5	100.0
Missing	System	43	7.5	
Total		570	100.0	

Q63 Supervisors have successfully fit safety into the production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	50	8.8	9.6	9.6
	2 Agree	164	28.8	31.4	41.0
	3 Neutral	248	43.5	47.5	88.5
	4 Disagree	46	8.1	8.8	97.3
	5 Strongly Disagree	14	2.5	2.7	100.0
	Total	522	91.6	100.0	
Missing	System	48	8.4		
Total		570	100.0		

Q64 System of preventive maintenance operates poorly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	27	4.7	5.3	5.3
	2 Agree	69	12.1	13.5	18.7
	3 Neutral	296	51.9	57.7	76.4
	4 Disagree	97	17.0	18.9	95.3
	5 Strongly Disagree	24	4.2	4.7	100.0
	Total	513	90.0	100.0	
Missing	System	57	10.0		
Total		570	100.0		

Q65 Mngmnt regularly participates in safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	36	6.3	6.9	6.9
	2 Agree	145	25.4	27.8	34.7
	3 Neutral	260	45.6	49.8	84.5
	4 Disagree	60	10.5	11.5	96.0
	5 Strongly Disagree	21	3.7	4.0	100.0
	Total	522	91.6	100.0	
Missing	System	48	8.4		
Total		570	100.0		

Q66 Safety coordinator has high status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	29	5.1	5.6	5.6
	2 Agree	94	16.5	18.0	23.6
	3 Neutral	273	47.9	52.3	75.9
	4 Disagree	90	15.8	17.2	93.1
	5 Strongly Disagree	36	6.3	6.9	100.0
	Total	522	91.6	100.0	

Missing	System	48	8.4		
Total		570	100.0		

Q67 Reported hazards go uncorrected for too long a time					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	27	4.7	5.2	5.2
	2 Agree	101	17.7	19.4	24.6
	3 Neutral	204	35.8	39.2	63.7
	4 Disagree	143	25.1	27.4	91.2
	5 Strongly Disagree	46	8.1	8.8	100.0
	Total	521	91.4	100.0	
Missing	System	49	8.6		
Total		570	100.0		

Q68 Employees take part in accident investigation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	33	5.8	6.4	6.4
	2 Agree	153	26.8	29.5	35.8
	3 Neutral	258	45.3	49.7	85.5
	4 Disagree	55	9.6	10.6	96.1
	5 Strongly Disagree	20	3.5	3.9	100.0
	Total	519	91.1	100.0	
Missing	System	51	8.9		
Total		570	100.0		

Q69 Training provided by my super. helps me do my job safely					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	46	8.1	8.8	8.8
	2 Agree	167	29.3	31.8	40.6
	3 Neutral	222	38.9	42.3	82.9
	4 Disagree	68	11.9	13.0	95.8
	5 Strongly Disagree	22	3.9	4.2	100.0
	Total	525	92.1	100.0	
Missing	System	45	7.9		
Total		570	100.0		

Q70 Medical facilities are sufficient					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	51	8.9	9.6	9.6
	2 Agree	211	37.0	39.8	49.4
	3 Neutral	179	31.4	33.8	83.2
	4 Disagree	58	10.2	10.9	94.2
	5 Strongly Disagree	31	5.4	5.8	100.0
	Total	530	93.0	100.0	
Missing	System	40	7.0		

Total		570	100.0		
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Q71 Mngmnt ignores safety performance in determining promotions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	34	6.0	6.5	6.5
	2 Agree	70	12.3	13.4	19.8
	3 Neutral	211	37.0	40.3	60.1
	4 Disagree	150	26.3	28.6	88.7
	5 Strongly Disagree	59	10.4	11.3	100.0
	Total	524	91.9	100.0	
Missing	System	46	8.1		
Total		570	100.0		

Q72 Safety coordinator available to provide assistance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	49	8.6	9.4	9.4
	2 Agree	141	24.7	27.0	36.4
	3 Neutral	239	41.9	45.8	82.2
	4 Disagree	71	12.5	13.6	95.8
	5 Strongly Disagree	22	3.9	4.2	100.0
	Total	522	91.6	100.0	
Missing	System	48	8.4		
Total		570	100.0		

Q73 HSS has a stable workforce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	61	10.7	11.6	11.6
	2 Agree	198	34.7	37.6	49.1
	3 Neutral	193	33.9	36.6	85.8
	4 Disagree	56	9.8	10.6	96.4
	5 Strongly Disagree	19	3.3	3.6	100.0
	Total	527	92.5	100.0	
Missing	System	43	7.5		
Total		570	100.0		

Q74 Employees are afraid to report safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	2.6	2.9	2.9
	2 Agree	56	9.8	10.6	13.5
	3 Neutral	146	25.6	27.8	41.3
	4 Disagree	227	39.8	43.2	84.4
	5 Strongly Disagree	82	14.4	15.6	100.0
	Total	526	92.3	100.0	
Missing	System	44	7.7		
Total		570	100.0		

Q75 Supervisors always investigates lost work day cases					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	24	4.2	4.7	4.7
	2 Agree	77	13.5	15.1	19.8
	3 Neutral	323	56.7	63.5	83.3
	4 Disagree	57	10.0	11.2	94.5
	5 Strongly Disagree	28	4.9	5.5	100.0
	Total	509	89.3	100.0	
	Missing System	61	10.7		
Total		570	100.0		

Q76 Ventilation, lighting, noise kept at good levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	36	6.3	6.7	6.7
	2 Agree	178	31.2	33.3	40.1
	3 Neutral	122	21.4	22.8	62.9
	4 Disagree	131	23.0	24.5	87.5
	5 Strongly Disagree	67	11.8	12.5	100.0
	Total	534	93.7	100.0	
	Missing System	36	6.3		
Total		570	100.0		

Q77 Many employees don't use personal protection					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	1.9	2.2	2.2
	2 Agree	34	6.0	6.7	8.8
	3 Neutral	259	45.4	50.8	59.6
	4 Disagree	160	28.1	31.4	91.0
	5 Strongly Disagree	46	8.1	9.0	100.0
	Total	510	89.5	100.0	
	Missing System	60	10.5		
Total		570	100.0		

Q78 Job stress is significant problem for me					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	93	16.3	17.4	17.4
	2 Agree	151	26.5	28.3	45.7
	3 Neutral	138	24.2	25.8	71.5
	4 Disagree	113	19.8	21.2	92.7
	5 Strongly Disagree	39	6.8	7.3	100.0
	Total	534	93.7	100.0	
	Missing System	36	6.3		
Total		570	100.0		

Q79 Mngmnt insists supervisors think about safety					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	60	10.5	11.5	11.5
	2 Agree	191	33.5	36.5	47.9
	3 Neutral	206	36.1	39.3	87.2
	4 Disagree	49	8.6	9.4	96.6
	5 Strongly Disagree	18	3.2	3.4	100.0
	Total	524	91.9	100.0	
	Missing System	46	8.1		
Total		570	100.0		

Q80 Mngmnt annually sets injury rate and other safety goals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	26	4.6	5.0	5.0
	2 Agree	55	9.6	10.6	15.7
	3 Neutral	294	51.6	56.9	72.5
	4 Disagree	95	16.7	18.4	90.9
	5 Strongly Disagree	47	8.2	9.1	100.0
	Total	517	90.7	100.0	
	Missing System	53	9.3		
Total		570	100.0		

Q81 Employees rarely take part in developing safety requirements					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	47	8.2	8.9	8.9
	2 Agree	128	22.5	24.3	33.3
	3 Neutral	217	38.1	41.3	74.5
	4 Disagree	108	18.9	20.5	95.1
	5 Strongly Disagree	26	4.6	4.9	100.0
	Total	526	92.3	100.0	
	Missing System	44	7.7		
Total		570	100.0		

Q82 Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Less than 25	7	1.2	1.3	1.3
	2 25-34 years old	108	18.9	19.5	20.8
	3 35-44 years old	128	22.5	23.1	43.9
	4 45-54 years old	143	25.1	25.8	69.7
	5 55 and over	168	29.5	30.3	100.0
	Total	554	97.2	100.0	
	Missing System	16	2.8		
Total		570	100.0		

Q83 Employment Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 HSS employee	306	53.7	55.1	55.1
	2 Contractor employee	119	20.9	21.4	76.6
	3 Contractor security employee	130	22.8	23.4	100.0
	Total	555	97.4	100.0	
Missing	System	15	2.6		
Total		570	100.0		

Q84 Employment Category					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Manager or Supervisor	81	14.2	14.8	14.8
	2 Technical Professional	251	44.0	45.9	60.7
	3 Administrative Support	98	17.2	17.9	78.6
	4 Security Guard	117	20.5	21.4	100.0
	Total	547	96.0	100.0	
Missing	System	23	4.0		
Total		570	100.0		

Q85 Location					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Washington, DC	181	31.8	32.4	32.4
	2 Germantown, MD	361	63.3	64.6	97.0
	3 Albuquerque, NM	16	2.8	2.9	99.8
	4 Other	1	.2	.2	100.0
	Total	559	98.1	100.0	
Missing	System	11	1.9		
Total		570	100.0		



## APPENDIX C

### Methods & Data Analyses

2008 OSCAR SURVEY RESULTS  
U.S. DEPARTMENT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

The *Occupational Safety Climate Assessment Report* (OSCAR) describes how a company's safety management system is functioning - from the employees' view. It assesses the level of employee involvement in safety programs and activities, the nature of management/employee interaction in the planning and performance of work, and the perceived visibility and effectiveness of safety programs and activities. The OSCAR also elicits employee opinions about a broad spectrum of components or elements that contribute to successful safety management. These elements include executive leadership, supervisory and employee participation, safety support procedures, processes, and safety climate, as well as the overall organizational climate.

#### **OSCAR Background**

The OSCAR survey form is included as Appendix A of this report. The OSCAR content has been distilled from a variety of sources, such as the compilation of experts' ratings of the most effective safety program management practices, comparisons of safety program content in organizations with high versus low injury rates, and the best National Safety Council member safety programs. Other resources utilized include research on the effect of management style and values on an organization's operational effectiveness, concepts from the OSHA Voluntary Protection Programs, and management processes that typify the quality assurance programs of Malcolm Baldrige Award winners. Testing with more than 100 establishments throughout the U.S. has confirmed the utility of its survey format.

#### **Results Interpretation**

When a work force completes the OSCAR, the results give a thorough picture of how an organization's safety program impresses those whose acceptance and participation are necessary to make it successful, namely DOE's Office of Health, Safety & Security employees. The results reveal the perceptual context within which the safety program operates and those who manage it are viewed. Accordingly, OSCAR supplies new insights that enable management to recognize program strengths as well as identify and define problems and the management system inadequacies that are producing these problems. It then becomes the task of management to combine OSCAR data with information from other sources to uncover and correct the root causes of these problems.

## **The Administration Process**

Employees of DOE-HSS participated in the OSCAR Survey in Late 2008. The OSCAR survey was administered by DOE personnel. The Survey administrators were instructed to distribute the OSCAR forms to employees in group meetings, explain the purpose of the survey, and have the employees complete the survey at that time.

To reinforce the confidentiality of the administration process, respondents were asked to seal their completed surveys in envelopes before returning them. The envelopes were collected and sent directly to the National Safety Council, where the survey forms were removed and prepared for computer entry. The responses were keypunched and verified to ensure data recording reliability.

## **OSCAR Content**

The OSCAR survey instrument consists of six sections. Sections are designed to elicit responses covering a wide spectrum of management techniques and safety issues, including:

- **Your Involvement in Safety** - in which respondents provide data about the frequency of employee participation in informal and formal safety activities.
- **HSS's Safety Management Practices** - in which respondents describe the character of their involvement in supervisor/management and employee relations, communications, planning, decision-making, and control functions.
- **HSS's Safety Program** - in which respondents rate the overall effectiveness of existing safety programs and activities on site safety.
- **Your Opinions About Safety and Management Conditions** - in which respondents give their opinions about management leadership, supervisor and employee participation, and safety support activities and climate.
- **Information About You** - in which respondents give selected demographic data about themselves and/or their position in the organization.
- **General Comments About HSS's Safety Program** - in which respondents have an opportunity to recommend, critique or otherwise discuss the organization's safety program.

### **Section I - Your Involvement in Safety**

In this section, respondents indicate their level of involvement in a variety of informal safety and related activities during the past twelve months. Activities that can take place with relative regularity within an organization, e.g. *discussion of safety practices with coworkers*, were rated on a five-point scale ranging from "At least weekly" to "Not at all." Respondents also indicate their involvement in formal safety program activities by checking a box next to each activity in which they have participated during the previous twelve months.



## **Section II - HSS's Safety Management Practices**

In this section, respondents describe safety management practices and characterize interactions with coworkers, supervisors, and management using five-point descriptive scales. The scales vary for each statement to enable respondents to describe their relationship with their supervisor, their participation in safety communications and decision-making, the degree of perceived responsibility for personal safety, and the level of support for the organization's safety goals and management methods.

## **Section III - HSS's Safety Program**

In this section, respondents assess a number of safety programs and activities based on beneficial contributions to worksite safety. The four-point scale ranges from "Extremely Helpful" to "Not Helpful at All." Respondents may also indicate that a described safety component is "Not Present." This rating procedure helps determine both the effectiveness and the visibility of each safety component.

In addition, respondents are requested to rate, in order, the three existing safety components which they feel have the most beneficial effect on site safety. Employees were also asked to indicate the top three components that would benefit safety most if they were improved or introduced into HSS's formal safety effort.

## **Section IV - Your Opinions About Safety and Management Conditions**

In this section of the OSCAR, respondents are asked to express their agreement or disagreement with statements about a variety of safety and work-related topics. In Table C, statements that address related program components are grouped into six program categories.

The first three program categories focus on the specific activities of each main employee group that must function effectively if programs are to be successful:

- **Management Participation** items describe ways in which top and middle management demonstrates its 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 workers.
- **Employee Participation** items specify selected actions and reactions that are critical to making a safety program work. Emphasis is given to personal responsibility and compliance.

**Table C**  
**Statement Groupings by Program Category**

<b>Program Category</b>	<b>Statement Numbers</b>
Management Participation	38, 45, 52, 62, 65, 71, 80
Supervisor Participation	36, 43, 50, 55, 59, 63, 69, 74, 75
Employee Participation	32, 35, 42, 49, 51, 56, 68, 77, 81
Safety Support Activities	37, 39, 44, 46, 53, 57, 60, 61, 64, 72
Safety Support Climate	34, 41, 48, 54, 58, 66, 67, 70, 76, 79
Organizational Climate	33, 40, 47, 73, 78

The fourth category concerns activities that are frequently found in successful programs:

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

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

- **Safety Support Climate** items ask workers for general beliefs and impressions about management's commitment and underlying philosophy with regard to safety.
- **Organizational Climate** items probe general conditions that interact with the safety program to affect its ultimate success, such as teamwork, morale, and employee turnover.

### **Data Analysis**

Each program category statement presents a positive or negative description about a company's safety program or related activities, 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.

Agreement with a positive statement or disagreement with a negative statement has a positive safety implication. Disagreement with a positive statement or agreement with a negative description has a negative implication.

Responses to OSCAR statements with positive descriptions were scored as follows:

+2 = Strongly Agree

+1 = Agree

0 = No Opinion

-1 = Disagree

-2 = Strongly Disagree

Responses to statements with negative descriptions were scored oppositely.

- An **average response score** was produced for each statement by computing the average score for all respondents in the group.
- A **program category average response score** was computed by averaging the average response scores for the statements that comprise each of the program categories as shown in Table C.

As previously noted, statements are presented in positive or negative form in the *Your Opinions About Safety and Management Conditions* section. Program component descriptions listed in tables and figures in this report are based directly on questionnaire statements, however, slight wording changes have been made to present each component as positive or neutral in content. This similarity in statement presentation form allows for better understanding.

### **National Safety Council Database**

The *Your Opinions About Safety and Management Conditions* section results were compared with those of respondents within the National Safety Council (NSC) Database. These comparisons were made using average response and program category average response scores. Percentile scores for each statement in this section 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.

NSC Database comparisons enable an organization to evaluate its employee assessments in relation to those of other Survey respondents. The NSC Database does not represent a random sample of organizations nor does it reflect only the top safety performers. Even so, results from organizations with a similar need and/or desire to involve employees directly in the examination of their safety programs offer an external gauge against which to judge the DOE-HSS's perceived performance.

### **Section V - Information About You**

In this section of the OSCAR, respondents are asked for personal and job-related information, as requested by the client. These data enable the further analysis of response data into employee groups. These analyses appear as crosstabulations in the following Appendix of this report:

- Appendix D: By Employment Category

### **Section VI - General Comments About HSS's Safety Program**

In this section of the OSCAR, employees have an opportunity to express their feelings about their company's safety program and any related areas of concern. These comments are transcribed in Appendix G of the report.

*Appendix D Response Distributions by Employment Category*



2008 OSCAR Survey Results  
Response Distributions by Employment Category

Q1 Coworkers discuss safety practices by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q1						
At least weekly	1	20 25.3	31 12.4	11 11.3	33 29.2	95 17.7
At least monthly	2	21 26.6	41 16.5	18 18.6	32 28.3	112 20.8
5-6 times a year	3	15 19.0	51 20.5	16 16.5	16 14.2	98 18.2
1-2 times a year	4	10 12.7	86 34.5	28 28.9	20 17.7	144 26.8
Not at all	5	13 16.5	40 16.1	24 24.7	12 10.6	89 16.5
Column Total		79 14.7	249 46.3	97 18.0	113 21.0	538 100.0

Number of Missing Observations: 32

Q2 Avoid complying with safety regulation by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q2						
At least weekly	1		4 1.6	1 1.0	13 11.4	18 3.3
At least monthly	2	1 1.3	3 1.2	1 1.0	5 4.4	10 1.8
5-6 times a year	3	2 2.5	5 2.0	2 2.0	5 4.4	14 2.6
1-2 times a year	4	6 7.6	28 11.2	6 6.1	13 11.4	53 9.8
Not at all	5	70 88.6	210 84.0	88 89.8	78 68.4	446 82.4
Column Total		79 14.6	250 46.2	98 18.1	114 21.1	541 100.0

Number of Missing Observations: 29

Q3 Inspect work area for hazards by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q3						
At least weekly	1	18 22.8	28 11.4	15 15.8	82 71.3	143 26.8
At least monthly	2	15 19.0	34 13.9	11 11.6	16 13.9	76 14.2
5-6 times a year	3	13 16.5	36 14.7	8 8.4	4 3.5	61 11.4
1-2 times a year	4	22 27.8	95 38.8	30 31.6	11 9.6	158 29.6
Not at all	5	11 13.9	52 21.2	31 32.6	2 1.7	96 18.0
Column Total		79 14.8	245 45.9	95 17.8	115 21.5	534 100.0

Number of Missing Observations: 36

Q4 Read job safety procedures by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q4						
At least weekly	1	7 8.8	25 10.1	4 4.1	27 23.5	63 11.7

At least monthly	2	15 18.8	20 8.1	12 12.4	43 37.4	90 16.7
5-6 times a year	3	16 20.0	32 12.9	11 11.3	17 14.8	76 14.1
1-2 times a year	4	30 37.5	107 43.1	45 46.4	24 20.9	206 38.1
Not at all	5	12 15.0	64 25.8	25 25.8	4 3.5	105 19.4
Column Total		80 14.8	248 45.9	97 18.0	115 21.3	540 100.0

Number of Missing Observations: 30

Q5 Worked without the necessary protective e by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q5						
At least weekly	1		.8	1.0	12	15 2.8
At least monthly	2	2 2.5	8 3.3	2 2.1	9 7.9	21 4.0
5-6 times a year	3	2 2.5	7 2.9		3 2.6	12 2.3
1-2 times a year	4	5 6.3	19 7.9	7 7.3	9 7.9	40 7.5
Not at all	5	70 88.6	206 85.1	86 89.6	81 71.1	443 83.4
Column Total		79 14.9	242 45.6	96 18.1	114 21.5	531 100.0

Number of Missing Observations: 39

Q6 Safety discussed at work group meetings by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q6						
At least weekly	1	15 19.0	23 9.2	8 8.2	16 14.3	62 11.5
At least monthly	2	16 20.3	33 13.2	12 12.2	21 18.8	82 15.2
5-6 times a year	3	18 22.8	47 18.8	13 13.3	14 12.5	92 17.1
1-2 times a year	4	23 29.1	79 31.6	40 40.8	31 27.7	173 32.1
Not at all	5	7 8.9	68 27.2	25 25.5	30 26.8	130 24.1
Column Total		79 14.7	250 46.4	98 18.2	112 20.8	539 100.0

Number of Missing Observations: 31

Q7 Received communic. from company mngmt a by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q7						
At least weekly	1	7 8.8	16 6.5	3 3.1	15 13.0	41 7.6
At least monthly	2	24 30.0	41 16.6	14 14.3	31 27.0	110 20.4
5-6 times a year	3	23 28.8	69 27.9	17 17.3	20 17.4	129 23.9
1-2 times a year	4	19 23.8	91 36.8	47 48.0	37 32.2	194 35.9
	5	7 8.8	30 11.9	17 17.3	12 10.5	66 12.4

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Not at all	8.8	12.1	17.3	10.4	12.2
Column Total	80	247	98	115	540
	14.8	45.7	18.1	21.3	100.0

Number of Missing Observations: 30

Q8 Discuss job safety with Supervisor by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q8		1	2	3	4	
At least weekly	1	9	12	4	20	45
		11.3	4.8	4.1	17.2	8.3
At least monthly	2	16	26	16	29	87
		20.0	10.4	16.3	25.0	16.0
5-6 times a year	3	16	33	8	18	75
		20.0	13.2	8.2	15.5	13.8
1-2 times a year	4	27	92	36	31	186
		33.8	36.8	36.7	26.7	34.2
Not at all	5	12	87	34	18	151
		15.0	34.8	34.7	15.5	27.8
Column Total	80	250	98	116	544	
	14.7	46.0	18.0	21.3	100.0	

Number of Missing Observations: 26

Q9 Served on a work group safety team by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q9		1	2	3	4	
Not involved	0	62	219	92	110	483
		76.5	87.6	93.9	94.8	88.6
Involved	1	19	31	6	6	62
		23.5	12.4	6.1	5.2	11.4
Column Total	81	250	98	116	545	
	14.9	45.9	18.0	21.3	100.0	

Number of Missing Observations: 25

Q10 Assisted in a formal workplace inspectio by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q10		1	2	3	4	
Not involved	0	58	202	88	92	440
		71.6	80.8	89.8	79.3	80.7
Involved	1	23	48	10	24	105
		28.4	19.2	10.2	20.7	19.3
Column Total	81	250	98	116	545	
	14.9	45.9	18.0	21.3	100.0	

Number of Missing Observations: 25

Q11 Served on a mngmnt/nonmngmnt safety comm by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q11		1	2	3	4	
Not involved	0	66	221	97	113	497
		81.5	88.4	99.0	97.4	91.2
Involved	1	15	29	1	3	48
		18.5	11.6	1.0	2.6	8.8
Column Total	81	250	98	116	545	
	14.9	45.9	18.0	21.3	100.0	

Number of Missing Observations: 25

Q12 Participated in a job safety hazard anal by Q84.Empl Category

Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row
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	1	2	3	4	Total	
Q12						
Not involved	0	65	213	88	94	460
		80.2	85.2	89.8	81.0	84.4
Involved	1	16	37	10	22	85
		19.8	14.8	10.2	19.0	15.6
Column Total	81	250	98	116	545	
	14.9	45.9	18.0	21.3	100.0	

Number of Missing Observations: 25

Q13 Participated in an emergency drill by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q13		1	2	3	4	
Not involved	0	4	33	11	21	69
		4.9	13.2	11.2	18.1	12.7
Involved	1	77	216	87	95	475
		95.1	86.4	88.8	81.9	87.2
	2		1			1
			.4			.2
Column Total	81	250	98	116	545	
	14.9	45.9	18.0	21.3	100.0	

Number of Missing Observations: 25

Q14 Helped develop safe work procedures by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q14		1	2	3	4	
Not involved	0	60	216	89	103	468
		74.1	86.4	90.8	89.6	86.0
Involved	1	21	34	9	12	76
		25.9	13.6	9.2	10.4	14.0
Column Total	81	250	98	115	544	
	14.9	46.0	18.0	21.1	100.0	

Number of Missing Observations: 26

Q15 Helped to develop safety rules by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q15		1	2	3	4	
Not involved	0	63	225	95	109	492
		77.8	90.0	96.9	94.8	90.4
Involved	1	18	25	3	6	52
		22.2	10.0	3.1	5.2	9.6
Column Total	81	250	98	115	544	
	14.9	46.0	18.0	21.1	100.0	

Number of Missing Observations: 26

Q16 Trained coworkers in safe job practices by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q16		1	2	3	4	
Not involved	0	64	222	90	94	470
		79.0	88.8	91.8	81.7	86.4
Involved	1	17	27	8	21	73
		21.0	10.8	8.2	18.3	13.4
	2		1			1
			.4			.2
Column Total	81	250	98	115	544	
	14.9	46.0	18.0	21.1	100.0	

Number of Missing Observations: 26

Q17 Participated in an accident investigatio by Q84.Empl Category

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	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q17						
Not involved	0	68 84.0	241 96.4	93 94.9	100 87.0	502 92.3
Involved	1	13 16.0	9 3.6	5 5.1	15 13.0	42 7.7
Column Total		81 14.9	250 46.0	98 18.0	115 21.1	544 100.0

Number of Missing Observations: 26

Q18 Participated in workplace design by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q18						
Not involved	0	60 74.1	210 84.0	93 94.9	99 86.1	462 84.9
Involved	1	21 25.9	40 16.0	5 5.1	16 13.9	82 15.1
Column Total		81 14.9	250 46.0	98 18.0	115 21.1	544 100.0

Number of Missing Observations: 26

Q19 Supervisors showing confidence in worker by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q19						
Complete	1	23 28.4	58 23.5	18 19.1	19 16.7	118 22.0
A great deal	2	42 51.9	109 44.1	43 45.7	49 43.0	243 45.3
Some	3	15 18.5	64 25.9	24 25.5	35 30.7	138 25.7
Not very much	4	1 1.2	11 4.5	7 7.4	7 6.1	26 4.9
None at all	5		5 2.0	2 2.1	4 3.5	11 2.1
Column Total		81 15.1	247 46.1	94 17.5	114 21.3	536 100.0

Number of Missing Observations: 34

Q20 Employees involved in solving safety pro by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q20						
Completely	1	2 2.5	16 6.5	7 7.2	6 5.3	31 5.8
A great deal	2	29 36.3	61 24.9	23 23.7	21 18.4	134 25.0
Some	3	30 37.5	93 38.0	33 34.0	41 36.0	197 36.8
Not very much	4	14 17.5	58 23.7	19 19.6	31 27.2	122 22.8
Not at all	5	5 6.3	17 6.9	15 15.5	15 13.2	52 9.7
Column Total		80 14.9	245 45.7	97 18.1	114 21.3	536 100.0

Number of Missing Observations: 34

Q21 Cooperation among work gorups to solve s by Q84.Emp1 Category

Count	Manager or Supvr	Tech Profes	Admin Staff	Security Guard
	1	2	7	6
	29	61	23	21
	30	93	33	41
	14	58	19	31
	5	17	15	15
	80	245	97	114

