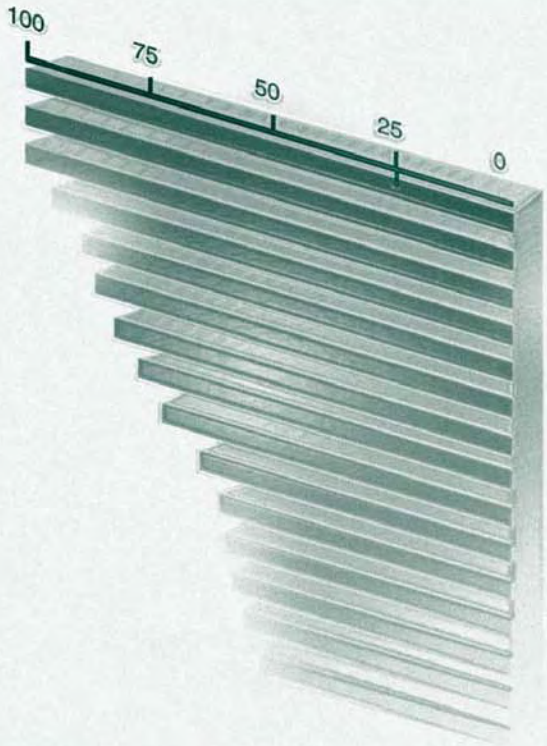

Safety Barometer

Results Report

Marine Corps Logistics Base Albany – Garrison Command

May 2010

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EXECUTIVE SUMMARY

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

This report provides results of SAFETY BAROMETER personnel perception surveys conducted at Marine Corps Logistics Base Albany - Garrison Command in 2010. The survey was completed by a total of 75 MCLB - Albany Base personnel.

Personnel who participated in the SAFETY BAROMETER survey were asked to indicate their level of agreement with a variety of safety and work-related statements. These statements are grouped into six program categories: 1-Management Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate. Overall, MCLB - Albany Base scores on the six safety program categories are generally in the high range.

MCLB - Albany Base responses were compared with responses from the 480 participating organizations in the National Safety Council (NSC) Database in order to produce comparative percentile values. MCLB - Albany Base percentile scores for the six program categories ranged from a moderately high 63 for Employee Participation to a very high score of 92 for Organizational Climate. MCLB - Albany Base component average response scores were above the Database median (50th percentile) for 45 of the 50 components.

The overall SAFETY BAROMETER percentile score for MCLB - Albany Base was a high 85. This indicates that only 15% of the organizations in the Database achieved a higher overall score than MCLB - Albany Base.

The ten lowest ranking safety program components with percentile scores of 66 or below can be used to establish current improvement priorities for MCLB - Albany Base overall. The following SAFETY BAROMETER components comprise this priority group. They are presented in order from lowest (12) to highest (66) percentile score.

- ***Workers following lockout/tagout procedures***
- ***Thoroughness of near miss accident/incident investigation***
- ***Presence of safety training in new personnel orientation***
- ***Cmdr/mngr setting annual safety goals***
- ***Workers using necessary personal protective equipment***
- ***Personnel being involved in safety and health practices***
- ***Cmdr/mngr participating in safety activities on a regular basis***
- ***Supervisors investigating lost workday cases***
- ***Belief that cmdr/mngr does more than law requires***
- ***Personnel believing that their actions can protect coworkers***

For all six program categories and overall, management had the most positive perceptions. Personnel with more than one year but less than five years of experience reported much more positive safety program perceptions on all six program categories in comparison to those with three months to one year of experience. By division or section, Community Service employees answered most positively overall, while those in Logistics Support showed the least positive perceptions overall. Differences in perceptions by organizational position, length of time at installation, and division or section were all greater than that usually found in organizations.

It is recommended that MCLB - Albany Base use the findings contained in the body of this report as a guide for making safety program improvements at the organization and work group levels. The data presented in this report can also be used as a baseline against which to measure future progress.

RESULTS

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Introduction

These results are based on SAFETY BAROMETER surveys completed by 75 personnel within Marine Corps Logistics Base Albany - Garrison Command. The SAFETY BAROMETER survey form is included as Appendix A. Response frequency and percentage distributions for all SAFETY BAROMETER statements are shown in Appendix B. The methods and data analyses are discussed in Appendix C. In addition, response distributions by organizational position are presented in Appendix D.

SAFETY BAROMETER statements present either a positive or negative description of the MCLB - Albany Base 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.

The SAFETY BAROMETER survey 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 is shown in Table 1. Also presented in this table are the average response score 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.)