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q21						
Complete	1	3 3.8	13 5.4	11 12.4	7 6.3	34 6.5
A great deal	2	21 26.9	58 24.0	20 22.5	18 16.2	117 22.5
Moderate	3	39 50.0	87 36.0	34 38.2	50 45.0	210 40.4
Very little	4	11 14.1	60 24.8	13 14.6	20 18.0	104 20.0
None	5	4 5.1	24 9.9	11 12.4	16 14.4	55 10.6
Column Total		78 15.0	242 46.5	89 17.1	111 21.3	520 100.0

Number of Missing Observations: 50

Q22 The amount of "say" employees have in sa by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q22						
Complete	1	9 11.3	16 6.6	4 4.2	8 7.1	37 7.0
A great deal	2	37 46.3	82 33.6	32 33.7	17 15.2	168 31.6
Some	3	25 31.3	85 34.8	31 32.6	36 32.1	177 33.3
Not very much	4	6 7.5	45 18.4	17 17.9	32 28.6	100 18.8
None at all	5	3 3.8	16 6.6	11 11.6	19 17.0	49 9.2
Column Total		80 15.1	244 46.0	95 17.9	112 21.1	531 100.0

Number of Missing Observations: 39

Q23 How sup. balance between rewards and dis by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q23						
All rewards	1	1 1.4	1 .5		2 1.8	4 .9
Mostly rewards	2	8 11.0	13 6.3	2 2.4	4 3.7	27 5.8
Balance	3	43 58.9	102 49.8	43 52.4	37 33.9	225 48.0
Mostly disciplin	4	18 24.7	56 27.3	22 26.8	44 40.4	140 29.9
All discipline	5	3 4.1	33 16.1	15 18.3	22 20.2	73 15.6
Column Total		73 15.6	205 43.7	82 17.5	109 23.2	469 100.0

Number of Missing Observations: 101

Q24 The amount of doubt in safety communicat by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q24						
Fully	1		6 2.5	3 3.5	7 6.1	16 3.1
A great deal	2	3 3.9	32 13.4	5 5.9	21 18.4	61 11.9
	3	29 36.3	87 34.4	30 33.3	47 41.7	193 36.8

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	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Some	37.7	36.6	35.3	41.2	37.5	
Not very much	4	28	65	27	28	148
	36.4	27.3	31.8	24.6	28.8	
Not at all	5	17	48	20	11	96
	22.1	20.2	23.5	9.6	18.7	
Column Total	77	238	85	114	514	
	15.0	46.3	16.5	22.2	100.0	

Number of Missing Observations: 56

Q25 Amount of under cover opposition against by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Complete	1		2			2
			.8			.4
A great deal	2	4	11	7	15	37
	5.0	4.6	8.5	13.3	7.2	
Some	3	16	55	21	45	137
	20.0	23.1	25.6	39.8	26.7	
Not very much	4	36	93	33	32	194
	45.0	39.1	40.2	28.3	37.8	
None	5	24	77	21	21	143
	30.0	32.4	25.6	18.6	27.9	
Column Total	80	238	82	113	513	
	15.6	46.4	16.0	22.0	100.0	

Number of Missing Observations: 57

Q26 Degree of worker safety program support by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Very strong	1	4	14	6	7	31
	5.0	5.8	6.5	6.3	5.9	
Strong	2	37	93	35	27	192
	46.3	38.6	38.0	24.3	36.6	
Marginal	3	32	90	36	49	207
	40.0	37.3	39.1	44.1	39.5	
Weak	4	4	30	7	18	59
	5.0	12.4	7.6	16.2	11.3	
Very weak	5	3	14	8	10	35
	3.8	5.8	8.7	9.0	6.7	
Column Total	80	241	92	111	524	
	15.3	46.0	17.6	21.2	100.0	

Number of Missing Observations: 46

Q27 Employee knowledge of safety standards by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely well	1	14	37	9	22	82
	17.3	15.1	9.3	19.5	15.3	
Well	2	40	104	50	69	263
	49.4	42.4	51.5	61.1	49.1	
Marginally	3	24	61	18	17	120
	29.6	24.9	18.6	15.0	22.4	
Barely	4	2	26	10	5	43
	2.5	10.6	10.3	4.4	8.0	
Not at all	5	1	17	10		28
	1.2	6.9	10.3		5.2	
Column Total	81	245	97	113	536	
	15.1	45.7	18.1	21.1	100.0	

Number of Missing Observations: 34

Q28 The amount of safety communications comi by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
All down: none u	1	3	24	6	10	43
	3.8	10.3	6.9	9.1	8.4	
Mostly down: rar	2	42	88	25	49	204
	53.2	37.6	28.7	44.5	40.0	
Equally up and d	3	31	87	42	30	190
	39.2	37.2	48.3	27.3	37.3	
Mostly up: rarel	4	3	28	10	19	60
	3.8	12.0	11.5	17.3	11.8	
All up: none dow	5		7	4	2	13
		3.0	4.6	1.8	2.5	
Column Total	79	234	87	110	510	
	15.5	45.9	17.1	21.6	100.0	

Number of Missing Observations: 60

Q29A Written safety policy from management by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpfu	1	15	32	20	30	97
	18.5	13.1	20.6	25.6	18.0	
Moderately helpf	2	33	85	42	47	207
	40.7	34.7	43.3	40.2	38.3	
Slightly helpfu	3	20	70	14	27	131
	24.7	28.6	14.4	23.1	24.3	
Not helpful at a	4	5	14	5	6	30
	6.2	5.7	5.2	5.1	5.6	
Not present	5	8	44	16	7	75
	9.9	18.0	16.5	6.0	13.9	
Column Total	81	245	97	117	540	
	15.0	45.4	18.0	21.7	100.0	

Number of Missing Observations: 30

Q29B Management compliance with safety rules by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpfu	1	27	48	26	25	126
	34.2	19.8	28.6	21.4	23.8	
Moderately helpf	2	34	97	33	49	213
	43.0	39.9	36.3	41.9	40.2	
Slightly helpfu	3	11	59	16	28	114
	13.9	24.3	17.6	23.9	21.5	
Not helpful at a	4	5	14	5	5	29
	6.3	5.8	5.5	4.3	5.5	
Not present	5	2	25	11	10	48
	2.5	10.3	12.1	8.5	9.1	
Column Total	79	243	91	117	530	
	14.9	45.8	17.2	22.1	100.0	

Number of Missing Observations: 40

Q29C Management restating support for employe by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
	1	32	50	24	26	132



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Extremely helpfu	40.0	20.3	27.0	22.6	24.9
2	30	77	35	36	178
Moderately helpf	37.5	31.3	39.3	31.3	33.6
3	12	80	14	33	139
Slightly helpfu	15.0	32.5	15.7	28.7	26.2
4	4	19	6	12	41
Not helpful at a	5.0	7.7	6.7	10.4	7.7
5	2	20	10	8	40
Not present	2.5	8.1	11.2	7.0	7.5
Column Total	80	246	89	115	530
Total	15.1	46.4	16.8	21.7	100.0

Number of Missing Observations: 40

Q29D Specification of employees' safety respo by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
		1	2	3	4	
Q29D						
1	19	38	23	24	104	
Extremely helpfu	24.1	15.3	25.6	20.7	19.5	
2	33	88	33	37	191	
Moderately helpf	41.8	35.5	36.7	31.9	35.8	
3	18	71	17	35	141	
Slightly helpfu	22.8	28.6	18.9	30.2	26.5	
4	5	18	5	14	42	
Not helpful at a	6.3	7.3	5.6	12.1	7.9	
5	4	33	12	6	55	
Not present	5.1	13.3	13.3	5.2	10.3	
Column Total	79	248	90	116	533	
Total	14.8	46.5	16.9	21.8	100.0	

Number of Missing Observations: 37

Q29E Safety discussions at HSS-wide business by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
		1	2	3	4	
Q29E						
1	13	22	14	16	65	
Extremely helpfu	16.7	9.1	15.9	13.9	12.4	
2	29	67	31	20	147	
Moderately helpf	37.2	27.7	35.2	17.4	28.1	
3	24	68	19	25	136	
Slightly helpfu	30.8	28.1	21.6	21.7	26.0	
4	4	28	5	13	50	
Not helpful at a	5.1	11.6	5.7	11.3	9.6	
5	8	57	19	41	125	
Not present	10.3	23.6	21.6	35.7	23.9	
Column Total	78	242	88	115	523	
Total	14.9	46.3	16.8	22.0	100.0	

Number of Missing Observations: 47

Q29F Enforcement of safe job procedures by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
		1	2	3	4	
Q29F						
1	22	45	24	27	118	
Extremely helpfu	28.2	18.4	26.4	23.3	22.3	
2	28	70	30	46	174	
Moderately helpf	35.9	28.6	33.0	39.7	32.8	
3	14	61	19	26	120	
Slightly helpfu	17.9	24.9	20.9	22.4	22.6	
4	4	22	4	9	39	
Not helpful at a	5.1	9.0	4.4	7.8	7.4	

5	10	47	14	8	79
Not present	12.8	19.2	15.4	6.9	14.9
Column Total	78	245	91	116	530
Total	14.7	46.2	17.2	21.9	100.0

Number of Missing Observations: 40

Q29G Maintenance of high safety performance s by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
		1	2	3	4	
Q29G						
1	21	45	22	21	109	
Extremely helpfu	27.3	18.7	25.0	18.3	20.9	
2	27	73	33	31	164	
Moderately helpf	35.1	30.3	37.5	27.0	31.5	
3	14	57	18	40	129	
Slightly helpfu	18.2	23.7	20.5	34.8	24.8	
4	3	21	4	7	35	
Not helpful at a	3.9	8.7	4.5	6.1	6.7	
5	12	45	11	16	84	
Not present	15.6	18.7	12.5	13.9	16.1	
Column Total	77	241	88	115	521	
Total	14.8	46.3	16.9	22.1	100.0	

Number of Missing Observations: 49

Q29H Acting on worker safety suggestions by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
		1	2	3	4	
Q29H						
1	25	46	21	19	111	
Extremely helpfu	31.3	19.3	23.1	16.7	21.2	
2	31	68	29	24	152	
Moderately helpf	38.8	28.6	31.9	21.1	29.1	
3	18	64	21	39	142	
Slightly helpfu	22.5	26.9	23.1	34.2	27.2	
4	1	21	4	13	39	
Not helpful at a	1.3	8.8	4.4	11.4	7.5	
5	5	39	16	19	79	
Not present	6.3	16.4	17.6	16.7	15.1	
Column Total	80	238	91	114	523	
Total	15.3	45.5	17.4	21.8	100.0	

Number of Missing Observations: 47

Q29I Individual safety contacts by supervisor by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
		1	2	3	4	
Q29I						
1	14	21	16	19	70	
Extremely helpfu	18.2	8.8	17.6	16.5	13.4	
2	26	60	29	31	146	
Moderately helpf	33.8	25.0	31.9	27.0	27.9	
3	18	74	21	35	148	
Slightly helpfu	23.4	30.8	23.1	30.4	28.3	
4	2	14	4	14	34	
Not helpful at a	2.6	5.8	4.4	12.2	6.5	
5	17	71	21	16	125	
Not present	22.1	29.6	23.1	13.9	23.9	
Column Total	77	240	91	115	523	
Total	14.7	45.9	17.4	22.0	100.0	

Number of Missing Observations: 47

Q29J Supervisors giving recognition to safe e by Q84.Empl Category

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	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q29J						
Extremely helpfu	1	15	28	16	19	78
		18.8	11.6	17.0	16.2	14.6
Moderately helpf	2	24	48	26	24	122
		30.0	19.8	27.7	20.5	22.9
Slightly helpful	3	16	57	20	23	116
		20.0	23.6	21.3	19.7	21.8
Not helpful at a	4	4	18	5	17	44
		5.0	7.4	5.3	14.5	8.3
Not present	5	21	91	27	34	173
		26.3	37.6	28.7	29.1	32.5
Column Total		80	242	94	117	533
		15.0	45.4	17.6	22.0	100.0

Number of Missing Observations: 37

Q29K Supervisors requesting safety ideas from by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q29K						
Extremely helpfu	1	15	25	12	17	69
		19.0	10.4	13.0	14.8	13.1
Moderately helpf	2	29	58	23	19	129
		36.7	24.1	25.0	16.5	24.5
Slightly helpful	3	18	56	25	33	132
		22.8	23.2	27.2	28.7	25.0
Not helpful at a	4	4	17	6	17	44
		5.1	7.1	6.5	14.8	8.3
Not present	5	13	85	26	29	153
		16.5	35.3	28.3	25.2	29.0
Column Total		79	241	92	115	527
		15.0	45.7	17.5	21.8	100.0

Number of Missing Observations: 43

Q29L Workers compliance with safety rules by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q29L						
Extremely helpfu	1	21	49	18	26	114
		26.6	20.2	19.8	22.4	21.6
Moderately helpf	2	37	88	37	43	205
		46.8	36.4	40.7	37.1	38.8
Slightly helpful	3	16	76	19	34	145
		20.3	31.4	20.9	29.3	27.5
Not helpful at a	4	2	9	5	9	25
		2.5	3.7	5.5	7.8	4.7
Not present	5	3	20	12	4	39
		3.8	8.3	13.2	3.4	7.4
Column Total		79	242	91	116	528
		15.0	45.8	17.2	22.0	100.0

Number of Missing Observations: 42

Q29M Workers taking personal responsibility f by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q29M						
Extremely helpfu	1	28	76	28	35	167
		35.0	31.0	30.4	30.2	31.3
Moderately helpf	2	36	92	37	39	204
		45.0	37.6	40.2	33.6	38.3

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Slightly helpful	3	14	53	17	32	116
		17.5	21.6	18.5	27.6	21.8
Not helpful at a	4	2	8	3	5	18
		2.5	3.3	3.3	4.3	3.4
Not present	5		16	7	5	28
			6.5	7.6	4.3	5.3
Column Total		80	245	92	116	533
		15.0	46.0	17.3	21.8	100.0

Number of Missing Observations: 37

Q29N Employees reporting workplace hazards by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q29N						
Extremely helpfu	1	31	67	33	28	159
		38.8	27.1	35.5	23.9	29.6
Moderately helpf	2	31	85	30	52	198
		38.8	34.4	32.3	44.4	36.9
Slightly helpful	3	15	58	13	21	107
		18.8	23.5	14.0	17.9	19.9
Not helpful at a	4	3	15	5	11	34
		3.8	6.1	5.4	9.4	6.3
Not present	5		22	12	5	39
			8.9	12.9	4.3	7.3
Column Total		80	247	93	117	537
		14.9	46.0	17.3	21.8	100.0

Number of Missing Observations: 33

Q29O Safety staff assistance and advice by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q29O						
Extremely helpfu	1	24	35	19	18	96
		30.0	14.3	20.7	15.4	18.0
Moderately helpf	2	31	75	34	29	169
		38.8	30.7	37.0	24.8	31.7
Slightly helpful	3	19	54	17	42	132
		23.8	22.1	18.5	35.9	24.8
Not helpful at a	4	2	26	5	14	47
		2.5	10.7	5.4	12.0	8.8
Not present	5	4	54	17	14	89
		5.0	22.1	18.5	12.0	16.7
Column Total		80	244	92	117	533
		15.0	45.8	17.3	22.0	100.0

Number of Missing Observations: 37

Q29P Design of workplace to eliminate hazards by Q84.Empl Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q29P						
Extremely helpfu	1	13	33	20	18	84
		16.3	13.6	21.7	15.4	15.8
Moderately helpf	2	20	63	28	38	149
		25.0	26.0	30.4	32.5	28.1
Slightly helpful	3	28	62	21	37	148
		35.0	25.6	22.8	31.6	27.9
Not helpful at a	4	10	28	6	11	55
		12.5	11.6	6.5	9.4	10.4
Not present	5	9	56	17	13	95
		11.3	23.1	18.5	11.1	17.9

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Column Total	80	242	92	117	531
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Number of Missing Observations: 39

Q29Q Safety inspections of facilities and operations by Q84.Empl Category

	Count	Manager Col Pct	Tech or Supvr	Admin Profes	Security Staff	Row Guard	Total
		1	2	3	4		
1	17	21.5	29	24	25	95	
Extremely helpfu			12.2	27.3	21.6	18.2	
2	28	35.4	71	24	36	159	
Moderately helpf			29.8	27.3	31.0	30.5	
3	20	25.3	65	18	31	134	
Slightly helpfu			27.3	20.5	26.7	25.7	
4	5	6.3	21	7	13	46	
Not helpful at a			8.8	8.0	11.2	8.8	
5	9	11.4	52	15	11	87	
Not present			21.8	17.0	9.5	16.7	
Column Total	79	15.2	238	88	116	521	100.0

Number of Missing Observations: 49

Q29R Design/guarding of equipment to eliminate by Q84.Empl Category

	Count	Manager Col Pct	Tech or Supvr	Admin Profes	Security Staff	Row Guard	Total
		1	2	3	4		
1	17	21.5	32	21	23	93	
Extremely helpfu			13.7	23.1	20.0	17.9	
2	22	27.8	69	30	44	165	
Moderately helpf			29.5	33.0	38.3	31.8	
3	19	24.1	55	21	23	118	
Slightly helpfu			23.5	23.1	20.0	22.7	
4	3	3.8	19	4	15	41	
Not helpful at a			8.1	4.4	13.0	7.9	
5	18	22.8	59	15	10	102	
Not present			25.2	16.5	8.7	19.7	
Column Total	79	15.2	234	91	115	519	100.0

Number of Missing Observations: 51

Q29S Use of formal lockout procedure by Q84.Empl Category

	Count	Manager Col Pct	Tech or Supvr	Admin Profes	Security Staff	Row Guard	Total
		1	2	3	4		
1	10	13.2	37	11	12	70	
Extremely helpfu			16.1	12.8	10.5	13.8	
2	16	21.1	38	32	32	118	
Moderately helpf			16.5	37.2	28.1	23.3	
3	9	11.8	39	16	34	98	
Slightly helpfu			17.0	18.6	29.8	19.4	
4	2	2.6	14	3	11	30	
Not helpful at a			6.1	3.5	9.6	5.9	
5	39	51.3	102	24	25	190	
Not present			44.3	27.9	21.9	37.5	
Column Total	76	15.0	230	86	114	506	100.0

Number of Missing Observations: 64

Q29T Maintenance of facilities by Q84.Empl Category

	Count	Manager Col Pct	Tech or Supvr	Admin Profes	Security Staff	Row Guard	Total
		1	2	3	4		

1	14	17.7	53	22	27	116	
Extremely helpfu			21.9	24.2	23.3	22.0	
2	26	32.9	67	31	39	163	
Moderately helpf			27.7	34.1	33.6	30.9	
3	27	34.2	66	22	31	146	
Slightly helpfu			27.3	24.2	26.7	27.7	
4	5	6.3	30	5	12	52	
Not helpful at a			12.4	5.5	10.3	9.8	
5	7	8.9	26	11	7	51	
Not present			10.7	12.1	6.0	9.7	
Column Total	79	15.0	242	91	116	528	100.0

Number of Missing Observations: 42

Q29U Maintenance of equipment and tools by Q84.Empl Category

	Count	Manager Col Pct	Tech or Supvr	Admin Profes	Security Staff	Row Guard	Total
		1	2	3	4		
1	16	20.5	39	23	26	104	
Extremely helpfu			16.5	24.7	22.6	19.9	
2	22	28.2	67	26	39	154	
Moderately helpf			28.4	28.0	33.9	29.5	
3	16	20.5	52	22	32	122	
Slightly helpfu			22.0	23.7	27.8	23.4	
4	3	3.8	17	6	11	37	
Not helpful at a			7.2	6.5	9.6	7.1	
5	21	26.9	61	16	7	105	
Not present			25.8	17.2	6.1	20.1	
Column Total	78	14.9	236	93	115	522	100.0

Number of Missing Observations: 48

Q29V Availability of personal protective equipment by Q84.Empl Category

	Count	Manager Col Pct	Tech or Supvr	Admin Profes	Security Staff	Row Guard	Total
		1	2	3	4		
1	23	30.3	38	21	30	112	
Extremely helpfu			16.0	23.1	25.6	21.5	
2	17	22.4	56	23	38	134	
Moderately helpf			23.6	25.3	32.5	25.7	
3	14	18.4	50	18	30	112	
Slightly helpfu			21.1	19.8	25.6	21.5	
4	4	5.3	16	4	13	37	
Not helpful at a			6.8	4.4	11.1	7.1	
5	18	23.7	77	25	6	126	
Not present			32.5	27.5	5.1	24.2	
Column Total	76	14.6	237	91	117	521	100.0

Number of Missing Observations: 49

Q29W Safety training for new/newly transferred by Q84.Empl Category

	Count	Manager Col Pct	Tech or Supvr	Admin Profes	Security Staff	Row Guard	Total
		1	2	3	4		
1	17	21.5	30	19	22	88	
Extremely helpfu			12.6	20.4	19.1	16.7	
2	20	25.3	57	18	37	132	
Moderately helpf			23.8	19.4	32.2	25.1	
3	12	15.2	50	21	33	116	
Slightly helpfu			20.9	22.6	28.7	22.1	

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Not helpful at a	4	2	20	8	12	42
	2.5	8.4	8.6	10.4	8.0	
Not present	5	28	82	27	11	148
	35.4	34.3	29.0	9.6	28.1	
Column Total	79	239	93	115	526	
	15.0	45.4	17.7	21.9	100.0	

Number of Missing Observations: 44

Q29X Safety training for supervisors by Q84.Empl Category

	Count Col	Manager Pct	Tech Profes	Admin Staff	Security Guard	Row Total
	1	2	3	4	Total	
Extremely helpfu	1	15	27	19	22	83
	18.5	11.8	22.1	18.8	16.2	
Moderately helpf	2	27	52	23	35	137
	33.3	22.8	26.7	29.9	26.8	
Slightly helpfu	3	13	58	15	30	116
	16.0	25.4	17.4	25.6	22.7	
Not helpful at a	4	4	19	6	9	38
	4.9	8.3	7.0	7.7	7.4	
Not present	5	22	72	23	21	138
	27.2	31.6	26.7	17.9	27.0	
Column Total	81	228	86	117	512	
	15.8	44.5	16.8	22.9	100.0	

Number of Missing Observations: 58

Q29Y Training in basic emergency practices by Q84.Empl Category

	Count Col	Manager Pct	Tech Profes	Admin Staff	Security Guard	Row Total
	1	2	3	4	Total	
Extremely helpfu	1	25	60	25	43	153
	30.9	24.3	26.3	37.1	28.4	
Moderately helpf	2	32	79	30	31	172
	39.5	32.0	31.6	26.7	31.9	
Slightly helpfu	3	17	64	19	28	128
	21.0	25.9	20.0	24.1	23.7	
Not helpful at a	4	4	15	7	9	35
	4.9	6.1	7.4	7.8	6.5	
Not present	5	3	29	14	5	51
	3.7	11.7	14.7	4.3	9.5	
Column Total	81	247	95	116	539	
	15.0	45.8	17.6	21.5	100.0	

Number of Missing Observations: 31

Q29Z Refresher safety training for all employ by Q84.Empl Category

	Count Col	Manager Pct	Tech Profes	Admin Staff	Security Guard	Row Total
	1	2	3	4	Total	
Extremely helpfu	1	18	32	28	33	111
	22.2	13.1	29.5	28.4	20.7	
Moderately helpf	2	27	67	29	39	162
	33.3	27.5	30.5	33.6	30.2	
Slightly helpfu	3	18	72	15	31	136
	22.2	29.5	15.8	26.7	25.4	
Not helpful at a	4	2	17	8	7	34
	2.5	7.0	8.4	6.0	6.3	
Not present	5	16	56	15	6	93
	19.8	23.0	15.8	5.2	17.4	
Column Total	81	244	95	116	536	
	15.1	45.5	17.7	21.6	100.0	

Number of Missing Observations: 34

Q29AA Use of safety audio visuals for training by Q84.Empl Category

	Count Col	Manager Pct	Tech Profes	Admin Staff	Security Guard	Row Total
	1	2	3	4	Total	
Extremely helpfu	1	8	31	21	32	92
	10.0	12.9	22.6	27.4	17.3	
Moderately helpf	2	29	63	27	36	155
	36.3	26.1	29.0	30.8	29.2	
Slightly helpfu	3	14	57	16	32	119
	17.5	23.7	17.2	27.4	22.4	
Not helpful at a	4	3	18	4	8	33
	3.8	7.5	4.3	6.8	6.2	
Not present	5	26	72	25	9	132
	32.5	29.9	26.9	7.7	24.9	
Column Total	80	241	93	117	531	
	15.1	45.4	17.5	22.0	100.0	

Number of Missing Observations: 39

Q29BB Use of booklets to promote safety by Q84.Empl Category

	Count Col	Manager Pct	Tech Profes	Admin Staff	Security Guard	Row Total
	1	2	3	4	Total	
Extremely helpfu	1	7	24	22	30	83
	8.6	9.8	23.4	25.9	15.5	
Moderately helpf	2	36	66	34	36	172
	44.4	26.9	36.2	31.0	32.1	
Slightly helpfu	3	22	72	17	30	141
	27.2	29.4	18.1	25.9	26.3	
Not helpful at a	4	4	32	6	11	53
	4.9	13.1	6.4	9.5	9.9	
Not present	5	12	51	15	9	87
	14.8	20.8	16.0	7.8	16.2	
Column Total	81	245	94	116	536	
	15.1	45.7	17.5	21.6	100.0	

Number of Missing Observations: 34

Q29CC Investigation of reportable accidents by Q84.Empl Category

	Count Col	Manager Pct	Tech Profes	Admin Staff	Security Guard	Row Total
	1	2	3	4	Total	
Extremely helpfu	1	19	44	22	26	111
	24.4	19.4	25.9	22.4	21.9	
Moderately helpf	2	32	73	31	31	167
	41.0	32.2	36.5	26.7	33.0	
Slightly helpfu	3	17	48	13	34	112
	21.8	21.1	15.3	29.3	22.1	
Not helpful at a	4	2	13	6	13	34
	2.6	5.7	7.1	11.2	6.7	
Not present	5	8	49	13	12	82
	10.3	21.6	15.3	10.3	16.2	
Column Total	78	227	85	116	506	
	15.4	44.9	16.8	22.9	100.0	

Number of Missing Observations: 64

Q29DD Manual of safety rules and procedures by Q84.Empl Category

	Count Col	Manager Pct	Tech Profes	Admin Staff	Security Guard	Row Total
	1	2	3	4	Total	
Extremely helpfu	1	10	27	25	30	92
	12.7	11.4	27.2	25.9	17.6	

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Moderately helpful	2	23	58	32	36	149
		29.1	24.5	34.8	31.0	28.4
Slightly helpful	3	19	69	15	39	142
		24.1	29.1	16.3	33.6	27.1
Not helpful at all	4	4	21	4	4	33
		5.1	8.9	4.3	3.4	6.3
Not present	5	23	62	16	7	108
		29.1	26.2	17.4	6.0	20.6
Column Total		79	237	92	116	524
Row Total		15.1	45.2	17.6	22.1	100.0

Number of Missing Observations: 46

Q29EE Labor/management safety committees by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpful	1	12	18	15	10	55
		15.2	7.7	16.7	9.0	10.7
Moderately helpful	2	23	55	29	28	135
		29.1	23.5	32.2	25.2	26.3
Slightly helpful	3	27	66	17	32	142
		34.2	28.2	18.9	28.8	27.6
Not helpful at all	4	4	28	8	10	50
		5.1	12.0	8.9	9.0	9.7
Not present	5	13	67	21	31	132
		16.5	28.6	23.3	27.9	25.7
Column Total		79	234	90	111	514
Row Total		15.4	45.5	17.5	21.6	100.0

Number of Missing Observations: 56

Q29FF Discipline for unsafe job performance by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpful	1	3	18	12	19	52
		3.8	7.9	13.8	16.7	10.3
Moderately helpful	2	23	52	27	25	127
		29.5	22.8	31.0	21.9	25.0
Slightly helpful	3	26	53	17	34	130
		33.3	23.2	19.5	29.8	25.6
Not helpful at all	4	8	30	8	22	68
		10.3	13.2	9.2	19.3	13.4
Not present	5	18	75	23	14	130
		23.1	32.9	26.4	12.3	25.6
Column Total		78	228	87	114	507
Row Total		15.4	45.0	17.2	22.5	100.0

Number of Missing Observations: 63

Q29GG Annual recognition to indiv. for accident by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpful	1	6	17	11	14	48
		7.6	7.2	12.4	12.1	9.2
Moderately helpful	2	12	29	22	16	79
		15.2	12.3	24.7	13.8	15.2
Slightly helpful	3	14	37	12	26	89
		17.7	15.7	13.5	22.4	17.1
Not helpful at all	4	2	21	4	7	34
		2.5	8.9	4.5	6.0	6.6
Not present	5	45	131	40	53	269

Not present	57.0	55.7	44.9	45.7	51.8
Column Total	79	235	89	116	519
Row Total	15.2	45.3	17.1	22.4	100.0

Number of Missing Observations: 51

Q29HH Accessibility of job safety information by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpful	1	9	29	22	26	86
		11.7	12.3	23.7	22.2	16.4
Moderately helpful	2	29	64	30	32	155
		37.7	27.1	32.3	27.4	29.6
Slightly helpful	3	21	65	22	35	143
		27.3	27.5	23.7	29.9	27.3
Not helpful at all	4	3	25	7	8	43
		3.9	10.6	7.5	6.8	8.2
Not present	5	15	53	12	16	96
		19.5	22.5	12.9	13.7	18.4
Column Total		77	236	93	117	523
Row Total		14.7	45.1	17.8	22.4	100.0

Number of Missing Observations: 47

Q29II Work group safety meetings by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpful	1	5	18	9	11	43
		6.4	7.8	10.1	9.6	8.4
Moderately helpful	2	18	39	24	23	104
		23.1	16.9	27.0	20.0	20.3
Slightly helpful	3	23	57	21	23	124
		29.5	24.7	23.6	20.0	24.2
Not helpful at all	4	6	22	9	13	50
		7.7	9.5	10.1	11.3	9.7
Not present	5	26	95	26	45	192
		33.3	41.1	29.2	39.1	37.4
Column Total		78	231	89	115	513
Row Total		15.2	45.0	17.3	22.4	100.0

Number of Missing Observations: 57

Q29JJ Hazardous communications program (Chemical) by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Extremely helpful	1	5	24	9	17	55
		6.5	10.3	10.5	14.5	10.7
Moderately helpful	2	18	51	22	18	109
		23.4	21.9	25.6	15.4	21.2
Slightly helpful	3	21	58	20	33	132
		27.3	24.9	23.3	28.2	25.7
Not helpful at all	4	2	16	9	18	45
		2.6	6.9	10.5	15.4	8.8
Not present	5	31	84	26	31	172
		40.3	36.1	30.2	26.5	33.5
Column Total		77	233	86	117	513
Row Total		15.0	45.4	16.8	22.8	100.0

Number of Missing Observations: 57

Q29KK Emergency response program by Q84.Empl Category

Count	Manager	Tech	Admin	Security
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*2008 OSCAR Survey Results  
Response Distributions by Employment Category*

	Col	Pct	or Supvr	Profes	Staff	Guard	Row
	1	2	3	4	5	Total	
Q29KK							
Extremely helpfu	1	16	55	25	31	127	24.3
Moderately helpf	2	40	76	29	29	174	33.3
Slightly helpfu	3	18	62	17	33	130	24.9
Not helpful at a	4	1	13	6	10	30	5.7
Not present	5	5	33	12	12	62	11.9
Column Total	80	239	89	115	523		
	15.3	45.7	17.0	22.0	100.0		

Number of Missing Observations: 47

Q29LL Return to work program for injured worke by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row	
	Col Pct	or Supvr	Profes	Staff	Guard	Total	
	1	2	3	4	5		
Q29LL							
Extremely helpfu	1	6	13	12	14	45	9.1
Moderately helpf	2	19	50	24	29	122	24.6
Slightly helpfu	3	18	47	21	29	115	23.2
Not helpful at a	4	4	14	8	11	37	7.5
Not present	5	27	96	22	32	177	35.7
Column Total	74	220	87	115	496		
	14.9	44.4	17.5	23.2	100.0		

Number of Missing Observations: 74

Q29MM On-site medical response by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row	
	Col Pct	or Supvr	Profes	Staff	Guard	Total	
	1	2	3	4	5		
Q29MM							
Extremely helpfu	1	18	73	29	35	155	29.2
Moderately helpf	2	30	73	30	37	170	32.1
Slightly helpfu	3	18	60	9	21	108	20.4
Not helpful at a	4	4	11	10	14	39	7.4
Not present	5	9	24	15	10	58	10.9
Column Total	79	241	93	117	530		
	14.9	45.5	17.5	22.1	100.0		

Number of Missing Observations: 40

Q29NN Permission to "shut-down" unsafe equipme by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row	
	Col Pct	or Supvr	Profes	Staff	Guard	Total	
	1	2	3	4	5		
Q29NN							
Extremely helpfu	1	21	48	20	36	125	24.7
Moderately helpf	2	20	48	25	28	121	23.9
Slightly helpfu	3	15	41	12	24	92	

Slightly helpfu	19.2	18.1	14.0	20.7	18.2
Not helpful at a	1.3	6.6	7.0	6.9	5.9
Not present	21	74	23	20	138
	26.9	32.7	26.7	17.2	27.3
Column Total	78	226	86	116	506
	15.4	44.7	17.0	22.9	100.0

Number of Missing Observations: 64

Q32 Common for employees to identify & elimi by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row	
	Col Pct	or Supvr	Profes	Staff	Guard	Total	
	1	2	3	4	5		
Q32							
Strongly agree	1	8	32	17	23	80	14.9
Agree	2	38	88	28	42	196	36.4
Neutral	3	25	65	27	26	143	26.6
Disagree	4	6	37	13	17	73	13.6
Strongly Disagre	5	2	28	9	7	46	8.6
	2.5	11.2	9.6	6.1			
Column Total	79	250	94	115	538		
	14.7	46.5	17.5	21.4	100.0		

Number of Missing Observations: 32

Q33 Frequent contact between employees and m by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row	
	Col Pct	or Supvr	Profes	Staff	Guard	Total	
	1	2	3	4	5		
Q33							
Strongly agree	1	13	26	10	12	61	11.4
Agree	2	37	91	37	33	198	37.0
Neutral	3	19	61	26	32	138	25.8
Disagree	4	7	47	13	24	91	17.0
Strongly Disagre	5	2	24	7	14	47	8.8
	2.6	9.6	7.5	12.2			
Column Total	78	249	93	115	535		
	14.6	46.5	17.4	21.5	100.0		

Number of Missing Observations: 35

Q34 Safety takes back seat to production by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row	
	Col Pct	or Supvr	Profes	Staff	Guard	Total	
	1	2	3	4	5		
Q34							
Strongly agree	1	2	13	10	9	34	6.4
Agree	2	7	36	15	14	72	13.5
Neutral	3	19	80	23	36	158	29.7
Disagree	4	32	77	29	40	178	33.5
Strongly Disagre	5	19	41	15	15	90	16.9
	24.1	16.6	16.3	13.2			
Column Total	79	247	92	114	532		
	14.8	46.4	17.3	21.4	100.0		

2008 OSCAR Survey Results  
Response Distributions by Employment Category

Number of Missing Observations: 38

Q35 Employees get involved in developing saf by Q84.Emp1 Category

Q35	Count Col Pct	Manager	Tech	Admin	Security	Row Total
		or Supvr 1	Profes 2	Staff 3	Guard 4	
Strongly agree	1	4 5.1	15 6.1	6 6.7	4 3.5	29 5.5
Agree	2	18 23.1	53 21.7	19 21.3	15 13.2	105 20.0
Neutral	3	28 35.9	84 34.4	37 41.6	38 33.3	187 35.6
Disagree	4	20 25.6	57 23.4	12 13.5	38 33.3	127 24.2
Strongly Disagree	5	8 10.3	35 14.3	15 16.9	19 16.7	77 14.7
Column Total		78 14.9	244 46.5	89 17.0	114 21.7	525 100.0

Number of Missing Observations: 45

Q36 Supervisor maintains high standard of jo by Q84.Emp1 Category

Q36	Count Col Pct	Manager	Tech	Admin	Security	Row Total
		or Supvr 1	Profes 2	Staff 3	Guard 4	
Strongly agree	1	23 29.1	40 16.5	20 23.3	15 13.4	98 18.8
Agree	2	36 45.6	94 38.7	27 31.4	41 36.6	198 38.1
Neutral	3	13 16.5	74 30.5	27 31.4	43 38.4	157 30.2
Disagree	4	5 6.3	25 10.3	7 8.1	7 6.3	44 8.5
Strongly Disagree	5	2 2.5	10 4.1	5 5.8	6 5.4	23 4.4
Column Total		79 15.2	243 46.7	86 16.5	112 21.5	520 100.0

Number of Missing Observations: 50

Q37 Inspections made at regular, frequent in by Q84.Emp1 Category

Q37	Count Col Pct	Manager	Tech	Admin	Security	Row Total
		or Supvr 1	Profes 2	Staff 3	Guard 4	
Strongly agree	1	7 9.1	5 2.2	8 9.5	6 5.4	26 5.2
Agree	2	17 22.1	45 19.5	17 20.2	27 24.1	106 21.0
Neutral	3	28 36.4	90 39.0	42 50.0	50 44.6	210 41.7
Disagree	4	17 22.1	53 22.9	11 13.1	21 18.8	102 20.2
Strongly Disagree	5	8 10.4	38 16.5	6 7.1	8 7.1	60 11.9
Column Total		77 15.3	231 45.8	84 16.7	112 22.2	504 100.0

Number of Missing Observations: 66

Q38 Mngmnt views seldom stressed regarding s by Q84.Emp1 Category

Q38	Count Col Pct	Manager	Tech	Admin	Security	Row Total
		or Supvr 1	Profes 2	Staff 3	Guard 4	
	1	4	16	9	10	39

Strongly agree	1	5.1	6.7	10.1	9.0	7.5
Agree	2	9 11.4	55 22.9	18 20.2	29 26.1	111 21.4
Neutral	3	14 17.7	62 25.8	29 32.6	45 40.5	150 28.9
Disagree	4	45 57.0	86 35.8	27 30.3	21 18.9	179 34.5
Strongly Disagree	5	7 8.9	21 8.8	6 6.7	6 5.4	40 7.7
Column Total		79 15.2	240 46.2	89 17.1	111 21.4	519 100.0

Number of Missing Observations: 51

Q39 Safety meetings held less often than the by Q84.Emp1 Category

Q39	Count Col Pct	Manager	Tech	Admin	Security	Row Total
		or Supvr 1	Profes 2	Staff 3	Guard 4	
Strongly agree	1	6 7.7	23 9.6	9 10.6	13 11.8	51 10.0
Agree	2	15 19.2	61 25.5	21 24.7	38 34.5	135 26.4
Neutral	3	32 41.0	90 37.7	34 40.0	43 39.1	199 38.9
Disagree	4	19 24.4	51 21.3	18 21.2	11 10.0	99 19.3
Strongly Disagree	5	6 7.7	14 5.9	3 3.5	5 4.5	28 5.5
Column Total		78 15.2	239 46.7	85 16.6	110 21.5	512 100.0

Number of Missing Observations: 58

Q40 Good teamwork exists among departments by Q84.Emp1 Category

Q40	Count Col Pct	Manager	Tech	Admin	Security	Row Total
		or Supvr 1	Profes 2	Staff 3	Guard 4	
Strongly agree	1	7 9.0	18 7.4	12 13.6	8 7.1	45 8.6
Agree	2	30 38.5	71 29.2	23 26.1	37 32.7	161 30.8
Neutral	3	25 32.1	88 36.2	38 43.2	36 31.9	187 35.8
Disagree	4	12 15.4	43 17.7	9 10.2	23 20.4	87 16.7
Strongly Disagree	5	4 5.1	23 9.5	6 6.8	9 8.0	42 8.0
Column Total		78 14.9	243 46.6	88 16.9	113 21.6	522 100.0

Number of Missing Observations: 48

Q41 Mngmnt shows that it cares about employee by Q84.Emp1 Category

Q41	Count Col Pct	Manager	Tech	Admin	Security	Row Total
		or Supvr 1	Profes 2	Staff 3	Guard 4	
Strongly agree	1	16 20.8	28 11.7	14 15.7	12 10.8	70 13.5
Agree	2	44 57.1	103 42.9	41 46.1	34 30.6	222 42.9
Neutral	3	14 18.2	61 25.4	24 27.0	45 40.5	144 27.9
Disagree	4	2 2.6	32 13.3	3 3.4	9 8.1	46 8.9

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	5	4	3	2	1	Row Total
Strongly Disagree	1	16	7	11	35	
	1.3	6.7	7.9	9.9	6.8	
Column Total	77	240	89	111	517	
	14.9	46.4	17.2	21.5	100.0	

Number of Missing Observations: 53

Q42 I can protect coworkers through my actions by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	Total
Strongly agree	1	29	62	24	41	156
		36.7	25.4	27.0	36.3	29.7
Agree	2	43	124	41	50	258
		54.4	50.8	46.1	44.2	49.1
Neutral	3	6	47	21	18	92
		7.6	19.3	23.6	15.9	17.5
Disagree	4	1	6	1	2	10
		1.3	2.5	1.1	1.8	1.9
Strongly Disagree	5		5	2	2	9
			2.0	2.2	1.8	1.7
Column Total		79	244	89	113	525
		15.0	46.5	17.0	21.5	100.0

Number of Missing Observations: 45

Q43 Supervisors behavior goes against safe jobs by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	Total
Strongly agree	1	3	4	6	3	16
		3.8	1.6	7.0	2.7	3.1
Agree	2	2	11		11	24
		2.5	4.5		9.7	4.6
Neutral	3	3	36	20	34	93
		3.8	14.8	23.3	30.1	17.9
Disagree	4	26	93	36	34	189
		32.9	38.3	41.9	30.1	36.3
Strongly Disagree	5	45	99	24	31	199
		57.0	40.7	27.9	27.4	38.2
Column Total		79	243	86	113	521
		15.2	46.6	16.5	21.7	100.0

Number of Missing Observations: 49

Q44 Designated employees trained in emergency by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	Total
Strongly agree	1	12	34	18	26	90
		15.2	13.9	20.5	23.0	17.2
Agree	2	42	111	35	39	227
		53.2	45.5	39.8	34.5	43.3
Neutral	3	19	57	28	39	143
		24.1	23.4	31.8	34.5	27.3
Disagree	4	5	30	4	8	47
		6.3	12.3	4.5	7.1	9.0
Strongly Disagree	5	1	12	3	1	17
		1.3	4.9	3.4	.9	3.2
Column Total		79	244	88	113	524
		15.1	46.6	16.8	21.6	100.0

Number of Missing Observations: 46

Q45 Mgmt has a written safety policy by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	Total
Strongly agree	1	14	27	9	10	60
		17.9	11.4	10.3	8.8	11.7
Agree	2	36	93	34	31	194
		46.2	39.4	39.1	27.4	37.7
Neutral	3	17	72	28	53	170
		21.8	30.5	32.2	46.9	33.1
Disagree	4	9	32	9	13	63
		11.5	13.6	10.3	11.5	12.3
Strongly Disagree	5	2	12	7	6	27
		2.6	5.1	8.0	5.3	5.3
Column Total		78	236	87	113	514
		15.2	45.9	16.9	22.0	100.0

Number of Missing Observations: 56

Q46 Near miss accidents are investigated by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	Total
Strongly agree	1	12	16	12	10	50
		15.4	6.8	13.8	8.9	9.7
Agree	2	23	59	17	31	130
		29.5	24.9	19.5	27.7	25.3
Neutral	3	35	126	44	54	259
		44.9	53.2	50.6	48.2	50.4
Disagree	4	8	25	10	13	56
		10.3	10.5	11.5	11.6	10.9
Strongly Disagree	5		11	4	4	19
			4.6	4.6	3.6	3.7
Column Total		78	237	87	112	514
		15.2	46.1	16.9	21.8	100.0

Number of Missing Observations: 56

Q47 Employee morale is poor by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	Total
Strongly agree	1	4	34	9	27	74
		5.1	14.0	10.1	23.9	14.1
Agree	2	15	52	16	30	113
		19.0	21.5	18.0	26.5	21.6
Neutral	3	23	73	41	35	172
		29.1	30.2	46.1	31.0	32.9
Disagree	4	27	64	16	14	121
		34.2	26.4	18.0	12.4	23.1
Strongly Disagree	5	10	19	7	7	43
		12.7	7.9	7.9	6.2	8.2
Column Total		79	242	89	113	523
		15.1	46.3	17.0	21.6	100.0

Number of Missing Observations: 47

Q48 Mgmt does nothing more for safety than by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	Total
Strongly agree	1	2	13	7	9	31
		2.6	5.5	8.0	8.0	6.0
Agree	2	6	43	16	32	97
		7.7	18.1	18.2	28.3	18.8



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Response Distributions by Employment Category

	3	26	85	34	47	192
Neutral	33.3	35.7	38.6	41.6	37.1	
	4	35	79	23	21	158
Disagree	44.9	33.2	26.1	18.6	30.6	
	5	9	18	8	4	39
Strongly Disagree	11.5	7.6	9.1	3.5	7.5	
Column Total	78	238	88	113	517	
Total	15.1	46.0	17.0	21.9	100.0	

Number of Missing Observations: 53

Q49 I understand the safety regulations for by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q49		1	2	3	4	
Strongly agree	1	15	39	14	19	87
		19.0	16.1	15.4	16.8	16.6
Agree	2	46	117	47	67	277
		58.2	48.3	51.6	59.3	52.8
Neutral	3	14	56	20	25	115
		17.7	23.1	22.0	22.1	21.9
Disagree	4	4	23	5	2	34
		5.1	9.5	5.5	1.8	6.5
Strongly Disagree	5		7	5		12
			2.9	5.5		2.3
Column Total	79	242	91	113	525	
Total	15.0	46.1	17.3	21.5	100.0	

Number of Missing Observations: 45

Q50 My supervisor enforces job procedures by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q50		1	2	3	4	
Strongly agree	1	13	31	12	17	73
		16.7	13.0	13.5	15.2	14.1
Agree	2	43	98	37	53	231
		55.1	41.0	41.6	47.3	44.6
Neutral	3	19	81	30	33	163
		24.4	33.9	33.7	29.5	31.5
Disagree	4	2	23	7	7	39
		2.6	9.6	7.9	6.3	7.5
Strongly Disagree	5	1	6	3	2	12
		1.3	2.5	3.4	1.8	2.3
Column Total	78	239	89	112	518	
Total	15.1	46.1	17.2	21.6	100.0	

Number of Missing Observations: 52

Q51 Standardized precautions are used for ha by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q51		1	2	3	4	
Strongly agree	1	5	17	12	20	54
		6.6	7.4	15.0	18.0	10.9
Agree	2	23	67	20	30	140
		30.3	29.3	25.0	27.0	28.2
Neutral	3	43	128	45	54	270
		56.6	55.9	56.3	48.6	54.4
Disagree	4	4	12	1	4	21
		5.3	5.2	1.3	3.6	4.2
Strongly Disagree	5	1	5	2	3	11
		1.3	2.2	2.5	2.7	2.2

	76	229	80	111	496
Column Total	15.3	46.2	16.1	22.4	100.0

Number of Missing Observations: 74

Q52 Mngmt has provided adequate staff for sa by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q52		1	2	3	4	
Strongly agree	1	12	16	8	11	47
		15.4	6.7	9.3	9.7	9.1
Agree	2	26	59	26	28	139
		33.3	24.7	30.2	24.8	26.9
Neutral	3	29	121	38	58	246
		37.2	50.6	44.2	51.3	47.7
Disagree	4	9	32	8	10	59
		11.5	13.4	9.3	8.8	11.4
Strongly Disagree	5	2	11	6	6	25
		2.6	4.6	7.0	5.3	4.8
Column Total	78	239	86	113	516	
Total	15.1	46.3	16.7	21.9	100.0	

Number of Missing Observations: 54

Q53 Awards/recognition not good at promoting by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q53		1	2	3	4	
Strongly agree	1	4	25	9	15	53
		5.2	10.4	10.7	13.3	10.3
Agree	2	18	54	17	20	109
		23.4	22.5	20.2	17.7	21.2
Neutral	3	33	114	38	51	236
		42.9	47.5	45.2	45.1	45.9
Disagree	4	21	34	14	17	86
		27.3	14.2	16.7	15.0	16.7
Strongly Disagree	5	1	13	6	10	30
		1.3	5.4	7.1	8.8	5.8
Column Total	77	240	84	113	514	
Total	15.0	46.7	16.3	22.0	100.0	

Number of Missing Observations: 56

Q54 Job performance standards higher for pro by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q54		1	2	3	4	
Strongly agree	1	7	15	11	10	43
		9.1	6.4	13.3	8.8	8.4
Agree	2	13	52	14	23	102
		16.9	22.0	16.9	20.4	20.0
Neutral	3	25	104	39	57	225
		32.5	44.1	47.0	50.4	44.2
Disagree	4	26	44	13	16	99
		33.8	18.6	15.7	14.2	19.4
Strongly Disagree	5	6	21	6	7	40
		7.8	8.9	7.2	6.2	7.9
Column Total	77	236	83	113	509	
Total	15.1	46.4	16.3	22.2	100.0	

Number of Missing Observations: 61

Q55 My Supervisor understands the job safety by Q84.Empl Category

	Count Col Pct	Manager or Supvr	Tech Profes	Admin Staff	Security Guard	Row Total
Q55		1	2	3	4	

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Q55		1	2	3	4	5	Total
Strongly agree	Count	12	33	12	17		74
	Pct	15.6	13.8	14.0	15.0		14.4
Agree	Count	45	104	24	52		225
	Pct	58.4	43.5	27.9	46.0		43.7
Neutral	Count	17	80	42	33		172
	Pct	22.1	33.5	48.8	29.2		33.4
Disagree	Count	2	16	4	9		31
	Pct	2.6	6.7	4.7	8.0		6.0
Strongly Disagree	Count	1	6	4	2		13
	Pct	1.3	2.5	4.7	1.8		2.5
Column Total		77	239	86	113		515
Total		15.0	46.4	16.7	21.9		100.0

Number of Missing Observations: 55

Q56 Workers follow an lockout/tagout procedu by Q84.Emp1 Category

Q56		1	2	3	4	5	Total
Strongly agree	Count	5	7	7	8		27
	Pct	6.6	3.1	8.8	7.1		5.5
Agree	Count	12	32	9	18		71
	Pct	15.8	14.2	11.3	15.9		14.4
Neutral	Count	52	150	53	67		322
	Pct	68.4	66.7	66.3	59.3		65.2
Disagree	Count	2	19	8	12		41
	Pct	2.6	8.4	10.0	10.6		8.3
Strongly Disagree	Count	5	17	3	8		33
	Pct	6.6	7.6	3.8	7.1		6.7
Column Total		76	225	80	113		494
Total		15.4	45.5	16.2	22.9		100.0

Number of Missing Observations: 76

Q57 Safety training is part of every new emp by Q84.Emp1 Category

Q57		1	2	3	4	5	Total
Strongly agree	Count	12	13	13	25		63
	Pct	15.4	5.6	14.6	22.3		12.3
Agree	Count	20	63	19	42		144
	Pct	25.6	27.2	21.3	37.5		28.2
Neutral	Count	22	83	34	36		175
	Pct	28.2	35.8	38.2	32.1		34.2
Disagree	Count	18	51	14	7		90
	Pct	23.1	22.0	15.7	6.3		17.6
Strongly Disagree	Count	6	22	9	2		39
	Pct	7.7	9.5	10.1	1.8		7.6
Column Total		78	232	89	112		511
Total		15.3	45.4	17.4	21.9		100.0

Number of Missing Observations: 59

Q58 Mngmnt is sincere in efforts to ensure s by Q84.Emp1 Category

Q58		1	2	3	4	5	Total
Strongly agree	Count	19	42	19	16		96
	Pct	24.1	17.4	21.1	14.3		18.4
Agree	Count	46	114	41	34		235
	Pct	58.2	47.1	45.6	30.4		44.9
Neutral	Count	10	54	24	38		126
	Pct	12.7	22.3	26.7	33.9		24.1

		1	2	3	4	5	Total
Disagree	Count	2	22	3	14		41
	Pct	2.5	9.1	3.3	12.5		7.8
Strongly Disagree	Count	2	10	3	10		25
	Pct	2.5	4.1	3.3	8.9		4.8
Column Total		79	242	90	112		523
Total		15.1	46.3	17.2	21.4		100.0

Number of Missing Observations: 47

Q59 Supervisors seldom acts on worker safety by Q84.Emp1 Category

Q59		1	2	3	4	5	Total
Strongly agree	Count	3	8	3	7		21
	Pct	3.8	3.3	3.5	6.2		4.0
Agree	Count	1	23	6	23		53
	Pct	1.3	9.5	7.0	20.4		10.2
Neutral	Count	16	89	28	45		178
	Pct	20.3	36.8	32.6	39.8		34.2
Disagree	Count	44	89	37	30		200
	Pct	55.7	36.8	43.0	26.5		38.5
Strongly Disagree	Count	15	33	12	8		68
	Pct	19.0	13.6	14.0	7.1		13.1
Column Total		79	242	86	113		520
Total		15.2	46.5	16.5	21.7		100.0

Number of Missing Observations: 50

Q60 Emergency response almost never tested by Q84.Emp1 Category

Q60		1	2	3	4	5	Total
Strongly agree	Count	1	7	2	2		12
	Pct	1.3	3.0	2.3	1.8		2.3
Agree	Count	3	18	8	18		47
	Pct	3.8	7.6	9.1	16.1		9.1
Neutral	Count	12	46	25	32		115
	Pct	15.4	19.5	28.4	28.6		22.4
Disagree	Count	44	120	40	42		246
	Pct	56.4	50.8	45.5	37.5		47.9
Strongly Disagree	Count	18	45	13	18		94
	Pct	23.1	19.1	14.8	16.1		18.3
Column Total		78	236	88	112		514
Total		15.2	45.9	17.1	21.8		100.0

Number of Missing Observations: 56

Q61 The safety committee improves safety by Q84.Emp1 Category

Q61		1	2	3	4	5	Total
Strongly agree	Count	5	13	9	8		35
	Pct	6.4	5.6	10.5	7.1		6.8
Agree	Count	28	52	27	32		139
	Pct	35.9	22.2	31.4	28.3		27.2
Neutral	Count	39	141	40	60		280
	Pct	50.0	60.3	46.5	53.1		54.8
Disagree	Count	6	13	5	7		31
	Pct	7.7	5.6	5.8	6.2		6.1
Strongly Disagree	Count	15	5	6	6		26
	Pct	19.2	2.1	6.8	5.3		5.1
Column Total		78	234	86	113		511
Total		15.3	45.8	16.8	22.1		100.0