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

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Category[1]		Statement Number and Component	Percentile Score[2]	Percent Distribution of Responses					Average Response Score[3]
				Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
SP	28	Supervisors acting on worker safety suggestions	**95**	28.0%	46.7%	17.3%	8.0%	0.0%	0.95
OC	47	Significance of job stress as a problem for personnel	**95**	16.0%	29.3%	16.0%	29.3%	9.3%	0.13
MP	14	Cmdr/mngr publishing a policy on the value of personnel safety	**92**	33.3%	49.3%	14.7%	1.3%	1.3%	1.12
MP	31	Cmdr/mngr setting a positive safety example	**92**	28.0%	45.3%	21.3%	5.3%	0.0%	0.96
OC	16	Condition of personnel morale	**92**	22.7%	37.3%	21.3%	9.3%	9.3%	0.55
SP	12	Supervisors behaving in accord with safe job procedures	**91**	50.7%	32.0%	10.7%	4.0%	2.7%	1.24
SP	43	Supervisors reducing workers' fear of reporting safety problems	**90**	32.4%	39.2%	18.9%	8.1%	1.4%	0.93
MP	40	Cmdr/mngr including safety in job promotion reviews	**90**	22.7%	32.0%	33.3%	9.3%	2.7%	0.63
MP	21	Cmdr/mngr providing adequate safety staff	**89**	25.3%	42.7%	25.3%	6.7%	0.0%	0.87
SP	5	Supervisors maintaining a high safety performance standard	**88**	40.0%	41.3%	13.3%	4.0%	1.3%	1.15
OC	2	Frequency of worker/management interactions	**87**	29.7%	50.0%	10.8%	8.1%	1.4%	0.99
OC	9	Condition of departmental teamwork	**87**	23.3%	43.8%	21.9%	6.8%	4.1%	0.75
SSC	3	Priority of safety issues relative to production	**86**	29.2%	41.7%	16.7%	8.3%	4.2%	0.83
SSC	27	Belief that cmdr/mngr is sincere in safety efforts	**85**	36.5%	47.3%	10.8%	5.4%	0.0%	1.15
SSC	23	Safety standard level relative to job task standard level	**85**	14.9%	35.1%	29.7%	18.9%	1.4%	0.43
SSA	22	Effectiveness of award programs in promoting safe behavior	**85**	13.3%	30.7%	40.0%	12.0%	4.0%	0.37
EP	18	Belief that personnel understands safety & health regulations	**84**	35.1%	58.1%	4.1%	2.7%	0.0%	1.26
SP	19	Supervisors enforcing safe job procedures	**84**	32.4%	52.7%	9.5%	5.4%	0.0%	1.12
SP	24	Supervisors understanding workers' job safety problems	**84**	24.0%	52.0%	16.0%	8.0%	0.0%	0.92
EP	50	Personnel taking part in the development of safety requirements	**84**	18.7%	32.0%	28.0%	20.0%	1.3%	0.47
SP	32	Supervisors integrating safety into the operational readiness process	**83**	22.7%	52.0%	17.3%	5.3%	2.7%	0.87
MP	7	Cmdr/mngr stressing the importance of safety in communications	**83**	21.3%	50.7%	16.0%	8.0%	4.0%	0.77
SP	38	Supervisors providing helpful safety training	**82**	17.3%	52.0%	26.7%	4.0%	0.0%	0.83
SSA	30	Effectiveness of S&H committee in improving safety conditions	**82**	20.0%	46.7%	28.0%	5.3%	0.0%	0.81
SSA	33	Quality of preventative maintenance system operation	**82**	14.7%	34.7%	34.7%	12.0%	4.0%	0.44
OC	42	Stability of workforce	**81**	24.0%	44.0%	25.3%	5.3%	1.3%	0.84
SSA	29	Occurrence of emergency response procedures testing	**81**	25.3%	40.0%	20.0%	9.3%	5.3%	0.71
SSC	48	Belief that cmdr/mngr insists supervisors think safety	**79**	25.3%	49.3%	20.0%	5.3%	0.0%	0.95
SSA	41	Availability of safety mngr/CDSO to provide assistance	**79**	21.3%	50.7%	16.0%	10.7%	1.3%	0.80
SSC	45	Perception that good environmental conditions are kept	**79**	13.3%	53.3%	16.0%	14.7%	2.7%	0.60
EP	20	Workers using standardized precautions for hazardous materials	**78**	22.7%	50.7%	24.0%	2.7%	0.0%	0.93
SSA	13	Presence of personnel well-trained in emergency practices	**77**	20.0%	48.0%	21.3%	9.3%	1.3%	0.76
SSC	10	Belief that cmdr/mngr shows it cares for employee safety	**76**	27.4%	52.1%	15.1%	4.1%	1.4%	1.00
SSA	6	Frequency of detailed and regularly scheduled inspections	**76**	24.0%	49.3%	13.3%	9.3%	4.0%	0.80
SSC	39	Perception that medical facilities are sufficient	**74**	16.0%	50.7%	16.0%	14.7%	2.7%	0.63
SSA	8	Frequency of safety meeting occurrence	**73**	17.6%	47.3%	23.0%	10.8%	1.4%	0.69
EP	37	Personnel takes part when accident or incident investigations occur	**71**	14.9%	43.2%	25.7%	13.5%	2.7%	0.54
SSC	35	Perception that the safety mngr/CDSO has high status	**71**	16.2%	32.4%	39.2%	12.2%	0.0%	0.53
SSC	36	Belief that hazards not fixed right away will still be addressed	**70**	15.1%	39.7%	20.5%	19.2%	5.5%	0.40
EP	1	Workers identifying and eliminating hazards	**68**	33.3%	50.7%	12.0%	4.0%	0.0%	1.13
EP	11	Personnel believing that their actions can protect coworkers	**66**	42.7%	49.3%	6.7%	1.3%	0.0%	1.33
SSC	17	Belief that cmdr/mngr does more than law requires	**64**	12.0%	34.7%	34.7%	14.7%	4.0%	0.36
SP	44	Supervisors investigating lost workday cases	**60**	16.0%	26.7%	50.7%	2.7%	4.0%	0.48
MP	34	Cmdr/mngr participating in safety activities on a regular basis	**58**	16.0%	48.0%	18.7%	16.0%	1.3%	0.61
EP	4	Personnel being involved in safety and health practices	**55**	10.8%	45.9%	25.7%	16.2%	1.4%	0.49
EP	46	Workers using necessary personal protective equipment	**47**	12.3%	37.0%	31.5%	15.1%	4.1%	0.38
MP	49	Cmdr/mngr setting annual safety goals	**40**	12.0%	36.0%	44.0%	6.7%	1.3%	0.51
SSA	26	Presence of safety training in new personnel orientation	**29**	21.3%	40.0%	33.3%	4.0%	1.3%	0.76
SSA	15	Thoroughness of near miss accident/incident investigation	**26**	9.3%	34.7%	32.0%	16.0%	8.0%	0.21
EP	25	Workers following lockout/tagout procedures	**12**	9.6%	21.9%	58.9%	5.5%	4.1%	0.27

[1] MP=Management Participation, SP=Supervisor Participation, EP=Employee Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate.