Number of Missing Observations: 59

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Q62 Mngmnt sets a positive example through w by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q62						
Strongly agree	1	13 16.7	23 9.6	13 15.3	10 9.1	59 11.5
Agree	2	49 62.8	89 37.2	33 38.8	26 23.6	197 38.5
Neutral	3	13 16.7	92 38.5	33 38.8	52 47.3	190 37.1
Disagree	4	3 3.8	25 10.5	3 3.5	17 15.5	48 9.4
Strongly Disagre	5		10 4.2	3 3.5	5 4.5	18 3.5
Column Total		78 15.2	239 46.7	85 16.6	110 21.5	512 100.0

Number of Missing Observations: 58

Q63 Supervisors have successfully fit safety by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q63						
Strongly agree	1	12 15.4	14 6.0	13 15.7	11 9.7	50 9.9
Agree	2	32 41.0	76 32.6	22 26.5	30 26.5	160 31.6
Neutral	3	29 37.2	113 48.5	37 44.6	59 52.2	238 46.9
Disagree	4	5 6.4	22 9.4	7 8.4	11 9.7	45 8.9
Strongly Disagre	5		8 3.4	4 4.8	2 1.8	14 2.8
Column Total		78 15.4	233 46.0	83 16.4	113 22.3	507 100.0

Number of Missing Observations: 63

Q64 System of preventive maintenance operate by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q64						
Strongly agree	1	3 3.8	13 5.7	5 6.2	6 5.4	27 5.4
Agree	2	13 16.7	31 13.5	6 7.4	18 16.1	68 13.6
Neutral	3	42 53.8	135 59.0	46 56.8	64 57.1	287 57.4
Disagree	4	15 19.2	42 18.3	17 21.0	21 18.8	95 19.0
Strongly Disagre	5	5 6.4	8 3.5	7 8.6	3 2.7	23 4.6
Column Total		78 15.6	229 45.8	81 16.2	112 22.4	500 100.0

Number of Missing Observations: 70

Q65 Mngmnt regularly participates in safety by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q65						
Strongly agree	1	8 10.4	12 5.1	6 7.1	9 8.1	35 6.9

Agree	2	27 35.1	62 26.3	29 34.5	24 21.6	142 28.0
Neutral	3	29 37.7	124 52.5	35 41.7	64 57.7	252 49.6
Disagree	4	9 11.7	28 11.9	10 11.9	11 9.9	58 11.4
Strongly Disagre	5	4 5.2	10 4.2	4 4.8	3 2.7	21 4.1
Column Total		77 15.2	236 46.5	84 16.5	111 21.9	508 100.0

Number of Missing Observations: 62

Q66 Safety coordinator has high status by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q66						
Strongly agree	1	8 10.3	7 3.0	5 6.1	8 7.1	28 5.5
Agree	2	22 28.2	32 13.7	21 25.6	17 15.0	92 18.1
Neutral	3	27 34.6	125 53.4	39 47.6	72 63.7	263 51.9
Disagree	4	16 20.5	53 22.6	9 11.0	11 9.7	89 17.6
Strongly Disagre	5	5 6.4	17 7.3	8 9.8	5 4.4	35 6.9
Column Total		78 15.4	234 46.2	82 16.2	113 22.3	507 100.0

Number of Missing Observations: 63

Q67 Reported hazards go uncorrected for too by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q67						
Strongly agree	1	2 2.6	16 6.9	6 7.1	2 1.8	26 5.1
Agree	2	11 14.3	50 21.5	10 11.9	27 24.1	98 19.4
Neutral	3	24 31.2	93 39.9	34 40.5	44 39.3	195 38.5
Disagree	4	30 39.0	58 24.9	26 31.0	28 25.0	142 28.1
Strongly Disagre	5	10 13.0	16 6.9	8 9.5	11 9.8	45 8.9
Column Total		77 15.2	233 46.0	84 16.6	112 22.1	506 100.0

Number of Missing Observations: 64

Q68 Employees take part in accident investig by Q84.Emp1 Category

	Count Col Pct	Manager or Supvr 1	Tech Profes 2	Admin Staff 3	Security Guard 4	Row Total
Q68						
Strongly agree	1	6 7.8	8 3.4	7 8.4	11 9.7	32 6.3
Agree	2	34 44.2	56 24.1	26 31.3	34 30.1	150 29.7
Neutral	3	31 40.3	135 58.2	40 48.2	43 38.1	249 49.3
Disagree	4	5 6.5	22 9.5	6 7.2	21 18.6	54 10.7
	5	1 1.3	11 4.7	4 4.8	4 3.6	20 4.0

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Strongly Disagree	1.3	4.7	4.8	3.5	4.0
Column Total	77	232	83	113	505
	15.2	45.9	16.4	22.4	100.0

Number of Missing Observations: 65

Q69 Training provided by my super. helps me by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Strongly agree	1	9	14	9	13	45
		11.5	6.0	10.6	11.5	8.8
Agree	2	26	70	32	35	163
		33.3	29.9	37.6	31.0	32.0
Neutral	3	32	104	29	49	214
		41.0	44.4	34.1	43.4	42.0
Disagree	4	9	35	10	12	66
		11.5	15.0	11.8	10.6	12.9
Strongly Disagree	5	2	11	5	4	22
		2.6	4.7	5.9	3.5	4.3
Column Total		78	234	85	113	510
		15.3	45.9	16.7	22.2	100.0

Number of Missing Observations: 60

Q70 Medical facilities are sufficient by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Strongly agree	1	9	22	8	9	48
		11.4	9.3	9.3	8.0	9.3
Agree	2	38	89	39	41	207
		48.1	37.6	45.3	36.3	40.2
Neutral	3	20	85	23	46	174
		25.3	35.9	26.7	40.7	33.8
Disagree	4	9	27	9	11	56
		11.4	11.4	10.5	9.7	10.9
Strongly Disagree	5	3	14	7	6	30
		3.8	5.9	8.1	5.3	5.8
Column Total		79	237	86	113	515
		15.3	46.0	16.7	21.9	100.0

Number of Missing Observations: 55

Q71 Mngmnt ignores safety performance in det by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Strongly agree	1	5	17	6	6	34
		6.5	7.2	7.3	5.3	6.7
Agree	2	8	33	8	16	65
		10.4	13.9	9.8	14.2	12.8
Neutral	3	21	92	35	56	204
		27.3	38.8	42.7	49.6	40.1
Disagree	4	31	66	24	28	149
		40.3	27.8	29.3	24.8	29.3
Strongly Disagree	5	12	29	9	7	57
		15.6	12.2	11.0	6.2	11.2
Column Total		77	237	82	113	509
		15.1	46.6	16.1	22.2	100.0

Number of Missing Observations: 61

Q72 Safety coordinator available to provide by Q84.Empl Category

Count	Manager	Tech	Admin	Security
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	Col Pct	or Supvr	Profes	Staff	Guard	Row
		1	2	3	4	Total
Strongly agree	1	9	18	9	13	49
		11.5	7.7	10.7	11.6	9.7
Agree	2	28	53	27	29	137
		35.9	22.7	32.1	25.9	27.0
Neutral	3	34	112	35	50	231
		43.6	48.1	41.7	44.6	45.6
Disagree	4	6	34	10	18	68
		7.7	14.6	11.9	16.1	13.4
Strongly Disagree	5	1	16	3	2	22
		1.3	6.9	3.6	1.8	4.3
Column Total		78	233	84	112	507
		15.4	46.0	16.6	22.1	100.0

Number of Missing Observations: 63

Q73 HSS has a stable workforce by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Strongly agree	1	9	28	12	12	61
		11.5	11.8	13.8	10.8	11.9
Agree	2	42	81	41	30	194
		53.8	34.2	47.1	27.0	37.8
Neutral	3	22	85	27	54	188
		28.2	35.9	31.0	48.6	36.6
Disagree	4	4	33	3	11	51
		5.1	13.9	3.4	9.9	9.9
Strongly Disagree	5	1	10	4	4	19
		1.3	4.2	4.6	3.6	3.7
Column Total		78	237	87	111	513
		15.2	46.2	17.0	21.6	100.0

Number of Missing Observations: 57

Q74 Employees are afraid to report safety pr by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Strongly agree	1	1	8	3	3	15
		1.3	3.4	3.5	2.7	2.9
Agree	2	2	27	4	19	52
		2.6	11.4	4.7	17.1	10.2
Neutral	3	10	68	25	36	139
		13.0	28.7	29.1	32.4	27.2
Disagree	4	44	104	38	38	224
		57.1	43.9	44.2	34.2	43.8
Strongly Disagree	5	20	30	16	15	81
		26.0	12.7	18.6	13.5	15.9
Column Total		77	237	86	111	511
		15.1	46.4	16.8	21.7	100.0

Number of Missing Observations: 59

Q75 Supervisors always investigates lost wor by Q84.Empl Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
		1	2	3	4	
Strongly agree	1	7	7	4	5	23
		9.0	3.1	4.9	4.5	4.6
Agree	2	15	29	12	19	75
		19.2	12.8	14.8	17.0	15.1
		43	156	50	65	314

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	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
Neutral	55.1	69.0	61.7	58.0	63.2	
Disagree	4	9	23	9	16	57
	11.5	10.2	11.1	14.3	11.5	
Strongly Disagree	5	4	11	6	7	28
	5.1	4.9	7.4	6.3	5.6	
Column Total	78	226	81	112	497	
	15.7	45.5	16.3	22.5	100.0	

Number of Missing Observations: 73

Q76 Ventilation, lighting, noise kept at good level by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
Strongly agree	1	3	16	7	8	34
	3.8	6.7	7.9	7.1	6.6	
Agree	2	33	68	31	43	175
	41.8	28.5	34.8	38.4	33.7	
Neutral	3	12	43	20	43	118
	15.2	18.0	22.5	38.4	22.7	
Disagree	4	24	70	20	14	128
	30.4	29.3	22.5	12.5	24.7	
Strongly Disagree	5	7	42	11	4	64
	8.9	17.6	12.4	3.6	12.3	
Column Total	79	239	89	112	519	
	15.2	46.1	17.1	21.6	100.0	

Number of Missing Observations: 51

Q77 Many employees don't use personal protection by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
Strongly agree	1	1	3	2	5	11
	1.3	1.3	2.4	4.5	2.2	
Agree	2	3	12	4	15	34
	3.9	5.3	4.9	13.5	6.9	
Neutral	3	37	136	39	38	250
	48.7	59.9	47.6	34.2	50.4	
Disagree	4	28	58	27	43	156
	36.8	25.6	32.9	38.7	31.5	
Strongly Disagree	5	7	18	10	10	45
	9.2	7.9	12.2	9.0	9.1	
Column Total	76	227	82	111	496	
	15.3	45.8	16.5	22.4	100.0	

Number of Missing Observations: 74

Q78 Job stress is significant problem for me by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
Strongly agree	1	10	41	21	18	90
	12.7	17.2	23.6	16.1	17.3	
Agree	2	21	80	21	22	144
	26.6	33.5	23.6	19.6	27.7	
Neutral	3	24	54	19	37	134
	30.4	22.6	21.3	33.0	25.8	
Disagree	4	19	51	20	23	113
	24.1	21.3	22.5	20.5	21.8	
Strongly Disagree	5	5	13	8	12	38
	6.3	5.4	9.0	10.7	7.3	
Column Total	79	239	89	112	519	
	15.2	46.1	17.1	21.6	100.0	

Number of Missing Observations: 51

Q79 Mngmnt insists supervisors think about safety by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
Strongly agree	1	14	18	14	13	59
	17.9	7.7	16.5	11.6	11.6	
Agree	2	38	82	27	40	187
	48.7	34.9	31.8	35.7	36.7	
Neutral	3	20	97	36	46	199
	25.6	41.3	42.4	41.1	39.0	
Disagree	4	4	27	5	11	47
	5.1	11.5	5.9	9.8	9.2	
Strongly Disagree	5	2	11	3	2	18
	2.6	4.7	3.5	1.8	3.5	
Column Total	78	235	85	112	510	
	15.3	46.1	16.7	22.0	100.0	

Number of Missing Observations: 60

Q80 Mngmnt annually sets injury rate and other goals by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
Strongly agree	1	3	6	8	8	25
	3.9	2.6	9.6	7.1	5.0	
Agree	2	4	18	14	18	54
	5.3	7.8	16.9	15.9	10.7	
Neutral	3	41	135	48	59	283
	53.9	58.4	57.8	52.2	56.3	
Disagree	4	20	45	9	20	94
	26.3	19.5	10.8	17.7	18.7	
Strongly Disagree	5	8	27	4	8	47
	10.5	11.7	4.8	7.1	9.3	
Column Total	76	231	83	113	503	
	15.1	45.9	16.5	22.5	100.0	

Number of Missing Observations: 67

Q81 Employees rarely take part in developing safety programs by Q84.Emp1 Category

	Count	Manager	Tech	Admin	Security	Row
	Col Pct	or Supvr	Profes	Staff	Guard	Total
Strongly agree	1	1	23	7	15	46
	1.3	9.8	8.1	13.3	9.0	
Agree	2	20	54	19	31	124
	25.6	23.1	22.1	27.4	24.3	
Neutral	3	27	96	36	49	208
	34.6	41.0	41.9	43.4	40.7	
Disagree	4	26	49	19	13	107
	33.3	20.9	22.1	11.5	20.9	
Strongly Disagree	5	4	12	5	5	26
	5.1	5.1	5.8	4.4	5.1	
Column Total	78	234	86	113	511	
	15.3	45.8	16.8	22.1	100.0	

Number of Missing Observations: 59



**TABLE E-1**  
**Percentile Scores, Percent Distribution of Responses, and Average Response Scores**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
HSS EMPLOYEES

Category <sup>1</sup>	Statement Number and Component	Percentile Score <sup>2</sup>	Percent Distribution of Responses					Average Response Score <sup>3</sup>
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
SSA	60 Occurrence of emergency response procedures testing	82	17.6%	50.3%	21.4%	7.9%	2.8%	0.72
SP	43 Supervisors behaving in accord with safe job procedures	80	40.7%	37.6%	14.9%	3.7%	3.1%	1.09
MP	71 Management including safety in job promotion reviews	61	13.1%	29.4%	38.1%	13.1%	6.2%	0.30
SP	59 Supervisors acting on worker safety suggestions	54	13.7%	41.6%	34.8%	6.8%	3.1%	0.56
SSC	48 Belief that management does more than law requires	54	7.9%	34.5%	36.6%	16.2%	4.8%	0.25
OC	47 Condition of employee morale	54	8.5%	24.5%	32.3%	23.5%	11.2%	-0.04
MP	62 Management setting a positive safety example	53	11.3%	40.1%	36.3%	8.2%	4.1%	0.46
SSC	54 Safety standard level relative to production standard level	51	7.0%	20.3%	47.9%	16.8%	8.0%	0.01
SSC	70 Perception that medical facilities are sufficient	48	8.9%	44.0%	31.6%	10.0%	5.5%	0.41
SSC	34 Priority of safety issues relative to production	48	16.9%	30.9%	32.2%	14.3%	5.6%	0.39
OC	78 Significance of job stress for workers	48	5.5%	20.0%	25.9%	30.0%	18.6%	-0.36
EP	77 Workers using necessary personal protective equipment	47	7.6%	27.3%	59.6%	3.6%	1.8%	0.35
SSA	64 Quality of preventive maintenance system operation	47	4.3%	14.7%	63.3%	13.3%	4.3%	0.01
SSA	44 Presence of employees well-trained in emergency practices	45	11.2%	45.2%	28.9%	10.9%	3.7%	0.49
SSC	67 Belief that hazards are fixed in a timely manner	42	6.3%	26.3%	42.5%	18.6%	6.3%	0.08
SP	74 Supervisors reducing workers' fear of reporting safety problems	41	14.1%	44.1%	27.6%	11.0%	3.1%	0.55
OC	73 Stability of workforce	36	11.1%	39.4%	34.6%	11.4%	3.5%	0.43
MP	38 Management stressing the importance of safety in communications	33	9.2%	41.8%	22.9%	21.6%	4.5%	0.30
SSC	58 Belief that management is sincere in its safety efforts	30	17.2%	49.5%	21.6%	7.9%	3.8%	0.68
SSA	46 Thoroughness of near-miss accident/incident investigation	30	6.9%	27.0%	52.6%	9.7%	3.8%	0.24
OC	40 Condition of departmental teamwork	30	5.8%	33.0%	33.7%	18.4%	9.2%	0.08
SSA	53 Effectiveness of award programs in promoting safe behavior	28	4.5%	17.6%	47.4%	22.8%	7.6%	-0.11
SP	55 Supervisors understanding workers' job safety problems	26	12.8%	45.2%	33.1%	5.9%	3.1%	0.59
SSC	41 Belief that management shows it cares for employee safety	24	13.1%	44.8%	25.2%	10.7%	6.2%	0.48
EP	81 Employees taking part in the development of safety requirements	22	4.9%	23.3%	42.5%	22.6%	6.6%	-0.03
SP	36 Supervisors maintaining a high safety performance standard	20	20.3%	38.0%	27.8%	10.5%	3.4%	0.61
MP	52 Management providing adequate safety staff	19	9.7%	26.9%	45.9%	13.8%	3.8%	0.25
EP	68 Employees take part when accident or incident investigations occur	19	2.5%	28.3%	54.4%	9.9%	4.9%	0.13
SP	63 Supervisors integrating safety into the production process	18	7.4%	30.6%	51.4%	7.7%	2.8%	0.32
SSA	39 Frequency of safety meeting occurrence	18	6.6%	22.8%	39.3%	23.8%	7.6%	-0.03
SP	50 Supervisors enforcing safe job procedures	17	12.8%	43.4%	33.4%	7.9%	2.4%	0.56
SSA	72 Availability of safety coordinator to provide assistance	16	8.4%	24.0%	49.5%	13.2%	4.9%	0.18
SSC	76 Perception that good environmental conditions are kept	16	4.5%	31.6%	22.0%	27.5%	14.4%	-0.16
SSC	79 Belief that management insists supervisors think safety	11	8.4%	37.8%	39.5%	10.8%	3.5%	0.37
MP	45 Management publishing a policy on the value of employee safety	10	11.5%	41.3%	29.9%	13.9%	3.5%	0.43
OC	33 Frequency of worker/management interactions	9	9.9%	36.4%	25.8%	19.2%	8.6%	0.20
MP	65 Management participating in safety activities on a regular basis	8	5.2%	29.2%	49.7%	11.1%	4.9%	0.19
SP	69 Supervisors providing helpful safety training	7	6.3%	29.5%	44.4%	14.2%	5.6%	0.17
SSC	66 Perception that the safety coordinator has high status	7	3.8%	14.6%	53.0%	21.3%	7.3%	-0.14
EP	51 Workers using standardized precautions for hazardous materials	6	6.5%	27.1%	59.6%	4.7%	2.2%	0.31
SSA	61 Effectiveness of S&H committee in improving safety conditions	5	4.5%	25.5%	59.1%	6.6%	4.2%	0.20
EP	42 Employees believing that their actions can protect coworkers	4	24.0%	52.0%	19.3%	2.7%	2.0%	0.93
EP	56 Workers following lockout/tagout procedures	4	2.6%	15.6%	70.0%	7.0%	4.8%	0.04
EP	49 Belief that employees understand safety & health regulations	3	14.6%	50.0%	24.5%	8.2%	2.7%	0.66
SSA	57 Presence of safety training in new employee orientation	2	5.3%	24.7%	40.6%	21.6%	7.8%	-0.02
SP	75 Supervisors investigating lost workday cases	2	2.5%	14.2%	67.3%	9.8%	6.2%	-0.03
EP	35 Employees being involved in safety and health practices	2	5.8%	21.4%	35.9%	24.4%	12.5%	-0.17
MP	80 Management setting annual safety goals	1	2.5%	7.5%	63.7%	16.4%	10.0%	-0.24
EP	32 Workers identifying and eliminating hazards	0	10.2%	36.6%	29.0%	14.2%	9.9%	0.23
SSA	37 Frequency of detailed and regularly scheduled inspections	0	2.1%	17.4%	43.4%	23.1%	13.9%	-0.29

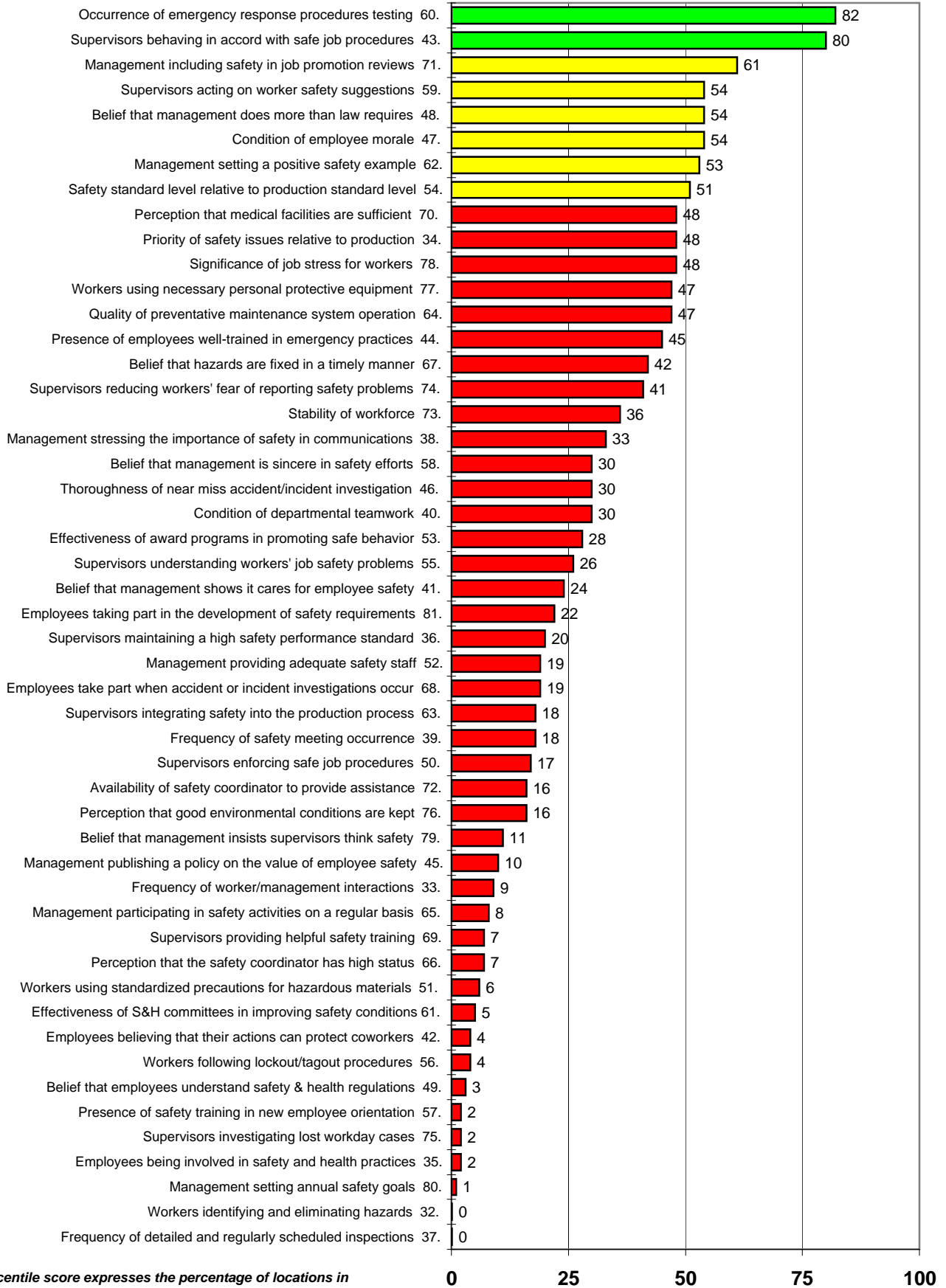
<sup>1</sup> MP=Management Participation, SP=Supervisor Participation, EP=Employee Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate.

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

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

## FIGURE E-1 Percentile Scores of Safety Program Components

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
HSS EMPLOYEES



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



**TABLE E-2**  
**Average Response Scores and Percentile Scores by Program Category**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
HSS EMPLOYEES

Program Category	NSC Database <sup>1</sup>	DOE-HSS HSS EMPLOYEES	
	Average Response Score <sup>2</sup>	Average Response Score <sup>2</sup>	Percentile Score <sup>3</sup>
Management Participation	0.51	0.24	12
Supervisor Participation	0.67	0.49	22
Employee Participation	0.68	0.27	3
Safety Support Activities	0.46	0.14	15
Safety Support Climate	0.41	0.24	26
Organizational Climate	0.18	0.06	34
<b>OVERALL</b>	<b>0.50</b>	<b>0.25</b>	<b>14</b>

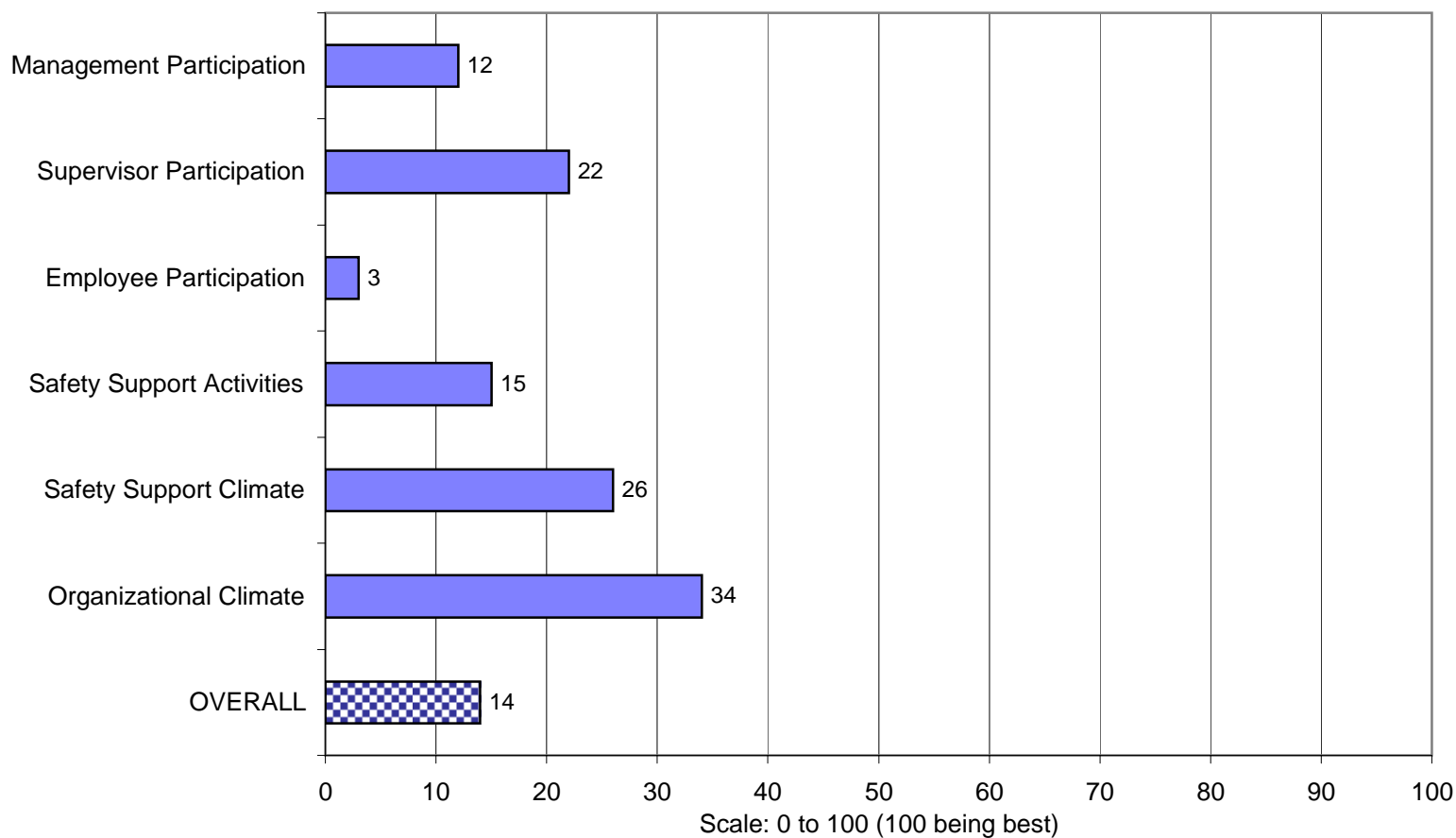
<sup>1</sup> National Safety Council (NSC) Database consists of the 411 locations that have participated in an NSC safety perception survey.

<sup>2</sup> Average Response Scores have a range between -2 and +2 (+2 being best).

<sup>3</sup> A percentile rank expresses the percentage of locations in the NSC Database with lower average responses. The percentile range is from 0 to 100.

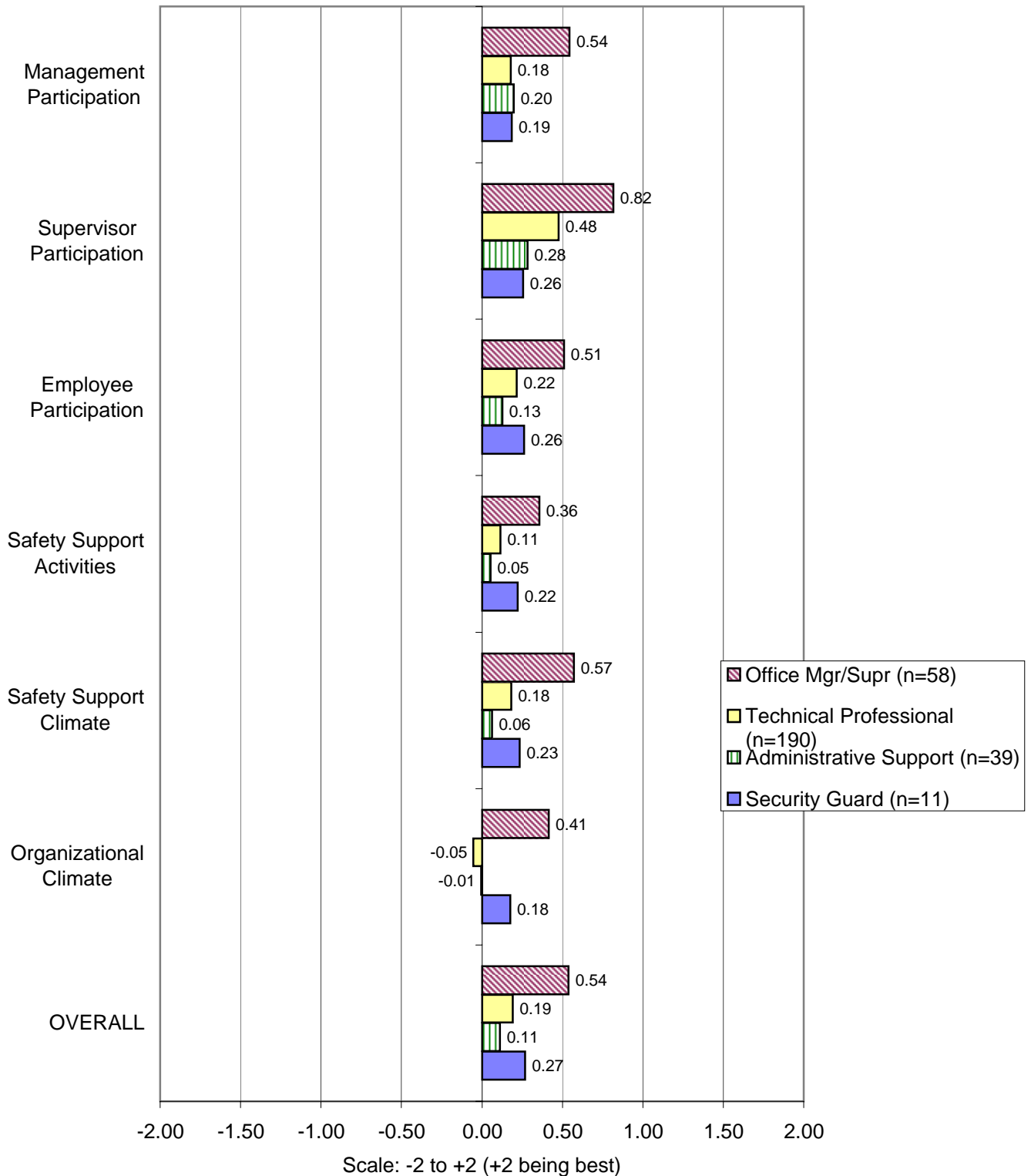
**FIGURE E-2**  
**Percentile Scores by Program Category**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
HSS EMPLOYEES (N=305)



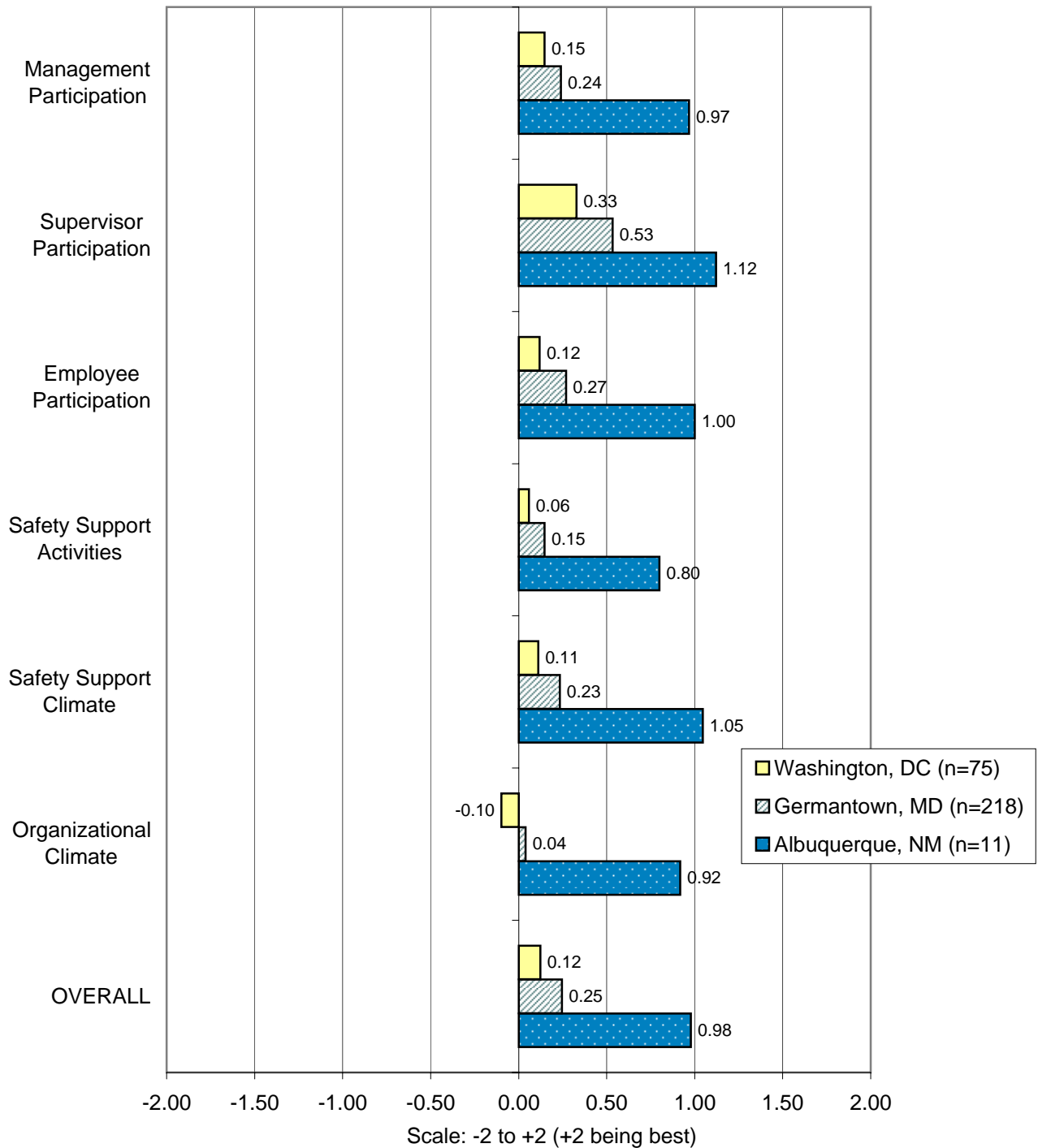
**FIGURE E-3**  
**Program Category Average Response Scores by Employment Category**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
 U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
 HSS EMPLOYEES



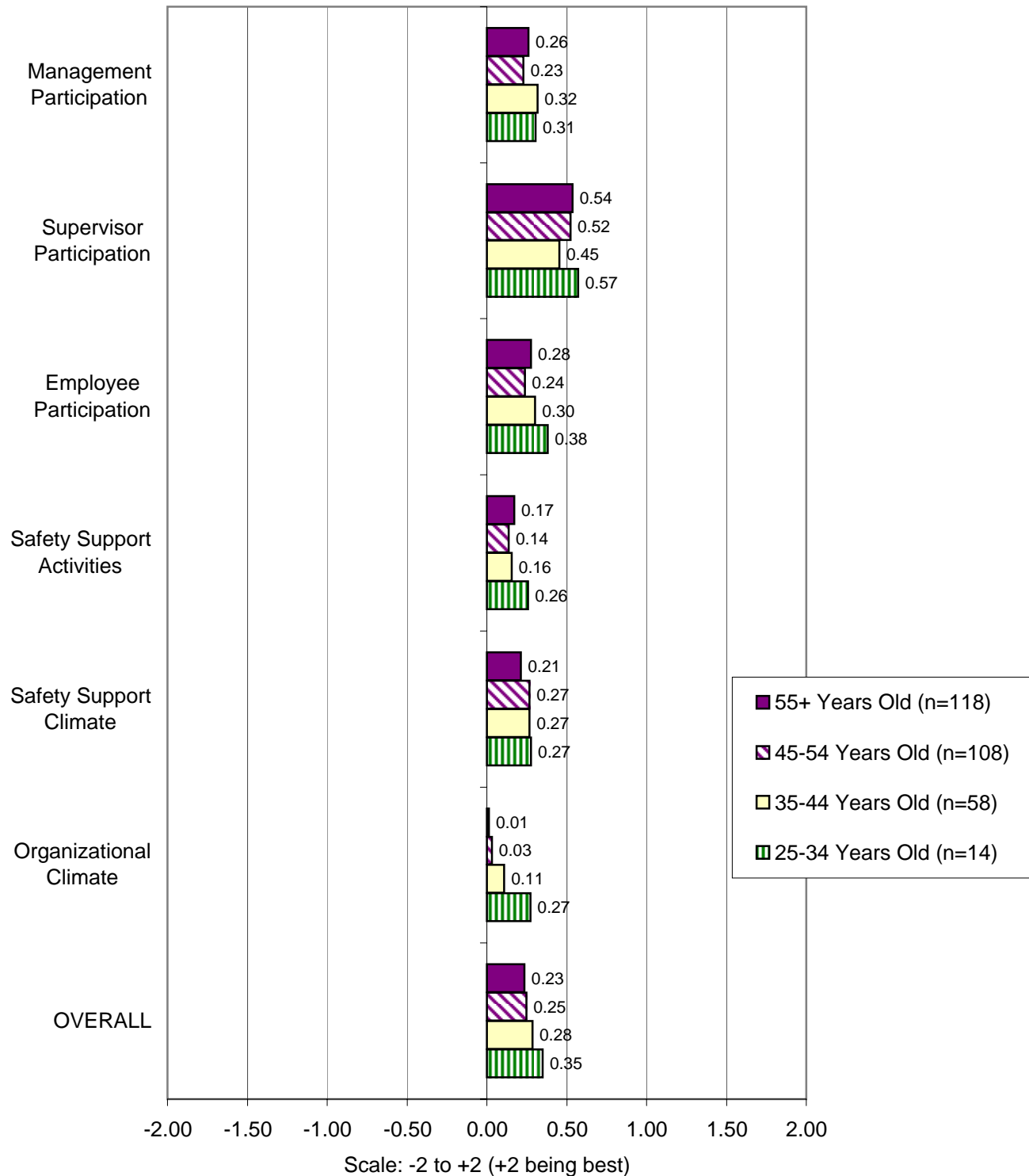
**FIGURE E-4**  
**Program Category Average Response Scores by Primary Work**  
**Location**  
**(Opinions About Safety & Management Conditions -**  
**Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
 U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
 HSS EMPLOYEES



**FIGURE E-5**  
**Program Category Average Response Scores by Age**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
 U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
 HSS EMPLOYEES



Q32 Common for employees to identify & eliminate hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	31	10.1	10.2	10.2
	2 Agree	111	36.3	36.6	46.9
	3 Neutral	88	28.8	29.0	75.9
	4 Disagree	43	14.1	14.2	90.1
	5 Strongly Disagree	30	9.8	9.9	100.0
	Total	303	99.0	100.0	
	Missing	System	3	1.0	
Total		306	100.0		

Q33 Frequent contact between employees and management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	30	9.8	9.9	9.9
	2 Agree	110	35.9	36.4	46.4
	3 Neutral	78	25.5	25.8	72.2
	4 Disagree	58	19.0	19.2	91.4
	5 Strongly Disagree	26	8.5	8.6	100.0
	Total	302	98.7	100.0	
	Missing	System	4	1.3	
Total		306	100.0		

Q34 Safety takes back seat to production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	5.6	5.6	5.6
	2 Agree	43	14.1	14.3	19.9
	3 Neutral	97	31.7	32.2	52.2
	4 Disagree	93	30.4	30.9	83.1
	5 Strongly Disagree	51	16.7	16.9	100.0
	Total	301	98.4	100.0	
	Missing	System	5	1.6	
Total		306	100.0		

Q35 Employees get involved in developing safety practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	5.6	5.8	5.8
	2 Agree	63	20.6	21.4	27.1
	3 Neutral	106	34.6	35.9	63.1
	4 Disagree	72	23.5	24.4	87.5
	5 Strongly Disagree	37	12.1	12.5	100.0
	Total	295	96.4	100.0	
	Missing	System	11	3.6	
Total		306	100.0		

Q36 Supervisor maintains high standard of job safety perfor.					
--	--	--	--	--	--

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	60	19.6	20.3	20.3
	2 Agree	112	36.6	38.0	58.3
	3 Neutral	82	26.8	27.8	86.1
	4 Disagree	31	10.1	10.5	96.6
	5 Strongly Disagree	10	3.3	3.4	100.0
	Total	295	96.4	100.0	
	Missing	System	11	3.6	
Total		306	100.0		

Q37 Inspections made at regular, frequent intervals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	6	2.0	2.1	2.1
	2 Agree	49	16.0	17.4	19.6
	3 Neutral	122	39.9	43.4	63.0
	4 Disagree	65	21.2	23.1	86.1
	5 Strongly Disagree	39	12.7	13.9	100.0
	Total	281	91.8	100.0	
	Missing	System	25	8.2	
Total		306	100.0		

Q38 Mngmnt views seldom stressed regarding safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	4.2	4.5	4.5
	2 Agree	63	20.6	21.6	26.0
	3 Neutral	67	21.9	22.9	49.0
	4 Disagree	122	39.9	41.8	90.8
	5 Strongly Disagree	27	8.8	9.2	100.0
	Total	292	95.4	100.0	
	Missing	System	14	4.6	
Total		306	100.0		

Q39 Safety meetings held less often than the should be					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22	7.2	7.6	7.6
	2 Agree	69	22.5	23.8	31.4
	3 Neutral	114	37.3	39.3	70.7
	4 Disagree	66	21.6	22.8	93.4
	5 Strongly Disagree	19	6.2	6.6	100.0
	Total	290	94.8	100.0	
	Missing	System	16	5.2	
Total		306	100.0		

Q40 Good teamwork exists among departments					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1 Strongly agree	17	5.6	5.8	5.8
	2 Agree	97	31.7	33.0	38.8
	3 Neutral	99	32.4	33.7	72.4
	4 Disagree	54	17.6	18.4	90.8
	5 Strongly Disagree	27	8.8	9.2	100.0
	Total	294	96.1	100.0	
Missing	System	12	3.9		
Total		306	100.0		

Q41 Mngmt shows that it cares about employee safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	38	12.4	13.1	13.1
	2 Agree	130	42.5	44.8	57.9
	3 Neutral	73	23.9	25.2	83.1
	4 Disagree	31	10.1	10.7	93.8
	5 Strongly Disagree	18	5.9	6.2	100.0
	Total	290	94.8	100.0	
Missing	System	16	5.2		
Total		306	100.0		

Q42 I can protect coworkers through my actions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	71	23.2	24.0	24.0
	2 Agree	154	50.3	52.0	76.0
	3 Neutral	57	18.6	19.3	95.3
	4 Disagree	8	2.6	2.7	98.0
	5 Strongly Disagree	6	2.0	2.0	100.0
	Total	296	96.7	100.0	
Missing	System	10	3.3		
Total		306	100.0		

Q43 Spervisors behavior goes against safe job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	9	2.9	3.1	3.1
	2 Agree	11	3.6	3.7	6.8
	3 Neutral	44	14.4	14.9	21.7
	4 Disagree	111	36.3	37.6	59.3
	5 Strongly Disagree	120	39.2	40.7	100.0
	Total	295	96.4	100.0	
Missing	System	11	3.6		
Total		306	100.0		

Q44 Designated employees trained in emergency practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	33	10.8	11.2	11.2

Valid	2 Agree	133	43.5	45.2	56.5
	3 Neutral	85	27.8	28.9	85.4
	4 Disagree	32	10.5	10.9	96.3
	5 Strongly Disagree	11	3.6	3.7	100.0
	Total	294	96.1	100.0	
Missing	System	12	3.9		
Total		306	100.0		

Q45 Mngmt has a written safety policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	33	10.8	11.5	11.5
	2 Agree	119	38.9	41.3	52.8
	3 Neutral	86	28.1	29.9	82.6
	4 Disagree	40	13.1	13.9	96.5
	5 Strongly Disagree	10	3.3	3.5	100.0
	Total	288	94.1	100.0	
Missing	System	18	5.9		
Total		306	100.0		

Q46 Near miss accidents are investigated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	20	6.5	6.9	6.9
	2 Agree	78	25.5	27.0	33.9
	3 Neutral	152	49.7	52.6	86.5
	4 Disagree	28	9.2	9.7	96.2
	5 Strongly Disagree	11	3.6	3.8	100.0
	Total	289	94.4	100.0	
Missing	System	17	5.6		
Total		306	100.0		

Q47 Employee morale is poor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	33	10.8	11.2	11.2
	2 Agree	69	22.5	23.5	34.7
	3 Neutral	95	31.0	32.3	67.0
	4 Disagree	72	23.5	24.5	91.5
	5 Strongly Disagree	25	8.2	8.5	100.0
	Total	294	96.1	100.0	
Missing	System	12	3.9		
Total		306	100.0		

Q48 Mngmnt does nothing more for safety than the law requires					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	14	4.6	4.8	4.8
	2 Agree	47	15.4	16.2	21.0

	3 Neutral	106	34.6	36.6	57.6
	4 Disagree	100	32.7	34.5	92.1
	5 Strongly Disagree	23	7.5	7.9	100.0
	Total	290	94.8	100.0	
Missing	System	16	5.2		
Total		306	100.0		

	4 Disagree	40	13.1	13.8	96.2
	5 Strongly Disagree	11	3.6	3.8	100.0
	Total	290	94.8	100.0	
Missing	System	16	5.2		
Total		306	100.0		

Q49 I understand the safety regulations for my job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	43	14.1	14.6	14.6
	2 Agree	147	48.0	50.0	64.6
	3 Neutral	72	23.5	24.5	89.1
	4 Disagree	24	7.8	8.2	97.3
	5 Strongly Disagree	8	2.6	2.7	100.0
	Total	294	96.1	100.0	
	Missing	System	12	3.9	
Total		306	100.0		

Q53 Awards/recognition not good at promoting safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22	7.2	7.6	7.6
	2 Agree	66	21.6	22.8	30.4
	3 Neutral	137	44.8	47.4	77.9
	4 Disagree	51	16.7	17.6	95.5
	5 Strongly Disagree	13	4.2	4.5	100.0
	Total	289	94.4	100.0	
	Missing	System	17	5.6	
Total		306	100.0		

Q50 My supervisor enforces job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	37	12.1	12.8	12.8
	2 Agree	126	41.2	43.4	56.2
	3 Neutral	97	31.7	33.4	89.7
	4 Disagree	23	7.5	7.9	97.6
	5 Strongly Disagree	7	2.3	2.4	100.0
	Total	290	94.8	100.0	
	Missing	System	16	5.2	
Total		306	100.0		

Q54 Job performance standards higher for production than for saf					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	23	7.5	8.0	8.0
	2 Agree	48	15.7	16.8	24.8
	3 Neutral	137	44.8	47.9	72.7
	4 Disagree	58	19.0	20.3	93.0
	5 Strongly Disagree	20	6.5	7.0	100.0
	Total	286	93.5	100.0	
	Missing	System	20	6.5	
Total		306	100.0		

Q51 Standardized precautions are used for hazardous materials					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	5.9	6.5	6.5
	2 Agree	75	24.5	27.1	33.6
	3 Neutral	165	53.9	59.6	93.1
	4 Disagree	13	4.2	4.7	97.8
	5 Strongly Disagree	6	2.0	2.2	100.0
	Total	277	90.5	100.0	
	Missing	System	29	9.5	
Total		306	100.0		

Q55 My Supervisor understands the job safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	37	12.1	12.8	12.8
	2 Agree	131	42.8	45.2	57.9
	3 Neutral	96	31.4	33.1	91.0
	4 Disagree	17	5.6	5.9	96.9
	5 Strongly Disagree	9	2.9	3.1	100.0
	Total	290	94.8	100.0	
	Missing	System	16	5.2	
Total		306	100.0		

Q52 Mngmt has provided adequate staff for safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	28	9.2	9.7	9.7
	2 Agree	78	25.5	26.9	36.6
	3 Neutral	133	43.5	45.9	82.4

Q56 Workers follow an lockout/tagout procedure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	2.3	2.6	2.6
	2 Agree	42	13.7	15.6	18.1
	3 Neutral	189	61.8	70.0	88.1
	4 Disagree	19	6.2	7.0	95.2



	5 Strongly Disagree	13	4.2	4.8	100.0
	Total	270	88.2	100.0	
Missing	System	36	11.8		
Total		306	100.0		

Q57 Safety training is part of every new employee's orientation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	4.9	5.3	5.3
	2 Agree	70	22.9	24.7	30.0
	3 Neutral	115	37.6	40.6	70.7
	4 Disagree	61	19.9	21.6	92.2
	5 Strongly Disagree	22	7.2	7.8	100.0
	Total	283	92.5	100.0	
Missing	System	23	7.5		
Total		306	100.0		

Q58 Mngmnt is sincere in efforts to ensure safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	50	16.3	17.2	17.2
	2 Agree	144	47.1	49.5	66.7
	3 Neutral	63	20.6	21.6	88.3
	4 Disagree	23	7.5	7.9	96.2
	5 Strongly Disagree	11	3.6	3.8	100.0
	Total	291	95.1	100.0	
Missing	System	15	4.9		
Total		306	100.0		

Q59 Supervisors seldom acts on worker safety sugestions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	9	2.9	3.1	3.1
	2 Agree	20	6.5	6.8	9.9
	3 Neutral	102	33.3	34.8	44.7
	4 Disagree	122	39.9	41.6	86.3
	5 Strongly Disagree	40	13.1	13.7	100.0
	Total	293	95.8	100.0	
Missing	System	13	4.2		
Total		306	100.0		

Q60 Emergency response almost never tested					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	8	2.6	2.8	2.8
	2 Agree	23	7.5	7.9	10.7
	3 Neutral	62	20.3	21.4	32.1
	4 Disagree	146	47.7	50.3	82.4
	5 Strongly Disagree	51	16.7	17.6	100.0

	Total	290	94.8	100.0
Missing	System	16	5.2	
Total		306	100.0	

Q61 The safety committee improves safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	4.2	4.5	4.5
	2 Agree	73	23.9	25.5	30.1
	3 Neutral	169	55.2	59.1	89.2
	4 Disagree	19	6.2	6.6	95.8
	5 Strongly Disagree	12	3.9	4.2	100.0
	Total	286	93.5	100.0	
Missing	System	20	6.5		
Total		306	100.0		

Q62 Mngmnt sets a positive example through words and action					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	33	10.8	11.3	11.3
	2 Agree	117	38.2	40.1	51.4
	3 Neutral	106	34.6	36.3	87.7
	4 Disagree	24	7.8	8.2	95.9
	5 Strongly Disagree	12	3.9	4.1	100.0
	Total	292	95.4	100.0	
Missing	System	14	4.6		
Total		306	100.0		

Q63 Supervisors have successfully fit safety into the production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	21	6.9	7.4	7.4
	2 Agree	87	28.4	30.6	38.0
	3 Neutral	146	47.7	51.4	89.4
	4 Disagree	22	7.2	7.7	97.2
	5 Strongly Disagree	8	2.6	2.8	100.0
	Total	284	92.8	100.0	
Missing	System	22	7.2		
Total		306	100.0		

Q64 System of preventive maintenance operates poorly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	12	3.9	4.3	4.3
	2 Agree	37	12.1	13.3	17.6
	3 Neutral	176	57.5	63.3	80.9
	4 Disagree	41	13.4	14.7	95.7
	5 Strongly Disagree	12	3.9	4.3	100.0
	Total	278	90.8	100.0	

Missing	System	28	9.2		
Total		306	100.0		

Q65 Mngmnt regularly participates in safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	4.9	5.2	5.2
	2 Agree	84	27.5	29.2	34.4
	3 Neutral	143	46.7	49.7	84.0
	4 Disagree	32	10.5	11.1	95.1
	5 Strongly Disagree	14	4.6	4.9	100.0
	Total	288	94.1	100.0	
Missing	System	18	5.9		
Total		306	100.0		

Q66 Safety coordinator has high status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	3.6	3.8	3.8
	2 Agree	42	13.7	14.6	18.5
	3 Neutral	152	49.7	53.0	71.4
	4 Disagree	61	19.9	21.3	92.7
	5 Strongly Disagree	21	6.9	7.3	100.0
	Total	287	93.8	100.0	
Missing	System	19	6.2		
Total		306	100.0		