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

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

The MCLB - Albany Base personnel responses were compared with the 480 establishments in the NSC Database for each of the 50 standard SAFETY BAROMETER items. Percentile scores calculated from this comparison are also shown in Table 1. A percentile score expresses the percentage of Database companies with a lower average response score than MCLB - Albany Base. 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 480 establishments in the NSC Database received a lower average response score than MCLB - Albany Base; a percentile score of 50 indicates that half (or 240) of the 480 establishments were lower than MCLB - Albany Base.

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 various survey statements.

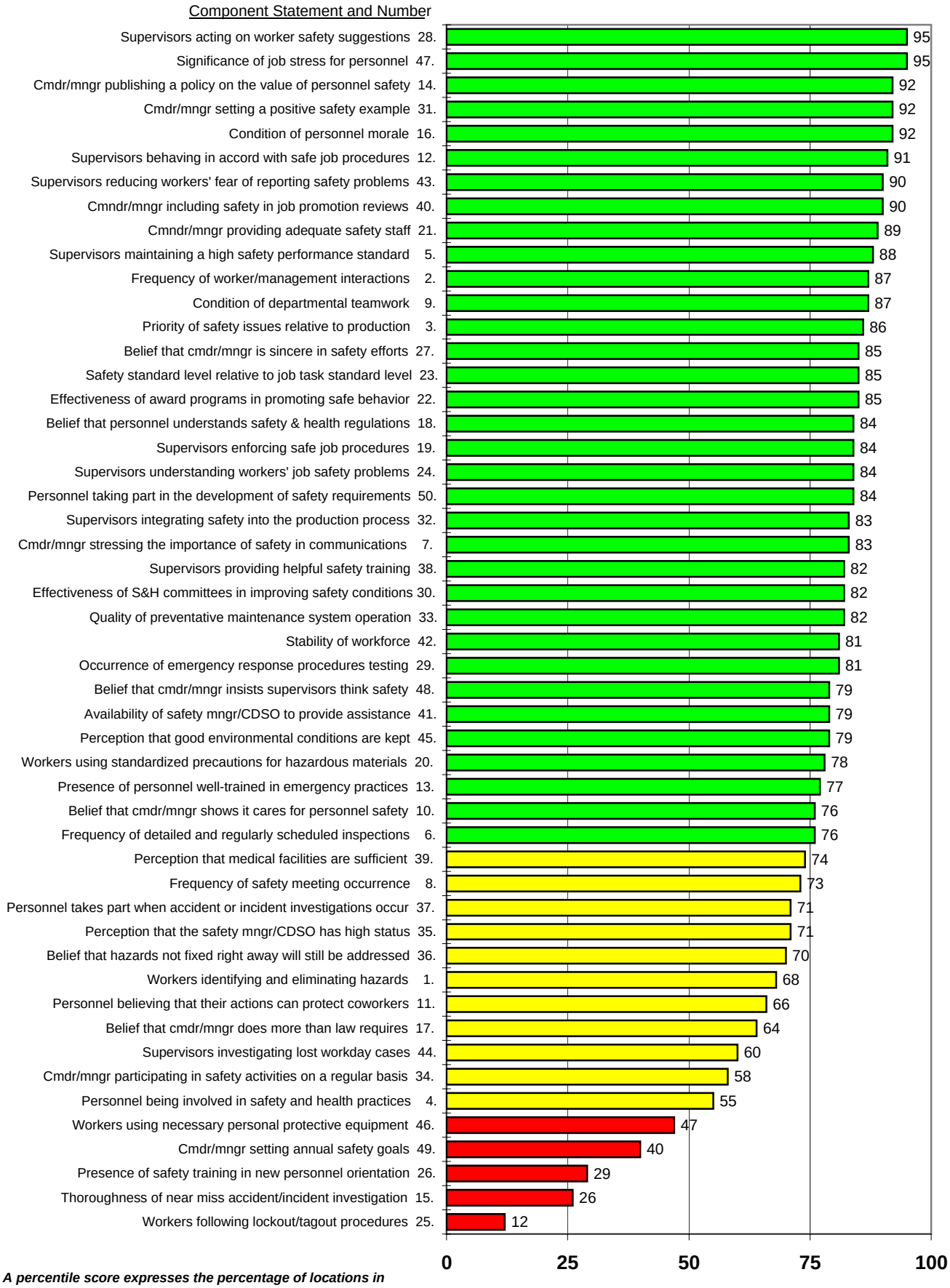
Components in Table 1 are listed in order of decreasing percentile score. At the top of the table are components that are more highly ranked among MCLB - Albany Base responses compared with other establishments' responses. Components at the bottom of the table are those that were evaluated less positively compared with responses from other establishments. Components with identical percentile scores are ordered by average response scores from best to worst. Figure 1 is a graphic representation of these data. Components with the lowest percentile scores represent priority components for the MCLB - Albany Base safety program improvement efforts.