Q67 Reported hazards go uncorrected for too long a time					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	5.9	6.3	6.3
	2 Agree	53	17.3	18.6	24.9
	3 Neutral	121	39.5	42.5	67.4
	4 Disagree	75	24.5	26.3	93.7
	5 Strongly Disagree	18	5.9	6.3	100.0
	Total	285	93.1	100.0	
Missing	System	21	6.9		
Total		306	100.0		

Q68 Employees take part in accident investigation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	2.3	2.5	2.5
	2 Agree	80	26.1	28.3	30.7
	3 Neutral	154	50.3	54.4	85.2
	4 Disagree	28	9.2	9.9	95.1
	5 Strongly Disagree	14	4.6	4.9	100.0
	Total	283	92.5	100.0	
Missing	System	23	7.5		

Total		306	100.0		
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Q69 Training provided by my super. helps me do my job safely					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	5.9	6.3	6.3
	2 Agree	85	27.8	29.5	35.8
	3 Neutral	128	41.8	44.4	80.2
	4 Disagree	41	13.4	14.2	94.4
	5 Strongly Disagree	16	5.2	5.6	100.0
	Total	288	94.1	100.0	
Missing	System	18	5.9		
Total		306	100.0		

Q70 Medical facilities are sufficient					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	26	8.5	8.9	8.9
	2 Agree	128	41.8	44.0	52.9
	3 Neutral	92	30.1	31.6	84.5
	4 Disagree	29	9.5	10.0	94.5
	5 Strongly Disagree	16	5.2	5.5	100.0
	Total	291	95.1	100.0	
Missing	System	15	4.9		
Total		306	100.0		

Q71 Mngmnt ignores safety performance in determining promotions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	5.9	6.2	6.2
	2 Agree	38	12.4	13.1	19.4
	3 Neutral	110	35.9	38.1	57.4
	4 Disagree	85	27.8	29.4	86.9
	5 Strongly Disagree	38	12.4	13.1	100.0
	Total	289	94.4	100.0	
Missing	System	17	5.6		
Total		306	100.0		

Q72 Safety coordinator available to provide assistance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	24	7.8	8.4	8.4
	2 Agree	69	22.5	24.0	32.4
	3 Neutral	142	46.4	49.5	81.9
	4 Disagree	38	12.4	13.2	95.1
	5 Strongly Disagree	14	4.6	4.9	100.0
	Total	287	93.8	100.0	
Missing	System	19	6.2		
Total		306	100.0		

Q73 HSS has a stable workforce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	32	10.5	11.1	11.1
	2 Agree	114	37.3	39.4	50.5
	3 Neutral	100	32.7	34.6	85.1
	4 Disagree	33	10.8	11.4	96.5
	5 Strongly Disagree	10	3.3	3.5	100.0
	Total	289	94.4	100.0	
	Missing System	17	5.6		
Total		306	100.0		

Q74 Employees are afraid to report safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	9	2.9	3.1	3.1
	2 Agree	32	10.5	11.0	14.1
	3 Neutral	80	26.1	27.6	41.7
	4 Disagree	128	41.8	44.1	85.9
	5 Strongly Disagree	41	13.4	14.1	100.0
	Total	290	94.8	100.0	
	Missing System	16	5.2		
Total		306	100.0		

Q75 Supervisors always investigates lost work day cases					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	2.3	2.5	2.5
	2 Agree	39	12.7	14.2	16.7
	3 Neutral	185	60.5	67.3	84.0
	4 Disagree	27	8.8	9.8	93.8
	5 Strongly Disagree	17	5.6	6.2	100.0
	Total	275	89.9	100.0	
	Missing System	31	10.1		
Total		306	100.0		

Q76 Ventilation, lighting, noise kept at good levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	4.2	4.5	4.5
	2 Agree	92	30.1	31.6	36.1
	3 Neutral	64	20.9	22.0	58.1
	4 Disagree	80	26.1	27.5	85.6
	5 Strongly Disagree	42	13.7	14.4	100.0
	Total	291	95.1	100.0	
	Missing System	15	4.9		
Total		306	100.0		

Q77 Many employees don't use personal protection					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	5	1.6	1.8	1.8
	2 Agree	10	3.3	3.6	5.5
	3 Neutral	164	53.6	59.6	65.1
	4 Disagree	75	24.5	27.3	92.4
	5 Strongly Disagree	21	6.9	7.6	100.0
	Total	275	89.9	100.0	
	Missing System	31	10.1		
Total		306	100.0		

Q78 Job stress is significant problem for me					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	54	17.6	18.6	18.6
	2 Agree	87	28.4	30.0	48.6
	3 Neutral	75	24.5	25.9	74.5
	4 Disagree	58	19.0	20.0	94.5
	5 Strongly Disagree	16	5.2	5.5	100.0
	Total	290	94.8	100.0	
	Missing System	16	5.2		
Total		306	100.0		

Q79 Mngmnt insists supervisors think about safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	24	7.8	8.4	8.4
	2 Agree	108	35.3	37.8	46.2
	3 Neutral	113	36.9	39.5	85.7
	4 Disagree	31	10.1	10.8	96.5
	5 Strongly Disagree	10	3.3	3.5	100.0
	Total	286	93.5	100.0	
	Missing System	20	6.5		
Total		306	100.0		

Q80 Mngmnt annually sets injury rate and other safety goals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	2.3	2.5	2.5
	2 Agree	21	6.9	7.5	10.0
	3 Neutral	179	58.5	63.7	73.7
	4 Disagree	46	15.0	16.4	90.0
	5 Strongly Disagree	28	9.2	10.0	100.0
	Total	281	91.8	100.0	
	Missing System	25	8.2		
Total		306	100.0		

Q81 Employees rarely take part in developing safety requirements					
		Frequency	Percent	Valid Percent	Cumulative Percent

2008 OSCAR Survey Results  
Response Frequency & Percentage Distributions - Federal HSS Employees

Valid	1 Strongly agree	19	6.2	6.6	6.6
	2 Agree	65	21.2	22.6	29.3
	3 Neutral	122	39.9	42.5	71.8
	4 Disagree	67	21.9	23.3	95.1
	5 Strongly Disagree	14	4.6	4.9	100.0
	<b>Total</b>	287	93.8	100.0	
Missing	System	19	6.2		
<b>Total</b>		306	100.0		

	<b>Total</b>	305	99.7	100.0	
Missing	System	1	.3		
<b>Total</b>		306	100.0		

Q82 Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Less than 25	2	.7	.7	.7
	2 25-34 years old	14	4.6	4.7	5.3
	3 35-44 years old	58	19.0	19.3	24.7
	4 45-54 years old	108	35.3	36.0	60.7
	5 55 and over	118	38.6	39.3	100.0
		<b>Total</b>	300	98.0	100.0
Missing	System	6	2.0		
<b>Total</b>		306	100.0		

Q83 Employment Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 HSS employee	306	100.0	100.0	100.0

Q84 Employment Category					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Manager or Supervisor	58	19.0	19.5	19.5
	2 Technical Professional	190	62.1	63.8	83.2
	3 Administrative Support	39	12.7	13.1	96.3
	4 Security Guard	11	3.6	3.7	100.0
		<b>Total</b>	298	97.4	100.0
Missing	System	8	2.6		
<b>Total</b>		306	100.0		

85 Location					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Washington, DC	75	24.5	24.6	24.6
	2 Germantown, MD	218	71.2	71.5	96.1
	3 Albuquerque, NM	11	3.6	3.6	99.7
	4 Other	1	.3	.3	100.0



**TABLE F-1**  
**Percentile Scores, Percent Distribution of Responses, and Average Response Scores**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
CONTRACT EMPLOYEES-SECURITY

Category <sup>1</sup>	Statement Number and Component	Percentile Score <sup>2</sup>	Percent Distribution of Responses					Average Response Score <sup>3</sup>
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
OC	78 Significance of job stress for workers	<b>82</b>	10.0%	25.0%	26.7%	25.0%	13.3%	-0.07
SSA	44 Presence of employees well-trained in emergency practices	<b>77</b>	24.0%	38.8%	28.1%	7.4%	1.7%	0.76
SSA	60 Occurrence of emergency response procedures testing	<b>71</b>	18.5%	42.9%	21.8%	15.1%	1.7%	0.61
SSC	76 Perception that good environmental conditions are kept	<b>64</b>	10.0%	44.2%	27.5%	13.3%	5.0%	0.41
EP	77 Workers using necessary personal protective equipment	<b>62</b>	10.3%	46.6%	27.6%	12.9%	2.6%	0.49
SSC	67 Belief that hazards are fixed in a timely manner	<b>58</b>	12.0%	29.9%	33.3%	23.1%	1.7%	0.27
SP	55 Supervisors understanding workers' job safety problems	<b>54</b>	18.3%	47.5%	25.8%	7.5%	0.8%	0.75
SSA	64 Quality of preventive maintenance system operation	<b>52</b>	3.4%	25.4%	52.5%	13.6%	5.1%	0.09
SP	74 Supervisors reducing workers' fear of reporting safety problems	<b>51</b>	18.8%	41.9%	23.9%	12.8%	2.6%	0.62
MP	71 Management including safety in job promotion reviews	<b>51</b>	7.8%	31.0%	43.1%	12.9%	5.2%	0.23
SSC	34 Priority of safety issues relative to production	<b>49</b>	16.1%	34.7%	30.6%	10.5%	8.1%	0.40
SP	43 Supervisors behaving in accord with safe job procedures	<b>46</b>	30.6%	33.1%	26.4%	7.4%	2.5%	0.82
EP	68 Employees take part when accident or incident investigations occur	<b>43</b>	11.9%	34.7%	30.5%	20.3%	2.5%	0.33
OC	40 Condition of departmental teamwork	<b>42</b>	11.5%	30.3%	31.1%	20.5%	6.6%	0.20
SSC	70 Perception that medical facilities are sufficient	<b>36</b>	9.4%	35.9%	34.2%	15.4%	5.1%	0.29
SSA	72 Availability of safety coordinator to provide assistance	<b>35</b>	14.5%	30.8%	40.2%	12.0%	2.6%	0.43
SSC	54 Safety standard level relative to production standard level	<b>35</b>	5.9%	17.6%	42.9%	22.7%	10.9%	-0.15
OC	73 Stability of workforce	<b>34</b>	12.7%	30.5%	44.1%	10.2%	2.5%	0.41
SSA	57 Presence of safety training in new employee orientation	<b>33</b>	26.1%	37.0%	28.6%	6.7%	1.7%	0.79
SP	69 Supervisors providing helpful safety training	<b>32</b>	12.7%	35.6%	37.3%	11.9%	2.5%	0.44
SP	50 Supervisors enforcing safe job procedures	<b>29</b>	14.9%	48.8%	28.9%	6.6%	0.8%	0.70
SSA	46 Thoroughness of near-miss accident/incident investigation	<b>28</b>	11.7%	23.3%	44.2%	15.8%	5.0%	0.21
EP	42 Employees believing that their actions can protect coworkers	<b>27</b>	36.9%	46.7%	13.1%	2.5%	0.8%	1.16
MP	62 Management setting a positive safety example	<b>27</b>	9.5%	27.6%	42.2%	16.4%	4.3%	0.22
SSC	66 Perception that the safety coordinator has high status	<b>27</b>	11.1%	15.4%	56.4%	12.8%	4.3%	0.16
OC	47 Condition of employee morale	<b>26</b>	6.5%	15.4%	30.9%	24.4%	22.8%	-0.42
EP	51 Workers using standardized precautions for hazardous materials	<b>23</b>	18.6%	33.1%	41.5%	3.4%	3.4%	0.60
SP	63 Supervisors integrating safety into the production process	<b>22</b>	10.9%	30.3%	46.2%	10.9%	1.7%	0.38
SSC	79 Belief that management insists supervisors think safety	<b>21</b>	14.5%	35.9%	36.8%	10.3%	2.6%	0.50
SSA	53 Effectiveness of award programs in promoting safe behavior	<b>20</b>	7.6%	16.0%	42.9%	17.6%	16.0%	-0.19
MP	52 Management providing adequate safety staff	<b>16</b>	8.3%	26.7%	46.7%	11.7%	6.7%	0.18
SSC	41 Belief that management shows it cares for employee safety	<b>15</b>	10.8%	37.5%	35.0%	8.3%	8.3%	0.34
SP	36 Supervisors maintaining a high safety performance standard	<b>14</b>	14.2%	38.3%	36.7%	6.7%	4.2%	0.52
SSC	58 Belief that management is sincere in its safety efforts	<b>13</b>	14.9%	38.0%	32.2%	8.3%	6.6%	0.46
SSC	48 Belief that management does more than law requires	<b>13</b>	3.3%	26.4%	33.9%	28.9%	7.4%	-0.11
EP	49 Belief that employees understand safety & health regulations	<b>12</b>	16.4%	61.5%	18.0%	3.3%	0.8%	0.89
MP	65 Management participating in safety activities on a regular basis	<b>11</b>	6.0%	26.7%	53.4%	10.3%	3.4%	0.22
SP	59 Supervisors acting on worker safety suggestions	<b>10</b>	6.6%	34.4%	32.8%	20.5%	5.7%	0.16
SSA	61 Effectiveness of S&H committee in improving safety conditions	<b>9</b>	7.5%	27.5%	54.2%	5.0%	5.8%	0.26
MP	38 Management stressing the importance of safety in communications	<b>8</b>	5.0%	25.2%	37.8%	26.9%	5.0%	-0.02
SSA	37 Frequency of detailed and regularly scheduled inspections	<b>6</b>	5.9%	26.3%	42.4%	18.6%	6.8%	0.06
MP	45 Management publishing a policy on the value of employee safety	<b>5</b>	12.4%	28.1%	43.0%	11.6%	5.0%	0.31
OC	33 Frequency of worker/management interactions	<b>5</b>	11.1%	34.1%	24.6%	16.7%	13.5%	0.13
SSA	39 Frequency of safety meeting occurrence	<b>5</b>	3.4%	12.7%	36.4%	35.6%	11.9%	-0.40
SP	75 Supervisors investigating lost workday cases	<b>3</b>	5.9%	16.9%	54.2%	17.8%	5.1%	0.01
EP	56 Workers following lockout/tagout procedures	<b>3</b>	6.8%	10.2%	65.3%	9.3%	8.5%	-0.03
MP	80 Management setting annual safety goals	<b>2</b>	6.9%	13.8%	46.6%	25.0%	7.8%	-0.13
EP	81 Employees taking part in the development of safety requirements	<b>2</b>	6.0%	12.8%	39.3%	30.8%	11.1%	-0.28
EP	32 Workers identifying and eliminating hazards	<b>1</b>	23.0%	34.1%	19.0%	15.9%	7.9%	0.48
EP	35 Employees being involved in safety and health practices	<b>0</b>	5.7%	13.8%	27.6%	35.8%	17.1%	-0.45

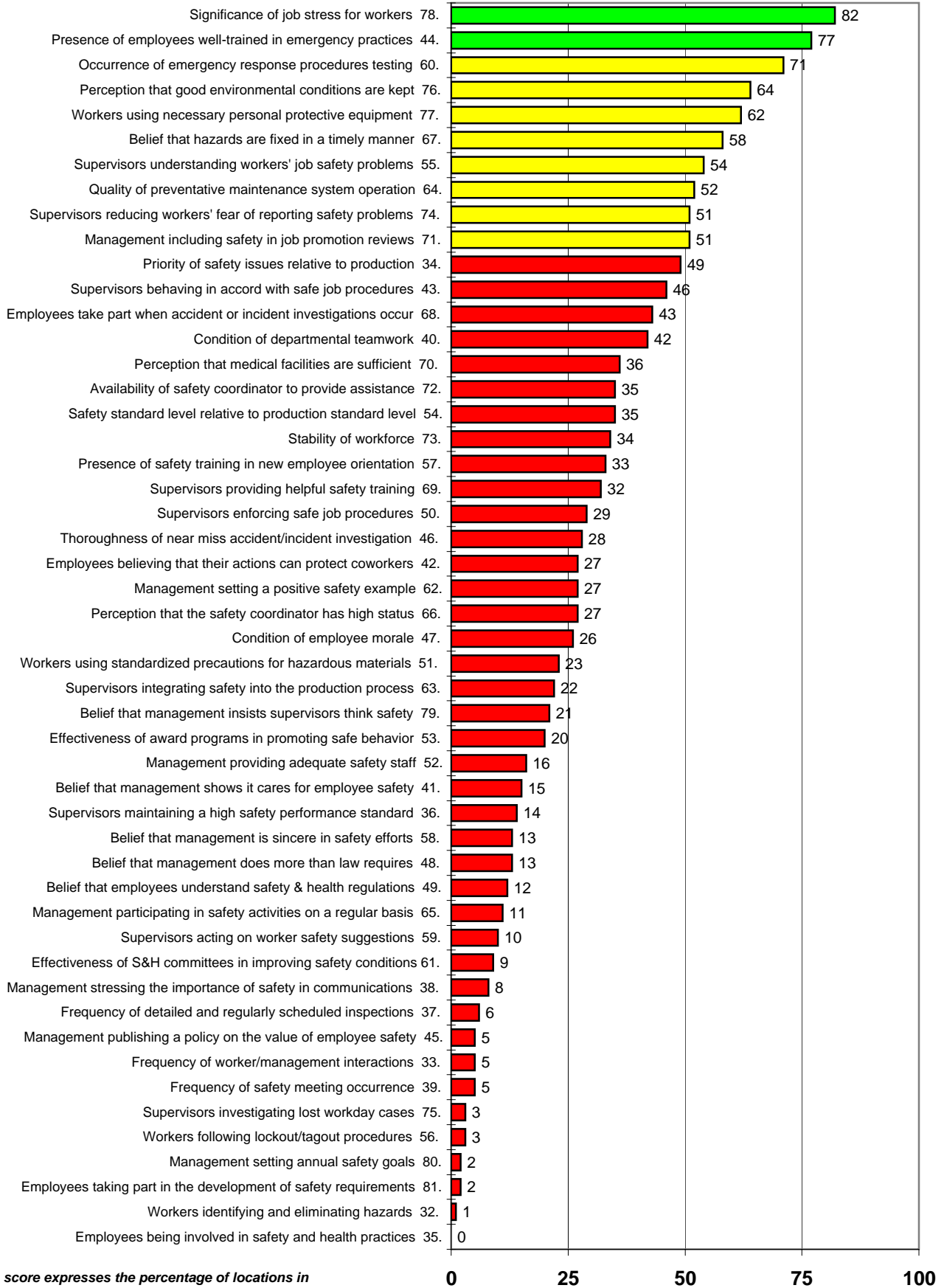
<sup>1</sup> MP=Management Participation, SP=Supervisor Participation, EP=Employee Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate.

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

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

## FIGURE F-1 Percentile Scores of Safety Program Components

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
CONTRACT EMPLOYEES-SECURITY



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

**TABLE F-2**  
**Average Response Scores and Percentile Scores by Program Category**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
CONTRACT EMPLOYEES-SECURITY

Program Category	NSC Database <sup>1</sup>	DOE-HSS CONTRACT EMPLOYEES- SECURITY	
	Average Response Score <sup>2</sup>	Average Response Score <sup>2</sup>	Percentile Score <sup>3</sup>
Management Participation	0.51	0.15	6
Supervisor Participation	0.67	0.49	22
Employee Participation	0.68	0.36	5
Safety Support Activities	0.46	0.26	27
Safety Support Climate	0.41	0.26	28
Organizational Climate	0.18	0.05	33
<b>OVERALL</b>	<b>0.50</b>	<b>0.28</b>	<b>16</b>

<sup>1</sup> National Safety Council (NSC) Database consists of the 411 locations that have participated in an NSC safety perception survey.

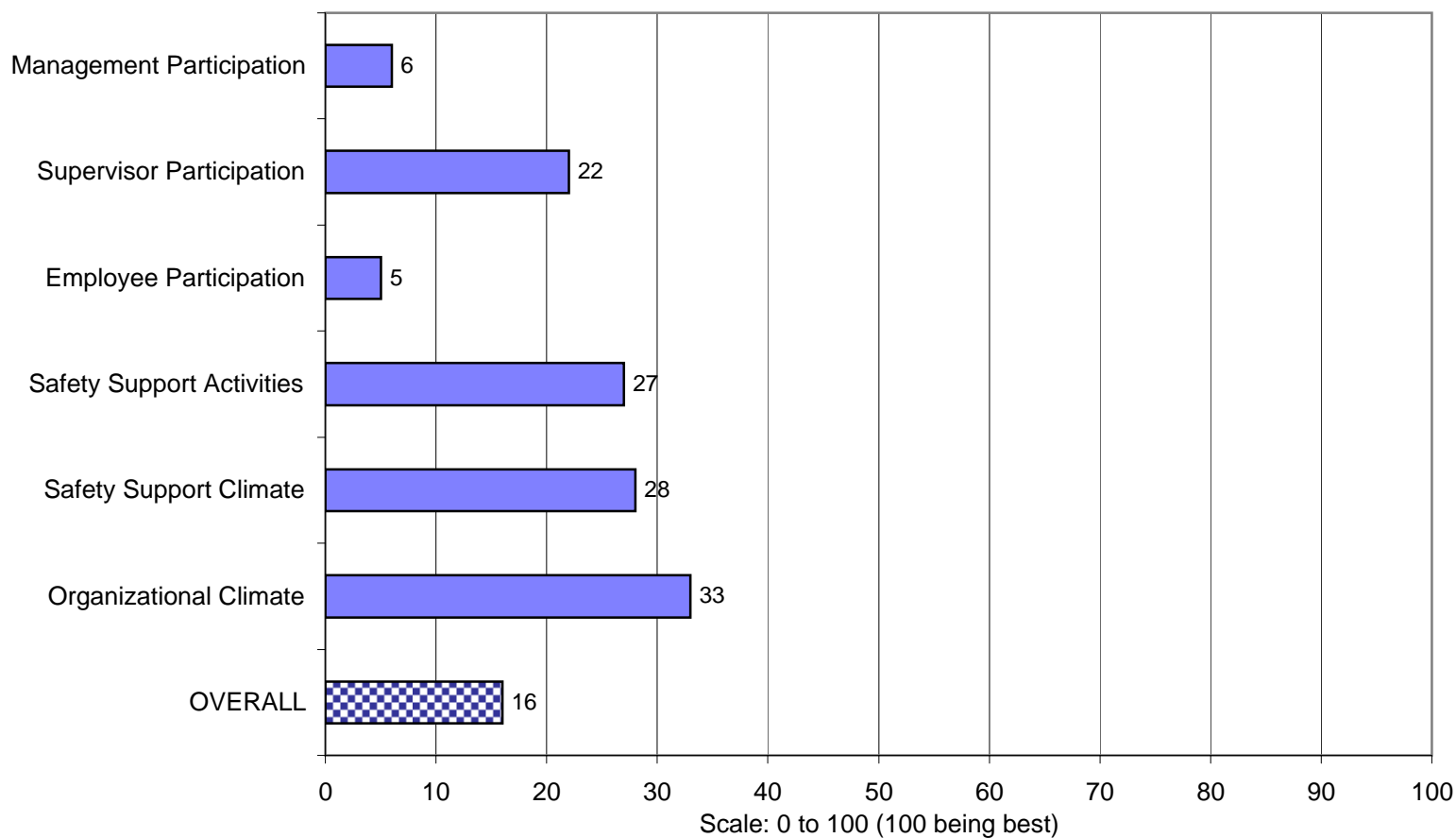
<sup>2</sup> Average Response Scores have a range between -2 and +2 (+2 being best).

<sup>3</sup> A percentile rank expresses the percentage of locations in the NSC Database with lower average responses. The percentile range is from 0 to 100.



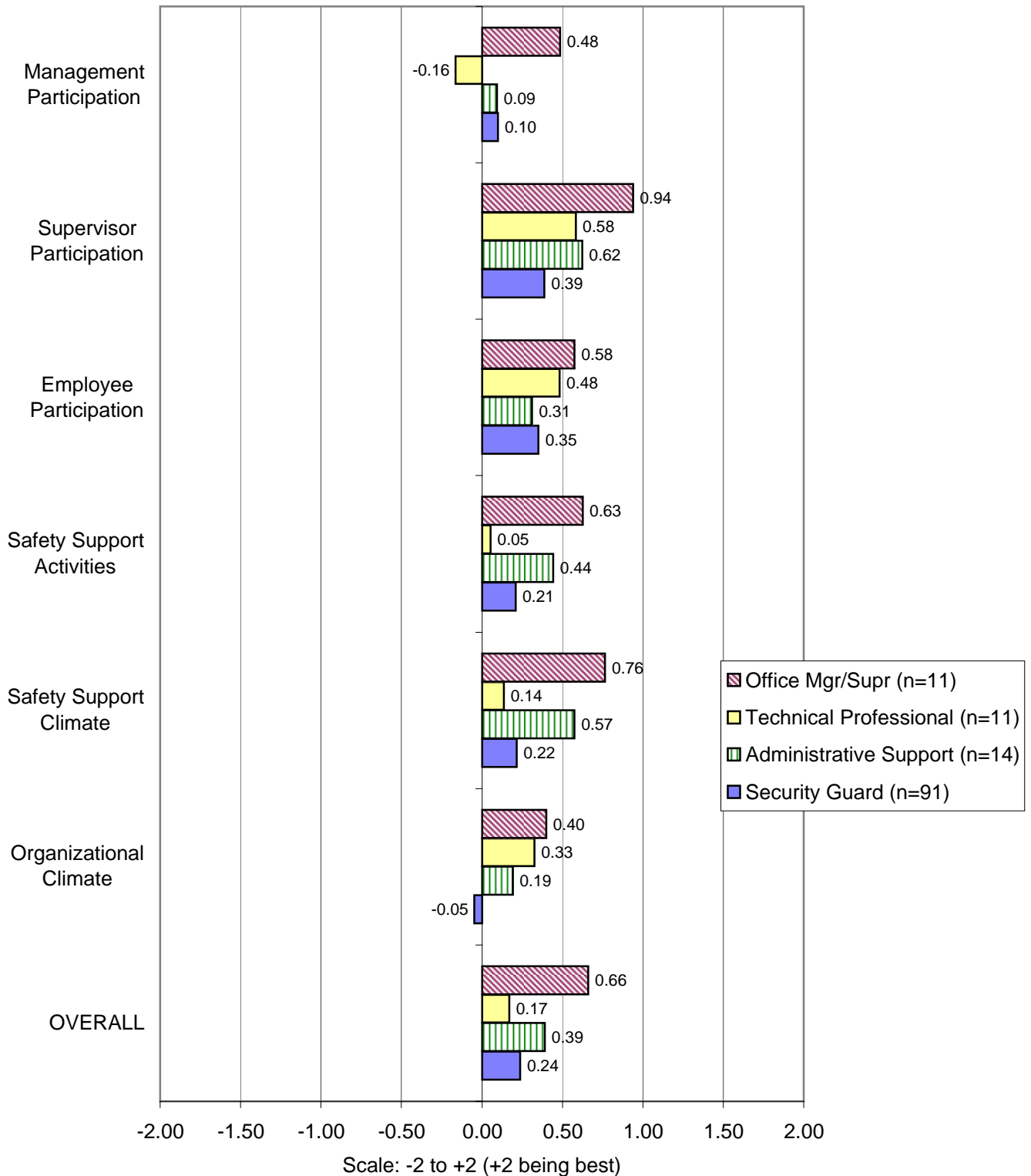
**FIGURE F-2**  
**Percentile Scores by Program Category**  
**(Opinions About Safety and Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
CONTRACT EMPLOYEES-SECURITY (N=130)



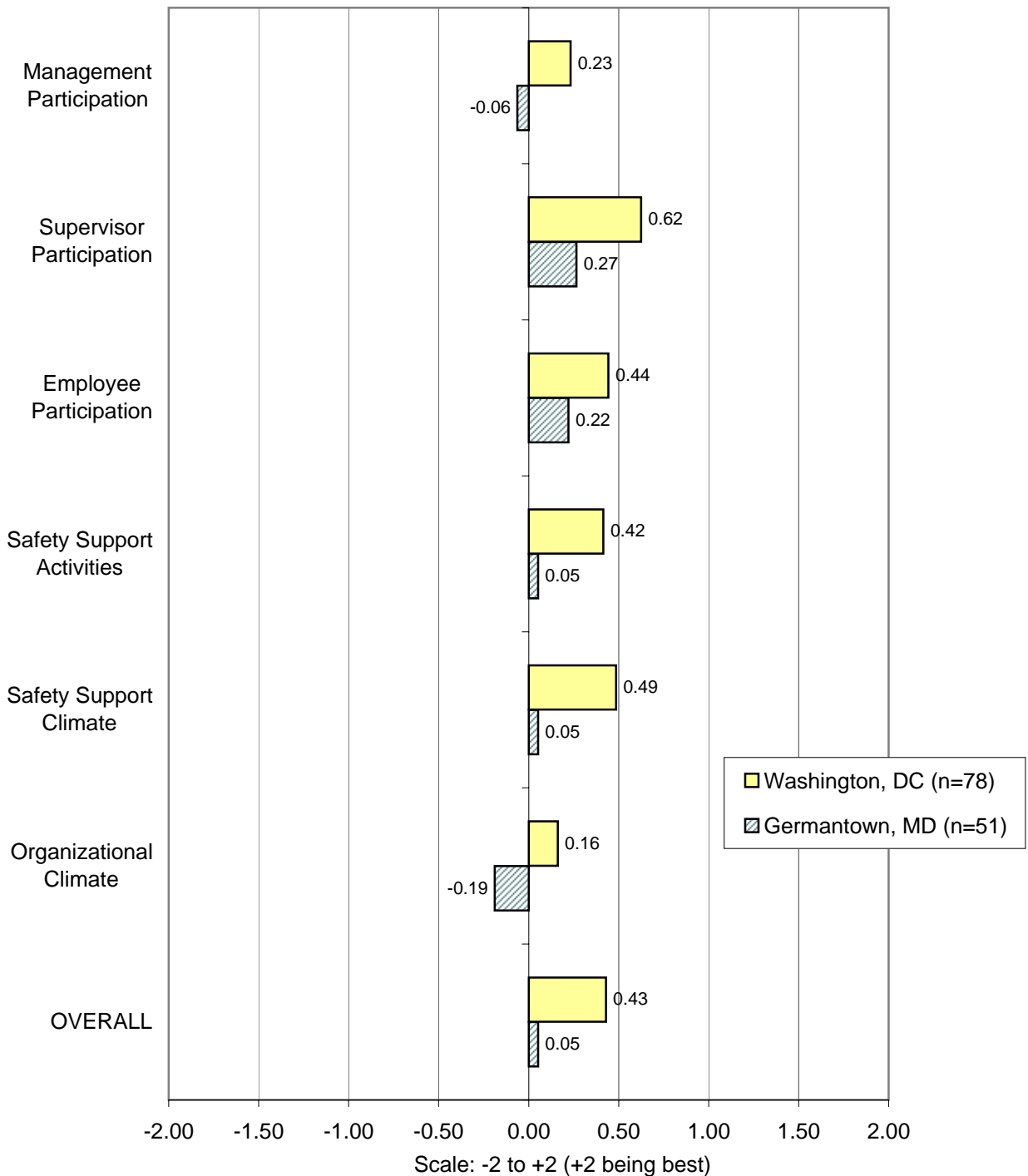
**FIGURE F-3**  
**Program Category Average Response Scores by Employment Category**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
 U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
 CONTRACT EMPLOYEES-SECURITY



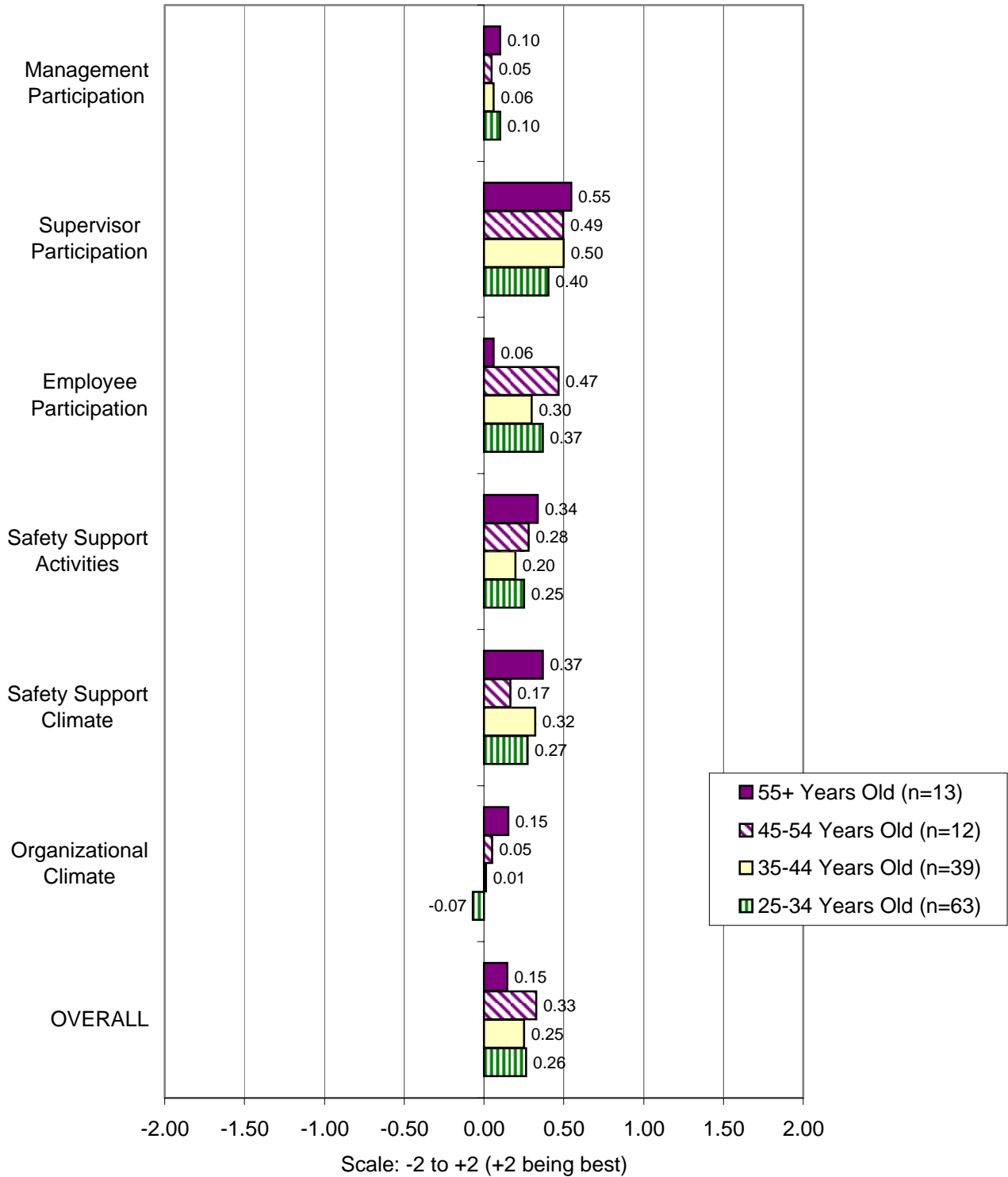
**FIGURE F-4**  
**Program Category Average Response Scores by Primary Work Location**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
 U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
 CONTRACT EMPLOYEES-SECURITY



**FIGURE F-5**  
**Program Category Average Response Scores by Age**  
**(Opinions About Safety & Management Conditions - Q32 through Q81)**

2008 OSCAR SURVEY RESULTS  
 U.S. DEPT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY  
 CONTRACT EMPLOYEES-SECURITY



Q32 Common for employees to identify & eliminate hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	29	22.3	23.0	23.0
	2 Agree	43	33.1	34.1	57.1
	3 Neutral	24	18.5	19.0	76.2
	4 Disagree	20	15.4	15.9	92.1
	5 Strongly Disagree	10	7.7	7.9	100.0
	Total	126	96.9	100.0	
	Missing System	4	3.1		
Total		130	100.0		

Q33 Frequent contact between employees and management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	14	10.8	11.1	11.1
	2 Agree	43	33.1	34.1	45.2
	3 Neutral	31	23.8	24.6	69.8
	4 Disagree	21	16.2	16.7	86.5
	5 Strongly Disagree	17	13.1	13.5	100.0
	Total	126	96.9	100.0	
	Missing System	4	3.1		
Total		130	100.0		

Q34 Safety takes back seat to production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	10	7.7	8.1	8.1
	2 Agree	13	10.0	10.5	18.5
	3 Neutral	38	29.2	30.6	49.2
	4 Disagree	43	33.1	34.7	83.9
	5 Strongly Disagree	20	15.4	16.1	100.0
	Total	124	95.4	100.0	
	Missing System	6	4.6		
Total		130	100.0		

Q35 Employees get involved in developing safety practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	5.4	5.7	5.7
	2 Agree	17	13.1	13.8	19.5
	3 Neutral	34	26.2	27.6	47.2
	4 Disagree	44	33.8	35.8	82.9
	5 Strongly Disagree	21	16.2	17.1	100.0
	Total	123	94.6	100.0	
	Missing System	7	5.4		
Total		130	100.0		

Q36 Supervisor maintains high standard of job safety perfor.					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	13.1	14.2	14.2
	2 Agree	46	35.4	38.3	52.5
	3 Neutral	44	33.8	36.7	89.2
	4 Disagree	8	6.2	6.7	95.8
	5 Strongly Disagree	5	3.8	4.2	100.0
	Total	120	92.3	100.0	
	Missing System	10	7.7		
Total		130	100.0		

Q37 Inspections made at regular, frequent intervals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	5.4	5.9	5.9
	2 Agree	31	23.8	26.3	32.2
	3 Neutral	50	38.5	42.4	74.6
	4 Disagree	22	16.9	18.6	93.2
	5 Strongly Disagree	8	6.2	6.8	100.0
	Total	118	90.8	100.0	
	Missing System	12	9.2		
Total		130	100.0		

Q38 Mngmnt views seldom stressed regarding safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	6	4.6	5.0	5.0
	2 Agree	32	24.6	26.9	31.9
	3 Neutral	45	34.6	37.8	69.7
	4 Disagree	30	23.1	25.2	95.0
	5 Strongly Disagree	6	4.6	5.0	100.0
	Total	119	91.5	100.0	
	Missing System	11	8.5		
Total		130	100.0		

Q39 Safety meetings held less often than the should be					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	14	10.8	11.9	11.9
	2 Agree	42	32.3	35.6	47.5
	3 Neutral	43	33.1	36.4	83.9
	4 Disagree	15	11.5	12.7	96.6
	5 Strongly Disagree	4	3.1	3.4	100.0
	Total	118	90.8	100.0	
	Missing System	12	9.2		
Total		130	100.0		

Q40 Good teamwork exists among departments					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1 Strongly agree	14	10.8	11.5	11.5
	2 Agree	37	28.5	30.3	41.8
	3 Neutral	38	29.2	31.1	73.0
	4 Disagree	25	19.2	20.5	93.4
	5 Strongly Disagree	8	6.2	6.6	100.0
	Total	122	93.8	100.0	
Missing	System	8	6.2		
Total		130	100.0		

Valid	2 Agree	47	36.2	38.8	62.8
	3 Neutral	34	26.2	28.1	90.9
	4 Disagree	9	6.9	7.4	98.3
	5 Strongly Disagree	2	1.5	1.7	100.0
	Total	121	93.1	100.0	
	Missing	System	9	6.9	
Total		130	100.0		

Q41 Mngmt shows that it cares about employee safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	10.0	10.8	10.8
	2 Agree	45	34.6	37.5	48.3
	3 Neutral	42	32.3	35.0	83.3
	4 Disagree	10	7.7	8.3	91.7
	5 Strongly Disagree	10	7.7	8.3	100.0
	Total	120	92.3	100.0	
Missing	System	10	7.7		
Total		130	100.0		

Q45 Mngmt has a written safety policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	11.5	12.4	12.4
	2 Agree	34	26.2	28.1	40.5
	3 Neutral	52	40.0	43.0	83.5
	4 Disagree	14	10.8	11.6	95.0
	5 Strongly Disagree	6	4.6	5.0	100.0
	Total	121	93.1	100.0	
Missing	System	9	6.9		
Total		130	100.0		

Q42 I can protect coworkers through my actions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	45	34.6	36.9	36.9
	2 Agree	57	43.8	46.7	83.6
	3 Neutral	16	12.3	13.1	96.7
	4 Disagree	3	2.3	2.5	99.2
	5 Strongly Disagree	1	.8	.8	100.0
	Total	122	93.8	100.0	
Missing	System	8	6.2		
Total		130	100.0		

Q46 Near miss accidents are investigated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	14	10.8	11.7	11.7
	2 Agree	28	21.5	23.3	35.0
	3 Neutral	53	40.8	44.2	79.2
	4 Disagree	19	14.6	15.8	95.0
	5 Strongly Disagree	6	4.6	5.0	100.0
	Total	120	92.3	100.0	
Missing	System	10	7.7		
Total		130	100.0		

Q43 Spervisors behavior goes against safe job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	2.3	2.5	2.5
	2 Agree	9	6.9	7.4	9.9
	3 Neutral	32	24.6	26.4	36.4
	4 Disagree	40	30.8	33.1	69.4
	5 Strongly Disagree	37	28.5	30.6	100.0
	Total	121	93.1	100.0	
Missing	System	9	6.9		
Total		130	100.0		

Q47 Employee morale is poor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	28	21.5	22.8	22.8
	2 Agree	30	23.1	24.4	47.2
	3 Neutral	38	29.2	30.9	78.0
	4 Disagree	19	14.6	15.4	93.5
	5 Strongly Disagree	8	6.2	6.5	100.0
	Total	123	94.6	100.0	
Missing	System	7	5.4		
Total		130	100.0		

Q44 Designated employees trained in emergency practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	29	22.3	24.0	24.0

Q48 Mngmnt does nothing more for safety than the law requires					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	9	6.9	7.4	7.4
	2 Agree	35	26.9	28.9	36.4

	3 Neutral	41	31.5	33.9	70.2
	4 Disagree	32	24.6	26.4	96.7
	5 Strongly Disagree	4	3.1	3.3	100.0
	Total	121	93.1	100.0	
Missing	System	9	6.9		
Total		130	100.0		

	4 Disagree	14	10.8	11.7	93.3
	5 Strongly Disagree	8	6.2	6.7	100.0
	Total	120	92.3	100.0	
Missing	System	10	7.7		
Total		130	100.0		

Q49 I understand the safety regulations for my job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	20	15.4	16.4	16.4
	2 Agree	75	57.7	61.5	77.9
	3 Neutral	22	16.9	18.0	95.9
	4 Disagree	4	3.1	3.3	99.2
	5 Strongly Disagree	1	.8	.8	100.0
	Total	122	93.8	100.0	
	Missing	System	8	6.2	
Total		130	100.0		

Q53 Awards/recognition not good at promoting safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19	14.6	16.0	16.0
	2 Agree	21	16.2	17.6	33.6
	3 Neutral	51	39.2	42.9	76.5
	4 Disagree	19	14.6	16.0	92.4
	5 Strongly Disagree	9	6.9	7.6	100.0
	Total	119	91.5	100.0	
	Missing	System	11	8.5	
Total		130	100.0		

Q50 My supervisor enforces job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	13.8	14.9	14.9
	2 Agree	59	45.4	48.8	63.6
	3 Neutral	35	26.9	28.9	92.6
	4 Disagree	8	6.2	6.6	99.2
	5 Strongly Disagree	1	.8	.8	100.0
	Total	121	93.1	100.0	
	Missing	System	9	6.9	
Total		130	100.0		

Q54 Job performance standards higher for production than for saf					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	10.0	10.9	10.9
	2 Agree	27	20.8	22.7	33.6
	3 Neutral	51	39.2	42.9	76.5
	4 Disagree	21	16.2	17.6	94.1
	5 Strongly Disagree	7	5.4	5.9	100.0
	Total	119	91.5	100.0	
	Missing	System	11	8.5	
Total		130	100.0		

Q51 Standardized precautions are used for hazardous materials					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22	16.9	18.6	18.6
	2 Agree	39	30.0	33.1	51.7
	3 Neutral	49	37.7	41.5	93.2
	4 Disagree	4	3.1	3.4	96.6
	5 Strongly Disagree	4	3.1	3.4	100.0
	Total	118	90.8	100.0	
	Missing	System	12	9.2	
Total		130	100.0		

Q55 My Supervisor understands the job safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22	16.9	18.3	18.3
	2 Agree	57	43.8	47.5	65.8
	3 Neutral	31	23.8	25.8	91.7
	4 Disagree	9	6.9	7.5	99.2
	5 Strongly Disagree	1	.8	.8	100.0
	Total	120	92.3	100.0	
	Missing	System	10	7.7	
Total		130	100.0		

Q52 Mngmt has provided adequate staff for safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	10	7.7	8.3	8.3
	2 Agree	32	24.6	26.7	35.0
	3 Neutral	56	43.1	46.7	81.7

Q56 Workers follow an lockout/tagout procedure					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	8	6.2	6.8	6.8
	2 Agree	12	9.2	10.2	16.9
	3 Neutral	77	59.2	65.3	82.2
	4 Disagree	11	8.5	9.3	91.5

	5 Strongly Disagree	10	7.7	8.5	100.0
	Total	118	90.8	100.0	
Missing	System	12	9.2		
Total		130	100.0		

Q57 Safety training is part of every new employee's orientation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	31	23.8	26.1	26.1
	2 Agree	44	33.8	37.0	63.0
	3 Neutral	34	26.2	28.6	91.6
	4 Disagree	8	6.2	6.7	98.3
	5 Strongly Disagree	2	1.5	1.7	100.0
	Total	119	91.5	100.0	
Missing	System	11	8.5		
Total		130	100.0		

Q58 Mngmnt is sincere in efforts to ensure safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	13.8	14.9	14.9
	2 Agree	46	35.4	38.0	52.9
	3 Neutral	39	30.0	32.2	85.1
	4 Disagree	10	7.7	8.3	93.4
	5 Strongly Disagree	8	6.2	6.6	100.0
	Total	121	93.1	100.0	
Missing	System	9	6.9		
Total		130	100.0		

Q59 Supervisors seldom acts on worker safety sugestions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	5.4	5.7	5.7
	2 Agree	25	19.2	20.5	26.2
	3 Neutral	40	30.8	32.8	59.0
	4 Disagree	42	32.3	34.4	93.4
	5 Strongly Disagree	8	6.2	6.6	100.0
	Total	122	93.8	100.0	
Missing	System	8	6.2		
Total		130	100.0		

Q60 Emergency response almost never tested					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	2	1.5	1.7	1.7
	2 Agree	18	13.8	15.1	16.8
	3 Neutral	26	20.0	21.8	38.7
	4 Disagree	51	39.2	42.9	81.5
	5 Strongly Disagree	22	16.9	18.5	100.0

	Total	119	91.5	100.0
Missing	System	11	8.5	
Total		130	100.0	

Q61 The safety committee improves safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	9	6.9	7.5	7.5
	2 Agree	33	25.4	27.5	35.0
	3 Neutral	65	50.0	54.2	89.2
	4 Disagree	6	4.6	5.0	94.2
	5 Strongly Disagree	7	5.4	5.8	100.0
	Total	120	92.3	100.0	
Missing	System	10	7.7		
Total		130	100.0		

Q62 Mngmnt sets a positive example through words and action					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	8.5	9.5	9.5
	2 Agree	32	24.6	27.6	37.1
	3 Neutral	49	37.7	42.2	79.3
	4 Disagree	19	14.6	16.4	95.7
	5 Strongly Disagree	5	3.8	4.3	100.0
	Total	116	89.2	100.0	
Missing	System	14	10.8		
Total		130	100.0		

Q63 Supervisors have successfully fit safety into the production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	10.0	10.9	10.9
	2 Agree	36	27.7	30.3	41.2
	3 Neutral	55	42.3	46.2	87.4
	4 Disagree	13	10.0	10.9	98.3
	5 Strongly Disagree	2	1.5	1.7	100.0
	Total	119	91.5	100.0	
Missing	System	11	8.5		
Total		130	100.0		

Q64 System of preventive maintenance operates poorly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	6	4.6	5.1	5.1
	2 Agree	16	12.3	13.6	18.6
	3 Neutral	62	47.7	52.5	71.2
	4 Disagree	30	23.1	25.4	96.6
	5 Strongly Disagree	4	3.1	3.4	100.0
	Total	118	90.8	100.0	



Missing	System	12	9.2		
Total		130	100.0		

Q65 Mngmnt regularly participates in safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	5.4	6.0	6.0
	2 Agree	31	23.8	26.7	32.8
	3 Neutral	62	47.7	53.4	86.2
	4 Disagree	12	9.2	10.3	96.6
	5 Strongly Disagree	4	3.1	3.4	100.0
	Total	116	89.2	100.0	
Missing	System	14	10.8		
Total		130	100.0		

Q66 Safety coordinator has high status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	10.0	11.1	11.1
	2 Agree	18	13.8	15.4	26.5
	3 Neutral	66	50.8	56.4	82.9
	4 Disagree	15	11.5	12.8	95.7
	5 Strongly Disagree	5	3.8	4.3	100.0
	Total	117	90.0	100.0	
Missing	System	13	10.0		
Total		130	100.0		

Q67 Reported hazards go uncorrected for too long a time					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	2	1.5	1.7	1.7
	2 Agree	27	20.8	23.1	24.8
	3 Neutral	39	30.0	33.3	58.1
	4 Disagree	35	26.9	29.9	88.0
	5 Strongly Disagree	14	10.8	12.0	100.0
	Total	117	90.0	100.0	
Missing	System	13	10.0		
Total		130	100.0		

Q68 Employees take part in accident investigation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	14	10.8	11.9	11.9
	2 Agree	41	31.5	34.7	46.6
	3 Neutral	36	27.7	30.5	77.1
	4 Disagree	24	18.5	20.3	97.5
	5 Strongly Disagree	3	2.3	2.5	100.0
	Total	118	90.8	100.0	
Missing	System	12	9.2		

Total		130	100.0		
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Q69 Training provided by my super. helps me do my job safely					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	11.5	12.7	12.7
	2 Agree	42	32.3	35.6	48.3
	3 Neutral	44	33.8	37.3	85.6
	4 Disagree	14	10.8	11.9	97.5
	5 Strongly Disagree	3	2.3	2.5	100.0
	Total	118	90.8	100.0	
Missing	System	12	9.2		
Total		130	100.0		

Q70 Medical facilities are sufficient					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	8.5	9.4	9.4
	2 Agree	42	32.3	35.9	45.3
	3 Neutral	40	30.8	34.2	79.5
	4 Disagree	18	13.8	15.4	94.9
	5 Strongly Disagree	6	4.6	5.1	100.0
	Total	117	90.0	100.0	
Missing	System	13	10.0		
Total		130	100.0		

Q71 Mngmnt ignores safety performance in determining promotions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	6	4.6	5.2	5.2
	2 Agree	15	11.5	12.9	18.1
	3 Neutral	50	38.5	43.1	61.2
	4 Disagree	36	27.7	31.0	92.2
	5 Strongly Disagree	9	6.9	7.8	100.0
	Total	116	89.2	100.0	
Missing	System	14	10.8		
Total		130	100.0		

Q72 Safety coordinator available to provide assistance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	13.1	14.5	14.5
	2 Agree	36	27.7	30.8	45.3
	3 Neutral	47	36.2	40.2	85.5
	4 Disagree	14	10.8	12.0	97.4
	5 Strongly Disagree	3	2.3	2.6	100.0
	Total	117	90.0	100.0	
Missing	System	13	10.0		
Total		130	100.0		

Q73 HSS has a stable workforce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	11.5	12.7	12.7
	2 Agree	36	27.7	30.5	43.2
	3 Neutral	52	40.0	44.1	87.3
	4 Disagree	12	9.2	10.2	97.5
	5 Strongly Disagree	3	2.3	2.5	100.0
	Total	118	90.8	100.0	
	Missing	System	12	9.2	
Total		130	100.0		

Q74 Employees are afraid to report safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	2.3	2.6	2.6
	2 Agree	15	11.5	12.8	15.4
	3 Neutral	28	21.5	23.9	39.3
	4 Disagree	49	37.7	41.9	81.2
	5 Strongly Disagree	22	16.9	18.8	100.0
	Total	117	90.0	100.0	
	Missing	System	13	10.0	
Total		130	100.0		

Q75 Supervisors always investigates lost work day cases					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	5.4	5.9	5.9
	2 Agree	20	15.4	16.9	22.9
	3 Neutral	64	49.2	54.2	77.1
	4 Disagree	21	16.2	17.8	94.9
	5 Strongly Disagree	6	4.6	5.1	100.0
	Total	118	90.8	100.0	
	Missing	System	12	9.2	
Total		130	100.0		

Q76 Ventilation, lighting, noise kept at good levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	12	9.2	10.0	10.0
	2 Agree	53	40.8	44.2	54.2
	3 Neutral	33	25.4	27.5	81.7
	4 Disagree	16	12.3	13.3	95.0
	5 Strongly Disagree	6	4.6	5.0	100.0
	Total	120	92.3	100.0	
	Missing	System	10	7.7	
Total		130	100.0		

Q77 Many employees don't use personal protection					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	2.3	2.6	2.6
	2 Agree	15	11.5	12.9	15.5
	3 Neutral	32	24.6	27.6	43.1
	4 Disagree	54	41.5	46.6	89.7
	5 Strongly Disagree	12	9.2	10.3	100.0
	Total	116	89.2	100.0	
	Missing	System	14	10.8	
Total		130	100.0		

Q78 Job stress is significant problem for me					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	16	12.3	13.3	13.3
	2 Agree	30	23.1	25.0	38.3
	3 Neutral	32	24.6	26.7	65.0
	4 Disagree	30	23.1	25.0	90.0
	5 Strongly Disagree	12	9.2	10.0	100.0
	Total	120	92.3	100.0	
	Missing	System	10	7.7	
Total		130	100.0		

Q79 Mngmnt insists supervisors think about safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	13.1	14.5	14.5
	2 Agree	42	32.3	35.9	50.4
	3 Neutral	43	33.1	36.8	87.2
	4 Disagree	12	9.2	10.3	97.4
	5 Strongly Disagree	3	2.3	2.6	100.0
	Total	117	90.0	100.0	
	Missing	System	13	10.0	
Total		130	100.0		

Q80 Mngmnt annually sets injury rate and other safety goals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	8	6.2	6.9	6.9
	2 Agree	16	12.3	13.8	20.7
	3 Neutral	54	41.5	46.6	67.2
	4 Disagree	29	22.3	25.0	92.2
	5 Strongly Disagree	9	6.9	7.8	100.0
	Total	116	89.2	100.0	
	Missing	System	14	10.8	
Total		130	100.0		

Q81 Employees rarely take part in developing safety requirements					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1 Strongly agree	13	10.0	11.1	11.1
	2 Agree	36	27.7	30.8	41.9
	3 Neutral	46	35.4	39.3	81.2
	4 Disagree	15	11.5	12.8	94.0
	5 Strongly Disagree	7	5.4	6.0	100.0
	<b>Total</b>	117	90.0	100.0	
Missing	System	13	10.0		
<b>Total</b>		130	100.0		

Q82 Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Less than 25	3	2.3	2.3	2.3
	2 25-34 years old	63	48.5	48.5	50.8
	3 35-44 years old	39	30.0	30.0	80.8
	4 45-54 years old	12	9.2	9.2	90.0
	5 55 and over	13	10.0	10.0	100.0
	<b>Total</b>	130	100.0	100.0	

Q83 Employment Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Contractor security employee	130	100.0	100.0	100.0

Q84 Employment Category					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Manager or Supervisor	11	8.5	8.7	8.7
	2 Technical Professional	11	8.5	8.7	17.3
	3 Administrative Support	14	10.8	11.0	28.3
	4 Security Guard	91	70.0	71.7	100.0
	<b>Total</b>	127	97.7	100.0	
Missing	System	3	2.3		
<b>Total</b>		130	100.0		

Q85 Location					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Washington, DC	78	60.0	60.0	60.0
	2 Germantown, MD	51	39.2	39.2	99.2
	3 Albuquerque, NM	1	.8	.8	100.0
	<b>Total</b>	130	100.0	100.0	



## APPENDIX G Respondent Comments

### 2008 OSCAR SURVEY RESULTS U.S. DEPARTMENT OF ENERGY - OFFICE OF HEALTH, SAFETY & SECURITY

*Respondents were asked to “Please suggest one activity, program, or change that you believe would contribute the most to improving safety at your company. Describe your idea and the problem(s) it would solve.”*

*Caution should be used in reviewing these comments. Emphasis should be given to the statistical and validated results contained in the report. The comments should be used only as information supplemental to the report.*

*Identification numbers are used by the National Safety Council for internal tracking purposes.*

ID	COMMENTS
1	More lights in the parking lots to avoid tripping and falling. This ties to the time of year when we come in early and it’s dark or leave late and it’s dark.
3	Improvement of facility conditions. Repair old worn out facilities and equipment, side walk, ventilation, carpet (tripping hazards).
7	Ergonomics. Supply items to make sedentary work safe are sometimes lacking. Setting up computer work stations where monitor, keypad and mouse are placed is dependent on the equipment. There should be correct items available to have the work center ergonomically feasible for individuals.
17	Move out of the Germantown facility. It is a “sick” building. The electrical and IT systems are too old for today’s office requirements.
18	Remove the clutter from the corridors. Furniture (including safes and other bulky pieces), trash dumpsters, trash cans, boxes, and other debris sits in the halls for months at a time. Recycling bins and trash barrels sit at corridor intersections and sometimes partially block exits or impede hall traffic. In the event of an emergency evacuation in dark or smoke-filled corridors, these obstacles would be life-threatening. On a daily basis, they make navigating the halls a challenge for able-bodied and handicapped staff alike.
19	Institute and empower a safety committee. Engage the workforce and explain the ISM/VPP tenets and expectations. Knowledge and actions will help people communicate and become involved.
22	When I reported continuing temperatures over 80° in an enclosed office space, lots of people and the safety committee came up (including building maintenance). Everyone insisted I come up with a solution even though I have no control over the facilities. Building maintenance said all the other places like ours had auxiliary cooling. In the end, nothing happened. Conclusion: lots of programs; not much action.
26	Improve the working conditions in the office through better maintenance and housekeeping, i.e. bathrooms, etc.