The majority of personnel opinions regarding the MCLB - Albany Base safety program are high compared to the NSC Database participants. Of the 50 standard components, fully 45 received percentiles above the 50th percentile, which is considered the Database average, while only five components generated a score below 50. Twenty-seven components received a high percentile score above 80, eight of which achieved a very high percentile score at or above 90. There was one component with a low score below 20.

Better Performing Components. As shown in Table 1, the ten highest performing components received percentiles of 88 or above. These components consist of four items each from the Management Participation and Supervisor Participation categories, and two items from the

FIGURE 1
Percentile Scores of Safety Program Components

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



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.

Organizational Climate category. There were no Employee Participation, Safety Support Activities, or Safety Support Climate items in this group of highest scoring components.

The top-rated Management Participation components (with their percentile scores) are:

Q14 Cmdr/mngr publishing a policy on the value of personnel safety (92)

Q31 Cmdr/mngr setting a positive safety example (92)

Q40 Cmdr/mngr including safety in job promotion reviews (90)

Q21 Cmdr/mngr providing adequate safety staff (89)

Over 80% of participants indicate that commanders and managers have published a written policy that expresses their attitude about employee safety (Question [Q]14). Approximately 73% of respondents believe that commanders and managers set a positive safety example through their words and actions (Q31). Two-thirds of personnel report that commanders and managers have provided adequate staff to manage and support their safety program (Q21), while 55% feel that commanders and managers consider a person's safety performance when determining raises and promotions (Q40).

The highest rated Supervisor Participation components are:

Q28 Supervisors acting on worker safety suggestions (95)

Q12 Supervisors behaving in accord with safe job procedures (91)

Q43 Supervisors reducing workers' fear of reporting safety problems (90)

Q5 Supervisors maintaining a high safety performance standard (88)

Over 80% of respondents indicate that their supervisor's behavior is in keeping with safe job procedures (Q12) and that their supervisor maintains a high standard of job safety performance (Q5). Three-fourths of participants responded positively regarding supervisors acting on worker safety suggestions (Q28). Approximately 72% of personnel feel that employees are not afraid to report safety problems to their supervisors (Q43).

The highest rated Organizational Climate components are:

Q47 Significance of job stress as a problem for personnel (95)

Q16 Condition of personnel morale (92)

Sixty percent of participants responded positively regarding personnel morale (Q16), while 45% of respondents report that job stress is not a significant problem for personnel (Q47).

Lower Scoring Priority Components. As shown in Table 1, only 5 components received percentile scores below 50. While components with below average percentiles (below 50) are usually identified as potential target areas, the ten lowest scoring items with percentile scores of 66 or below can be used to establish current improvement priorities. Among these ten components, four are Employee Participation items, two each are from the Management Participation and Safety Support Activities categories, and one each is from the Supervisor Participation and Safety Support Climate categories. There were no Organizational Climate components in this group of lowest scoring components.

The lower performing Management Participation and Supervisor Participation components (from lowest to highest percentile score) include:

Q49 Cmdr/mngr setting annual safety goals (40)

Q34 Cmdr/mngr participating in safety activities on a regular basis (58)

Q44 Supervisors investigating lost workday cases (60)

About 17% of personnel report that commanders and managers do not regularly participate in safety program activities (Q34). Between 7% and 8% indicate that their supervisor does not always investigate lost workday cases (Q44) and that commanders and managers do not annually set safety goals for which all personnel are held accountable (Q49). While the percentage of employees who responded negatively to these two items is relatively small, the distribution of responses for these components is moderately more negative when compared to NSC Database establishments.

The low scoring Employee Participation components are:

Q25 Workers following lockout/tagout procedures (12)

Q46 Workers using necessary personal protective equipment (47)

Q4 Personnel being involved in safety and health practices (55)

Q11 Personnel believing that their actions can protect coworkers (66)

Approximately 20% of participants responded negatively regarding workers not using the personal protective equipment necessary to do their jobs safely (Q46), while 18% feel that personnel do not get involved in developing or revising worksite safety and health practices often (Q4). Almost 10% of personnel report that workers do not follow a regular lockout/tagout procedure (Q25). While only about 1% of personnel do not believe they can protect themselves and their coworkers

through their actions while on the job (Q11), the distribution of responses is still only moderate compared with other Database respondents.

The lower performing Safety Support Activities and Safety Support Climate components include:

- ***Q15 Thoroughness of near miss accident/incident investigation (26)***
- ***Q26 Presence of safety training in new personnel orientation (29)***
- ***Q17 Belief that cmdr/mngr does more than law requires (64)***

Almost one-fourth of respondents indicate that near miss accidents/incidents are not thoroughly investigated (Q15), while 19% feel that commanders and managers do no more than the law requires to keep personnel safe (Q17). While only about 5% of personnel do not believe safety training is part of every new employee's orientation (Q26), the distribution of responses is still moderately low compared with other Database respondents.

It should be noted that 11 of the 50 components generated high rates of "Neutral" responses (above 30%), and included two items with very high rates of neutral above 50%. Although neutral responses are neither negative nor positive, elevated neutral responses often indicate that a component is not sufficiently visible from the employee perspective.

Percentile Scores of Program Categories

MCLB - Albany Base average response scores were also compared with establishments in the NSC Database for the six SAFETY BAROMETER program categories. These comparisons are presented in Table 2. From these scores, category percentiles were generated and are included in Table 2 and Figure 2. All six program categories have percentile scores above 50, the Database average. Scores range from a moderately high 63 for Employee Participation to a very high score of 92 for Organizational Climate. Finally, the overall SAFETY BAROMETER percentile score for MCLB - Albany Base is a high 85, indicating that only 15% of the organizations in the NSC Database achieved a higher overall score than did MCLB - Albany Base.