ID	COMMENTS
32	Accident-free bonus program (money).
35	Our safety reps should work harder, develop safety plans, and help us out more when assistance is requested.
39	Promptly remove furniture and other obstacles from hallways.
41	We need to be able to talk with someone about safety issues without fear of repercussions. We need idea boxes, a helpline number, email accounts, etc.
42	Continued fire evacuation and weather-related alerts.
43	The program is just getting real exposure, probably due to new management. It needs more and continuous exposure to all employees.
44	Have them clean vents at least every six months. (Maybe they do and I just don't see them do it.)
45	Air quality. The vents are in serious need of cleaning in the Germantown building.
46	A training program or class, even occasionally email messages, on health-related issues: prevention of spreading germs, emptying trash, cleaning offices, cleaning microwaves and refrigerators, dusting, etc. Many employees cook and eat in offices that are not clean, nor do they clean up after food preparation or eating.
51	Improve training and technical qualification programs.
52	If, as rumored, there is asbestos in the walls, and construction is done, will our safety be assured by management?
56	I find that there is excess furniture and office supplies placed in hallways and they often block open access for months.
58	<p>I am newly hired and don't know what "HSS's safety program" is. I did not get DOE's safety orientation as they pulled me out to get my ID. That was not good support for safety.</p> <p>The survey could have emphasized office safety and ergonomics more. Ergonomics is an area that is neglected at GTM/HSS and is a program I think HSS needs to emphasize. Ergonomics would create more productivity/efficiency in the workplace. Also, emphasize safety 100% of the time. Apply it to home, life, and family as well as work.</p>
59	Ergonomic workplace inspections.
60	<p>Greater flexibility regarding rules for employee workday schedules, to include the range of core hours and the ability to use AWS. More flexibility would allow the employee to work within the limits of his or her natural biorhythms, so the employee could work later rather than being forced to get up really early when the employee is tired and has to drive to get to work.</p> <p>Allowing more flexible AWS would allow the employee to work more hours when needed while being able to compensate by taking other time off as needed to rest without taking leave.</p>
62	Better environmental controls (heating, cooling, lighting, noise, "clean air"). It would eliminate distractions at work (too noisy, too hot, too cold). It would reduce stress, less eye strain, less noise, and make it more comfortable. It would reduce health risks due to "bad air."

ID	COMMENTS
64	We need an upgrade of electrical outlets to avoid running of cords, cords, and more cords, for connection of equipment, and to prevent electrical shutdown of computers and other equipment.
66	Office ergonomics, especially carpal tunnel syndrome. Upgrade electrical wiring, which currently causes tripping hazards and fire hazards. Upgrade and enlarge computer monitors, which currently cause eye and back strain.
68	Weekly safety standup office meetings. Ten minutes on hazard identification and mitigation. It would keep safety in the forefront of employees' minds.
69	A more adequate workspace to eliminate the danger of equipment on multiple shelves and/or tripping over numerous cases in a small floor area. This is coupled with the high probability of back and neck injuries from stretching and lifting.
71	HSS has an aging workforce. Additional attention to fitness for assigned duties for those with health problems is an opportunity to improve OS&H protection.
77	Develop a more rigorous new employee safety training program. An awareness program for all employees regardless if they are involved in hazardous work duties would be beneficial to all.
80	We have had at least seven safes "parked" in the hallway of 3 <sup>rd</sup> Floor C and E wings for over six months, hindering access and movement. If there ever was a medical emergency, these safes would block or hinder a gurney or firefighter's access.
86	Conduct periodic (suggest two times a year) safety assessments of the office location/environment by all office personnel to identify potential safety hazards and improvements.
88	Appoint safety POCs and train them.
89	The most hazardous activity we encountered this past year was an office move. We could use better support for moving-related activity.
90	Mandate the use of seatbelts in GOVs and rentals involved in protective/security operations (i.e. the Secretary's detail and other dignitary protection). This is not enforced, and the risk of an auto collision outweighs the perceived risk of not being able to respond to an attack while belted. This is especially important in rural and foreign areas that lack good trauma care.
97	At an all-hands or similar type setting, include a small chat on workplace safety and hazards. This may show to HSS employees that HSS management has a positive interest in prevention. Current management approach seems to show penalization first, then assess cost for a fine.
101	Being rewarded for good safety practices and preventive measures.
103	Renovate the building to eliminate electrical plug-ins that pop up in the floor, causing accidents. Improve lighting. The result would be a reduced chance of falling.
105	Provide an annual safety awareness brief to all headquarters personnel. This would provide a mechanism to enhance safety awareness for all employees.
108	Periodic safety gatherings highlighting personal safety topics, or even a "safety fair", perhaps twice a year.

ID	COMMENTS
111	Employees need to be trained on being skilled observers of the workplace, and have the ability to detect USQs or other things out of place. We need to be alert in the beginning.
112	Since this is an office setting, there should be periodic surveys of the office space to ensure proper heating/cooling/ventilation. A major health concern in the FORS building is chronic sinus infections and eye irritation due to the high level of mold, especially at the subterranean level. This has been reported for years but consistently ignored. Why? Because no one cares. It doesn't cost the organization money if it's not corrected.
115	Holding regular meetings that discuss safe work practices, workplace hazards, and improving safety awareness in the Forrestal building. This would enhance awareness of safe work practices that apply to the office workplace setting.
116	Implement the use of motion detector light switches in offices where the manual light switch is difficult to reach safely when the office is dark.
117	Management should look around sometime and see and listen to what is happening or going on in their area.
118	Regularly re-enforce safety through written products, procedures and communication from management.
120	Constant re-enforcement to the employees.
121	The telephone and computer folks need to tidy up the wires and cables that are under desks. I am frequently getting feet caught up and disconnecting phones.
122	Co-workers conference calls must be kept in low volume to avoid bothering others.
123	Continue doing the things HSS is doing. This is a good program.
125	Office moves. More assistance is needed in packing and unpacking boxes. We need better soap in bathrooms. There should be more spot checking of heating in the office. And more concern by management is needed.
126	Safety evaluation of workplace utilization. Identification of hazardous work conditions, recommendation of changes, implementation of changes to prevent falls and injuries due to falling equipment.
131	There is clutter, safes, desks in the halls blocking emergency exits. Clear this immediately. There are small monitors on computers. Procure larger monitors There is poor computer and desk design. Get better design and configuration.
134	Immediate supervisors need to stress safety with their employees.
135	I truly am not aware of any safety programs, meetings, etc. with regard to safety. However, I'm a part time employee so maybe I'm not around when safety is discussed.
136	More training.
137	Relocate to new facilities. Current facilities have poor power distribution, stairs and elevators that create choke points, and windows that offer limited protection.



ID	COMMENTS
141	We need a commitment to improve the quality of lighting, ventilation, and comparable workspace for contractors compared to federal employees.
151	Heating, ventilation, and air conditioning are marginal to poor. This results in employees implementing makeshift solutions. GTN needs a complete HVAC review and re-design.
153	I think proper ventilation should be investigated in all vaulted areas.
155	We have a lack of subject matter expertise helping in the development of specific safety issues and standards. Sometimes, creating safety procedures without true understanding of the safety issues is a direct result of the problem from top management.
158	We need better and more specific guidelines in regard to evacuation exercises, which would be especially helpful for each manager to pass along to keep staff informed of procedures.
160	Regular communication seeking feedback from employees about workplace conditions, and ways to improve and implement productive changes.
161	Most safety problems come from facility staff (maintenance) working in an unsafe manner. Facility safety is not responsive to safety concerns. Also, safety issues that are reported to the safety person never get a response.
163	While this may seem off-topic, I believe it to be health-related. The Germantown bathrooms are not satisfactory. They should be renovated and, more importantly, cleaned more thoroughly. Minimizing germs that are spread through our poorly-cleaned bathrooms would improve employee health.
165	We should be posting statistics regarding headquarters safety in the cafeteria entranceway.
168	Building facilities management fails to correct safety issues.
172	Review of all offices to identify deficiencies.
173	Safety inspection of all offices.
176	Furniture in the hallways is a huge problem in the Germantown building. We had furniture left in the hall for over one year. Finally, it was moved two weeks ago. We need to do better on this! Usually the furniture is so old that it's almost always broken.
177	Perform ergonomic evaluations of each employee's workstation to identify solutions that would reduce occurrence of the most common office illnesses.
178	Better annual refresher training. Current training is inadequate and mediocre at best. I believe hands-on training would be more beneficial.
180	Improve cooperation between MA and HSS to quickly remove excess equipment.
182	Employee health should be addressed.
183	Broken/excess items in hallways are hazardous. They should be removed instead of being left in the hallway for years.
185	More training for contractors: CPR, emergency response, clarification on evacuation drills, and health unit available for contractors.

ID	COMMENTS
186	Check outlets, electrical cords, and carpet tiles.
190	Office environment. Not many workplace hazards, but we do have the following: Poor HVAC/noise control systems. No systematic workplace orientation program. Need to have employees take a break and walk around periodically (at least I find myself sitting in a chair more than 7 hours a day, not very good for my health).
191	Specification of employees' safety responsibility.
192	More effective sound-proofing in offices and hallways. It would make for easier concentration.
195	Removal of excess equipment/furniture from hallways. Improved lighting at crosswalks (can be on timer).
204	There is too much excess furniture/supplies that is left for too long in hallways. This obstructs the traffic flow, presents hazards from sharp corners or low tripping obstacles, and collects trash.
206	Housekeeping. Keep aisles clear and offices uncluttered. Also, there is a noise problem. We should carpet the hallways and install soundproofing.
208	Semi-annual office inspections where both the occupants and safety professionals review areas, including common areas. This would ensure unsafe conditions are kept to a minimum as long as corrective actions are appropriately implemented.
209	A modest but persistent office safety program would be useful. Active safety committees, walk-around inspections, action lists, follow-up on actions, etc., would be useful as long as they are productive. Avoid activity just to look like something useful is taking place.
211	Making supervisors accountable to act upon work safety issues when presented to them by employees.
212	Have the movers remove excess tables, chairs, safes from the hallways. This is a fire hazard.
213	Create a learning culture. Insist folks work beyond their old routines through matrixing, cross-organizational assignments. The problem that would be solved is employees would see what other do, develop flexibility, and create depth/breadth to their skill sets.
216	Reduce stress by increasing the workforce.
217	I do not consider the workplace hazards I encounter at the Germantown complex to be severe or unmanageable. Current maintenance and housekeeping practices seem sufficient to minimize the hazards that are present.
221	The VPP committee should send out minutes of all of its meetings to employees.

ID	COMMENTS
222	Providing adequate space for all employees. There are too many people crammed into tight spaces. Three or more in a three-bay office, while I see other organizations like HS-1.2 all in individual offices. Excess furniture and equipment is left in hallways. HS-1.2 needs to work with ME on better removal. There is poor response time for issues that have been brought forward, and there is no money to get better power equipment. There is a huge safety issue when power goes out in the building.
228	Make offices better equipped with working equipment.
229	Getting desks and tables out of the hallways ASAP!
230	Recently I have heard of asbestos problems in the building.
232	More emphasis and opportunity to participate in physical exercise during work. Lower the cost (or subsidize) for gym memberships.
234	Cleaning crews leave cords and tools across hallways and floors. Carts are parked at congested corners. Restrooms are unavailable for too long and often adjacent facilities are also closed for cleaning. It would be better to double up on restroom cleaning to minimize downtime. This is especially true during flu season. Fixing the problem would enhance employee morale.
235	Communicate information regarding specific safety incidents that occur so that persons will consider how to avoid suffering the same events. (Share lessons learned).
239	Engage employees in identifying work hazards, developing procedures, and addressing concerns. Provide training in how to do these actions.
240	Suggest quarterly meetings for all DOE employees regarding safety.
244	Safety is important but should not be the driver in job performance. The mission is primary.
248	There should be a monthly email listing actual safety accidents at headquarters. Also, add items to the survey to reflect HSS workplace environment.
250	Better locate electrical outlets and telephone wires.
253	Clear corridors of furniture and trash.
257	Mop floors after hours.
259	It would be helpful to have an ergonomics specialist visit workstations to review proper posture while at the desk and computer. In an administrative position, there aren't too many safety hazards to deal with. Thanks for taking the time to prepare the demo.
263	We need to train supervisors on office safety and provide an inspection checklist.
265	Dominant problems: icy paths, spills in hallways, driving/parking in the road to drop off passengers.
266	We need a program or office that can resolve an issue other than referring you to MA which is useless.
270	I believe that having a safety committee that met once a quarter would be useful.

ID	COMMENTS
279	<p>I am an inspector, so the following reflects all workplaces, not just my primary one.</p> <p>Annually have workers take turns operating a fire extinguisher. Most of this should be via simulation, i.e. no fire, but after practicing, workers should make at least one sweep (1-2 seconds) involving partially discharging a fire extinguisher. They should observe everyone else in the group that causes one fire extinguisher to be completely discharged, so they understand for example how long it will operate in total seconds and what the last seconds are like.</p>
281	<p>Add questions to the survey on office safety.</p>
283	<p>A “Q” cleared bar for conducting business in an informal social networking atmosphere.</p>
284	<p>What is the HSS plan for working from home due to pandemic flu or other emergency events?</p>
287	<p>Clean up office floor space from piles of paper, boxes, cords, etc. Stress that files cabinet drawers should be closed.</p>
290	<p>Inspection of all electrical, cable, cords, and power strips in all offices.</p>
291	<p>Furniture stacked in hallways is a hazard. Open file cabinet drawers are a hazard.</p>
292	<p>We need to make sure that wet walking surfaces are cleaned and dried promptly, particularly indoors. Also, provide employees with adequate desk chairs to support sitting at a desk for ten hours a day. Appropriate ergonomic chairs are hard to come by, especially for new employees.</p>
294	<p>Please stop vehicles from unloading passengers while “parked” on the streets. This mostly occurs near the main gate, just outside of the parking lot in the morning.</p>
299	<p>If safety programs are in place, I just have not been informed of them.</p>
300	<p>We need more safety training on a regular basis, quarterly as a minimum.</p>
301	<p>I don’t know much about the DOE/HSS safety program. I didn’t even know there was a formal program. I do know there was a contest to name some little squishy toy. I know there is too much paper in inadequate space. Workers have to walk around boxes of paper on a <b>constant</b> basis.</p> <p>This survey seems more directed toward giving DOE/HSS a pat on the back rather than addressing specifics such as an overworked staff stressed from work overload and artificial deadlines. The response to that from management is “there is no money in the budget for additional staff to help with that workload.” The same response comes from management when old equipment fails. Surplus used equipment (junk) is substituted for new equipment, and the workforce (at the lower level) is using cast-off equipment and trying to meet artificial deadlines.</p> <p>Too many people are crowded into a workspace already filled with paper. The noise level is far too loud. The heating and air conditioning are bad. Air filtering is questionable, if it exists at all.</p>
302	<p>Asbestos: real or imagined?</p>
303	<p>Administrative program staff <b>never</b> considers safety in doing administrative support. For example, during a recent move from one building to another, “safety” was only mentioned <b>after</b> we were moved. Then unused furniture clogged aisles and hallways for months! Total disregard of safety. Also, no SOPs for support tasks!</p>

ID	COMMENTS
304	Upgrade electrical outlets to accommodate equipment being used so there is no interruption in production.
305	Immediately publicize <b>all</b> safety incidents.
310	HSS management, starting at the top, should work with other organizations to ensure the Emergency Evacuation Program at GTN really works. My experience is that unannounced evacuations (exercise and real world) are poorly conducted at the facility level. This is a continuing concern of mine.
311	Onsite medical facilities can only be used by feds; we contractors are excluded! Ventilation at DOE GTN is inadequate. The outside vents aren't filtered, so outside pollutants and pollen enter the building. This aggravates my allergies.
312	The safety program should focus more on office safety. HSS's desire for VPP status is all about "organizational image"; not safety.
314	For the administrative staff, there needs to be a program in which they evaluate your workstation. The furniture that is used makes it almost impossible to set up the workstation according to what is recommended. I get major pain in my hand and arm because of this.
319	Employee health and safety could be most improved by improved building cooling in the summer and ensuring that exterior pathways are cleared quickly in the case of ice and snow for those walking in. Crossing RT118 is also very hazardous, especially at night.
320	Change the format of your questionnaire. You should have asked workers to suggest questions and choices for you to ask. Your survey is all good, fine, and accurate, but will not measure what you should have asked. Good luck to you. I think you mean well.
321	Have more communication. I am unaware of any safety program within HSS. Try to improve morale among contractor staff.
326	I would narrow the focus of the program to office workers only.
328	Future safety breaks should focus on the HQ scenario and field site activities.
329	Electrical load capacity and power reliability is a problem. It is a production annoyance due to computer shutdown through power loss. The lack of sufficient workplace outlets for modern office equipment results in stringing extension cords and daisy-chaining power strips to supply power. Safety inspections find extension violations, but don't solve the basic problem.
331	Routine yearly ergonomics work station analysis for each employee.
332	Evaluate/correct electrical loads vs. outlet capacity throughout GTN building, especially where power strips are daisy-chained.
333	Ventilation, heating and cooling could be better. Ventilation should be cleaned. Return vents are full of dust and lint. Better production by employees and possible reduced sick leave could be achieved.
341	Opening the health facility to ALL workers, both federal and contractors. Health and safety should be openly available to everyone in the DOE family, regardless of whether they are a fed or contractor!

ID	COMMENTS
346	Regular inspections/spot check to identify potential and obvious problems.
347	Training through another government agency.
348	Install more electrical outlets. Get rid of excess furniture/equipment in the hallways.
351	Survey questions could have included sections on administrative environment and on personnel who travel.
353	Developing a standard configuration with per bay occupational limits for vaulted spaces. This would solve some of the ventilation and worker safety issues associated with working in a vault.
354	Safety personal protective equipment (hard hats, safety glasses, and safety shoes) should be purchased for the employee by the department.
356	There is a need/requirement (DOE 0440.1B) to “provide a place of employment free from recognized hazards”. There are numerous locations where there is loose or flaking paint (e.g. B-319). Has GTN been fully characterized for lead paint? Has GTN been fully characterized and appropriately marked for asbestos materials?
360	One thing that is very important is the installation of carbon monoxide alarms and smoke detectors. Also, because we are in the lower level, how about radon detectors?
365	I have noticed a great deal of clutter in the hallways at GTN (discarded furniture, packing boxes, old equipment). The hallways are narrow and this clutter presents a significant hazard (tripping, impeded access to exits, movement of medical/fire personnel in an emergency). I suggest that this clutter be tagged and not permitted to stay in place for more than two weeks. Hall monitors could be designated to report the status of hallway clearance to a central site.
366	Enforce speed limits.
368	<p>Replace out of date contact information on safety posters.</p> <p>Establish a safety “hotline” for reporting concerns/suggestions.</p> <p>Increase visibility of inspections (if they are occurring) or institute an inspection program.</p> <p>Provide PPE (safety shoes, prescription safety glasses, hard hats, etc.) to technical professionals doing field work.</p>
369	Safety assessments.
373	There is talk about knocking down wall to reorganize office space. It seems that the GTN building has asbestos in some walls and floors and asbestos abatement should be properly done in order to protect the office employees. This health hazard should be avoided.
374	Due to the nature of the work and work environment, safety is not a major concern in day-to-day work. Improvements will need a change in safety culture.
375	Room E354 in Germantown was once home to an employee that smoked. The room still has a strong smoke odor, which can’t be good for employees that enter the room. I suggest the room be decontaminated to remove health risks.
376	This survey is very negative and anti-management.

ID	COMMENTS
378	We need to develop and then communicate a DOE headquarters facility health and safety plan for all employees, to include office workers, maintenance, warehouse, and guard force.
380	I would suggest regular safety checks through FEOSH. This change could introduce everyday safety improvements in the workplace.
381	HSS needs tools that managers and supervisors can use to quickly implement safety suggestions or actions. MA must provide better support in identifying and correcting legacy hazards in old buildings (particularly asbestos and lead).
393	I don't think computer-based training is effective. I think hands-on training is better!
397	We need efforts to reduce stress in the workplace. Reward people more for good effects rather than focusing on where they need constant improvement. Treat people as if they were your family.
398	Formal assessment of work activities (construction and maintenance) to see if proper safety protocols are followed.
401	Simulate hostile scenarios.
407	HSS management not only does nothing to improve office ergonomics, they belittle efforts to improve ergonomics.  Our daisy-chaining of extension cords is ridiculous.  Leadership gives only lip service to safety in the office.
409	I have no suggestions since I work in an office at headquarters.
413	The heat and air system is never calibrated or inspected. The lighting is marginal and outdated. There should be an annual program of inspections/adjustments to ensure proper operation.
420	Communicate the safety plan.
421	My suggestion would be to have the people and equipment to perform your job.
423	We should have a "safety awareness bulletin." It can be an on-line publication.
426	Better management training for supervisors.
438	Speed bumps are needed on the property to slow down drivers to address the problem of speeding on the property. Also, there are drivers still running stop signs. We need possibly a fixed camera to verify drivers have slowed down or speed bumps at the line to force the driver to slow down in the stop sign area.
442	We need new supervisors who are more professional.
445	I think that in the future it would be beneficial to employees and management as a whole that when any new safety measures or policies are enacted that the opinions of the security staff should be taken into account.
446	Having a workplace safety program or officers that are actually available.

ID	COMMENTS
447	An annual bonus check for all employees who make it though the year without any safety violations.
448	Management should actually listen to employee suggestions and complaints about safety issues. It would make the workplace safer. Right now employees make suggestions and complaints, supervisors send it up, and nothing gets done about it.
452	Implementing a seminar or teaching class on boosting employee morale.
454	Management needs to talk to employees on changes that affect the office before they start the changes. And they need to talk to their employees so that morale isn't so low.
458	Update/fix the radio system and provide necessary gear in a more timely fashion.
461	There are too many suggestions to list.
467	Invest in a proper facility for weapons/ammunition storage and service.
468	Invest in a proper facility for storage and maintenance of weapons.
473	I'm too busy to think of ideas. You get paid to do that so do it.
492	During an unannounced fire alarm, no one went to their designated posts. This "fire alarm" was real! Pro-force officers knew where to go.
499	More safety training. Get people more involved. Create awards for good behavior and punishment for bad.
501	We need to have supervisors and upper management support and assist officers and supervisors when a security issue arises until proven to be at fault and the protective force member is proven to be at fault, not belittle nor disrespect the office or supervisors because we're human and we all make mistakes. Treat people the way you want to be treated!
504	It would be a good thing to have a medical facility available for all the job staff and contractors and allow them free access.
507	Try asking one of us the solutions to problems that may arise instead of going off of someone who spends the whole day behind a computer. We officers know what works and what doesn't. Higher-ups don't listen to us when we make recommendations. In the end, it will only hurt us and I don't plan on getting hurt. Please do something about this!
518	Repair all inoperable exterior lights around the facility. Highly illuminated areas help to deter criminal activity and make it safer for officers conducting exterior patrols. If all areas are highly/properly illuminated, it will help keep an officer from being surprised by someone hiding in the shadows.
520	I believe training should be more considerate of a person's age and gender during physical activities.
529	Safety reminders or flyers should be put out weekly, bi-weekly, or monthly to give reader-friendly safety information regarding new and old problem areas to help people remember the appropriate procedures. We could introduce a promotion like "everyone must participate to make a difference."



ID	COMMENTS
545	Management needs to listen to the officers.
547	Putting together a safety committee would be a start in the right direction.
554	Emergency drills. Officers can practice performing their jobs safely and it can become second nature.
555	One activity that I believe would contribute most to improving safety at this workplace is more training in emergency practices.
560	We need annual recognition to individuals for accident-free performance.
568	Involve employees in identifying the actual and potential safety issues, even though minor, in our workplace. This would hopefully provide employee ownership of existing issues and avoid a management “overkill” where there aren’t big problems.