Comparisons by Organizational Position

Of the 75 personnel who participated in the SAFETY BAROMETER survey, 11 (15%) indicated that their organizational position was in management, 12 (16%) indicated supervisory, 50 (67%) indicated employee, and 2 (3%) failed to indicate their organizational position.

TABLE 2
Average Response Scores and Percentile Scores by Program Category

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

	NSC Database[1]	MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND	
Program Category	Average Response Score[2]	Average Response Score[2]	Percentile Score[3]
Management Participation	0.52	0.78	89
Supervisor Participation	0.67	0.94	91
Employee Participation	0.70	0.76	63
Safety Support Activities	0.46	0.64	76
Safety Support Climate	0.43	0.69	82
Organizational Climate	0.20	0.65	92
OVERALL	**0.51**	**0.74**	**85**

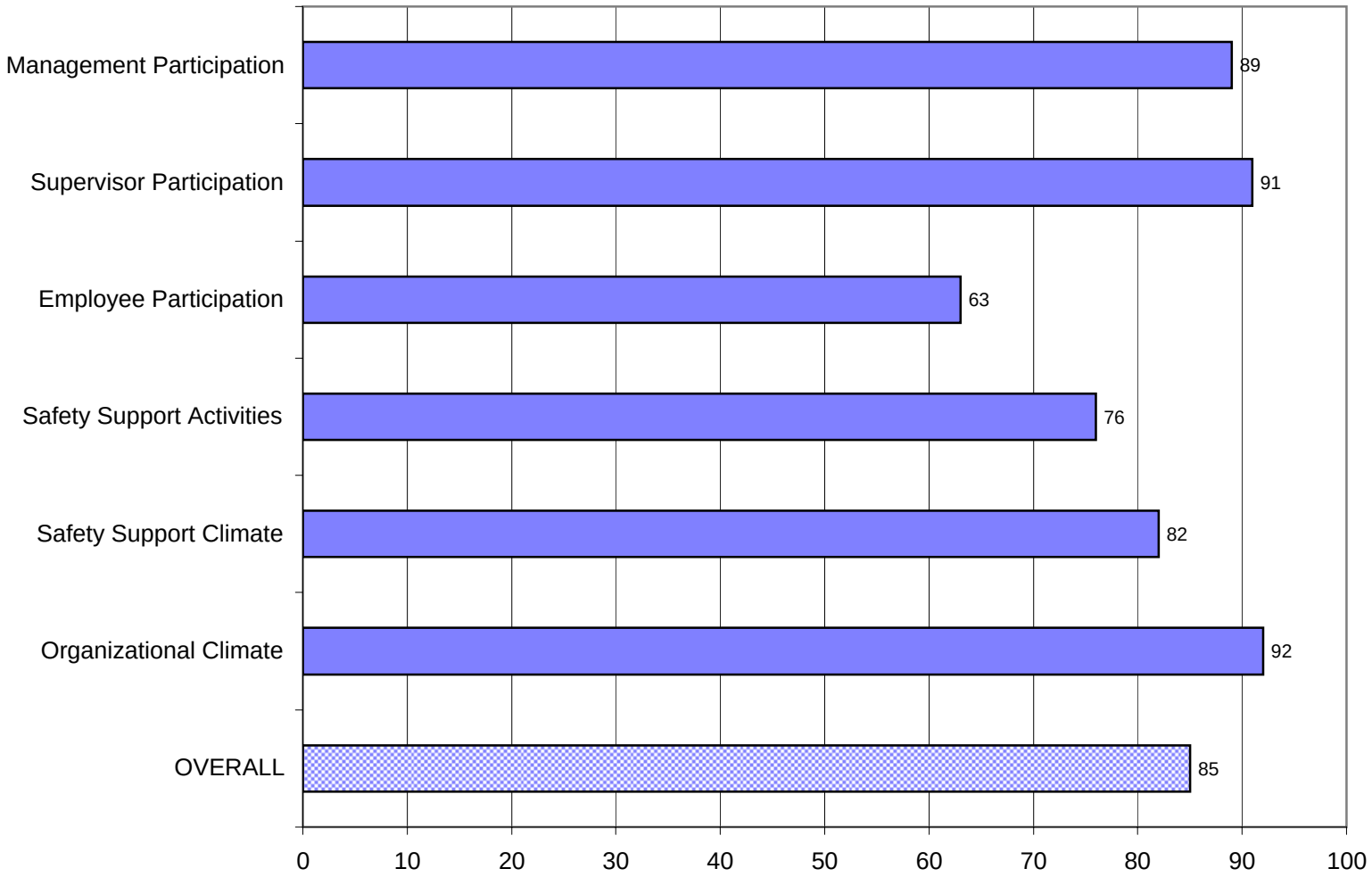
[1] National Safety Council (NSC) Database consists of the 480 locations that have participated in an NSC safety perception survey.

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

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

FIGURE 2
Percentile Scores by Program Category

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND (N=75)



Scale: 0 to 100 (100 being best)

Figure 3 compares the safety perceptions of the three organizational position categories at MCLB - Albany Base according to program category. As is found in many organizations that have conducted the SAFETY BAROMETER, management employees reported the most positive safety program perceptions overall and for all six program categories. The second most positive perceptions overall were reported by supervisors, while employees reported the least positive perceptions. Differences between highest and lowest scoring organizational positions were much greater than that typically found in organizations (>0.30). This disparity among organizational position safety program perceptions suggests that the quality and frequency of safety-related communication may need to be assessed and improved. Increased interaction and communication among these groups may be beneficial.

Comparisons by Length of Time at Installation

Of the 75 personnel who participated in the SAFETY BAROMETER survey, 1 (1%) indicated that they worked at MCLB - Albany Base for less than three months, 6 (8%) reported three months to one year, 25 (33%) have worked for over one year, but less than five years, and 43 (57%) indicated length of time of five years or more. In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample (less than four respondents per category), comparisons by length of time at installation do not include those who have worked at MCLB - Albany Base for less than three months.

Figure 4 compares the safety perceptions of three of the four length of time categories at MCLB - Albany Base according to program category. Personnel with more than one year but less than five years of experience reported more positive safety program perceptions on all six program categories, followed closely by those with five years or more of experience. Those with three months to one year of experience reported the least positive perceptions overall and for all six program categories. The differences between the highest and lowest scoring length of time at installation groups were much greater than that typically found in organizations (>0.30). These larger than expected differences between length of stay safety program perceptions may indicate that the quality and frequency of safety-related communication may need to be assessed and improved.

FIGURE 3
Program Category Scores by Organizational Position

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

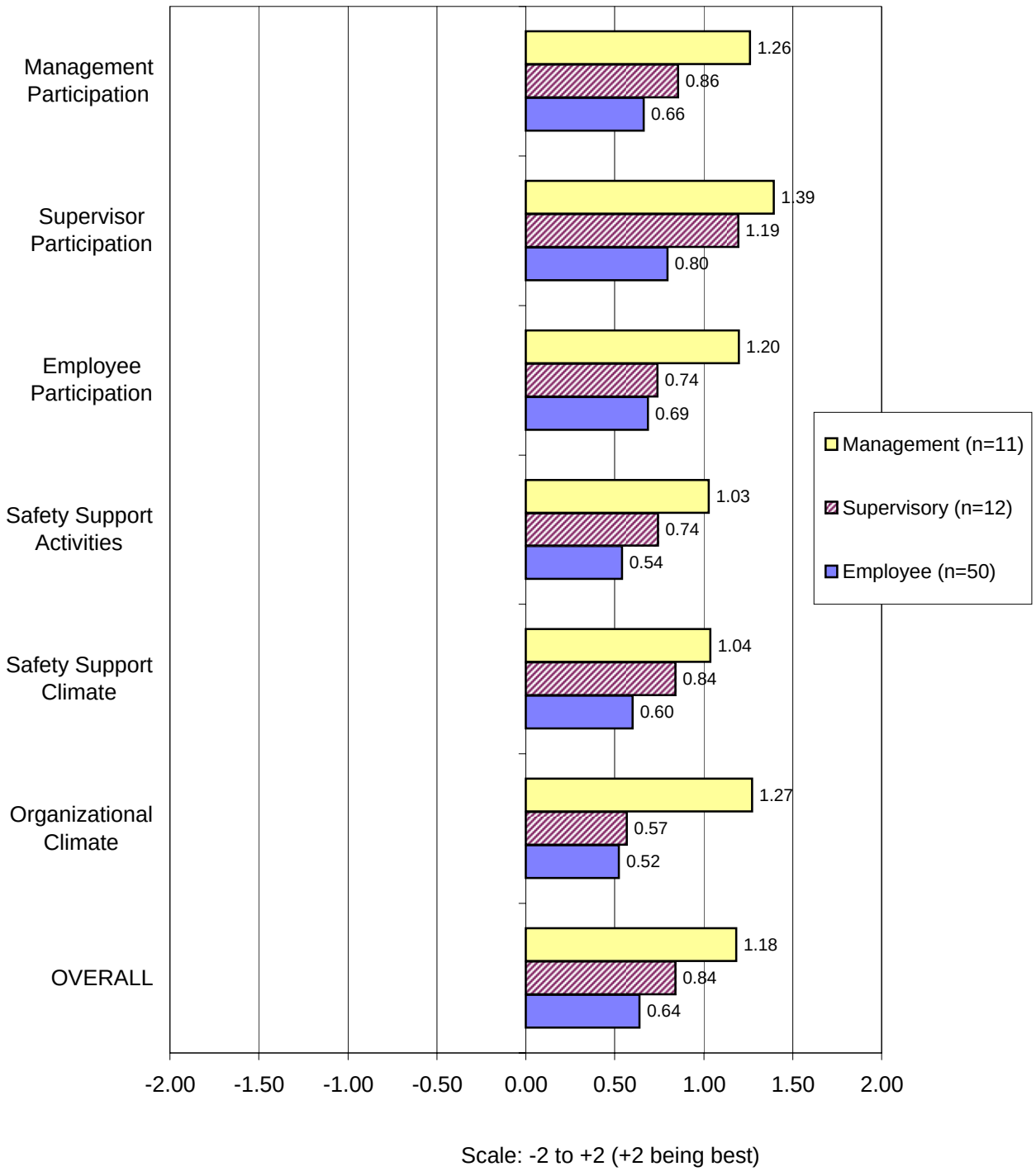
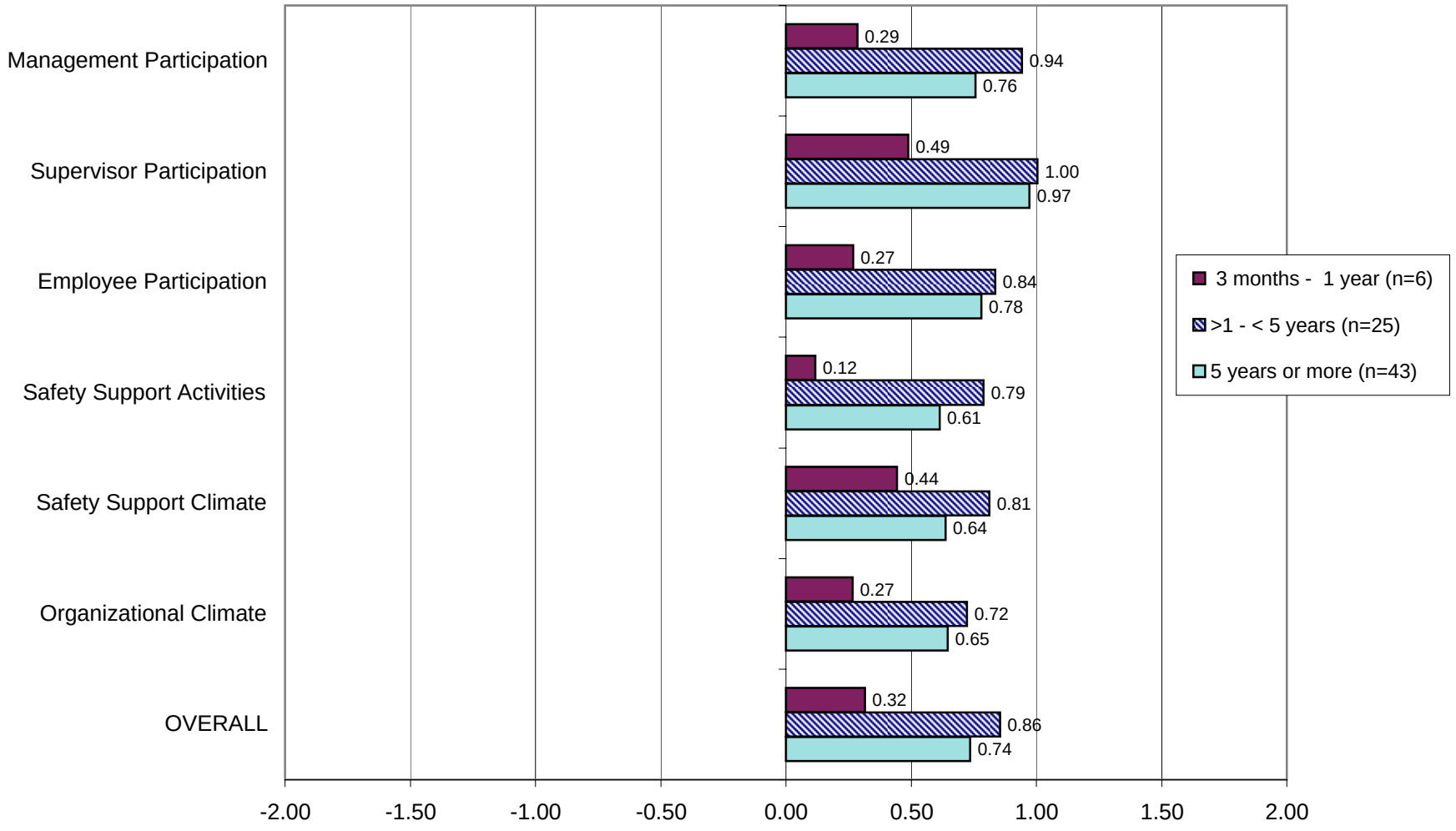


FIGURE 4
Average Response Scores by Length of Time at Installation

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



Scale: -2 to +2 (+2 being best)

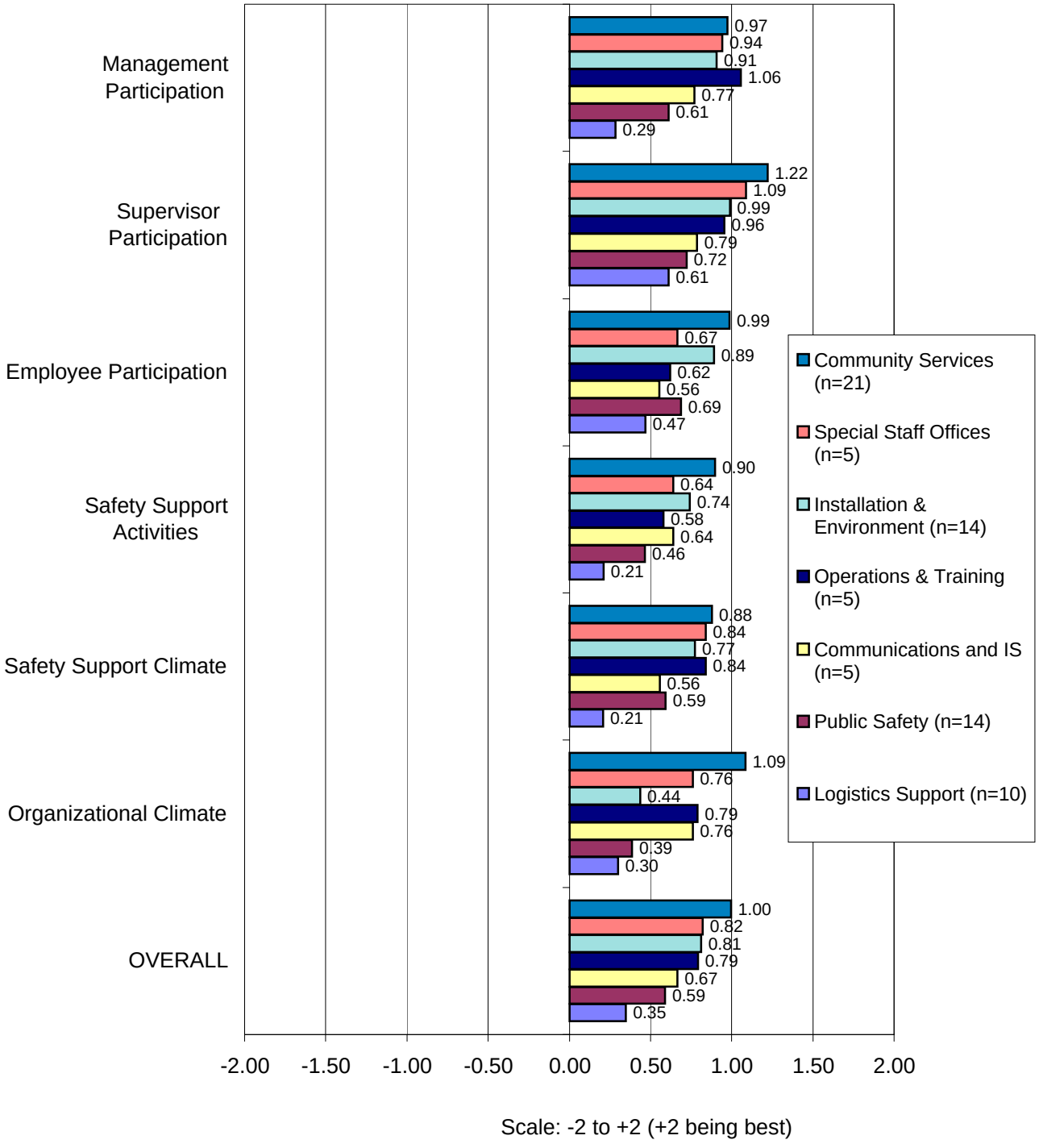
Comparisons by Division or Section

Of the 75 personnel who participated in the SAFETY BAROMETER survey: 5 (7%) indicated that their division or section was Special Staff Offices including Comptroller, Manpower, BPO and IG (Special Staff Offices); 5 (7%) indicated Communications and Information Systems Division; 21 (28%) indicated Marine Corps Community Services; 10 (13%) reported Logistics Support Division; 5 (7%) indicated Operations & Training Division; 14 (19%) indicated Installation and Environment Division; 14 (19%) reported Public Safety Division; and 1 (1%) failed to indicate a division or section.

Figure 5 compares the safety perceptions of the seven division or sections at MCLB - Albany Base according to program category. Community Services holds the most positive perceptions, while Logistics Support holds the least positive perceptions for most program categories and overall. Special Staff Offices, Installation and Environment, and Operations and Training had the next most positive and almost identical perceptions overall, followed by Communications/IS and Public Safety. The disparity in average response scores among these groups is larger than is typically found for all program categories. Again, larger differences among division or section perceptions for specific program categories generally indicate that safety program components associated with a particular program category may not be uniformly administered across divisions and sections. This suggests that targeted efforts to strengthen safety program components across divisions and sections may elevate safety perceptions while reducing large levels of disparity.

FIGURE 5
Program Category Scores by Division or Section

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



CONCLUSIONS

2010 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Path Forward

It is recommended that MCLB - Albany Base 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 the MCLB - Albany Base location. 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 MCLB - Albany Base take the following actions in order to maximize use of survey results:

- a team or teams of personnel should be identified with specific responsibility to further understand survey results and implement the three-step results interpretation process described above
- results interpretation team(s) should include personnel from all appropriate 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 MCLB - Albany Base community as appropriate.

Results Summary

The safety program at MCLB - Albany Base received generally high ratings on the SAFETY BAROMETER survey. Compared with responses from the 480 locations in the NSC Database, MCLB - Albany Base percentile scores for safety program categories ranged from a moderately high 63 for Employee Participation to a very high score of 92 for Organizational Climate. All six program categories had percentile scores above the Database average of 50. The overall SAFETY BAROMETER percentile score was a high 85 out of 100, meaning that only 15% of the Database organizations achieved a higher overall score than did MCLB - Albany Base.

Closer analysis showed that 45 of the 50 individual standard components received percentile scores above the Database average of 50. It is generally recommended that safety program components with percentiles less than 50 receive attention. However, the ten lowest-scoring components with percentiles of 66 or below may be used to establish current improvement priorities. SAFETY BAROMETER components within this group are presented below from lowest to highest percentile score.

Q25 Workers following lockout/tagout procedures (12)
Q15 Thoroughness of near miss accident/incident investigation (26)
Q26 Presence of safety training in new personnel orientation (29)
Q49 Cmdr/mngr setting annual safety goals (40)
Q46 Workers using necessary personal protective equipment (47)
Q4 Personnel being involved in safety and health practices (55)
Q34 Cmdr/mngr participating in safety activities on a regular basis (58)
Q44 Supervisors investigating lost workday cases (60)
Q17 Belief that cmdr/mngr does more than law requires (64)
Q11 Personnel believing that their actions can protect coworkers (66)

For all six program categories and overall, management had the most positive perceptions. Personnel with more than one year but less than five years of experience reported much more positive safety program perceptions on all six program categories in comparison to those with three months to one year of experience. By division or section, Community Service employees answered most positively overall, while those in Logistics Support showed the least positive

perceptions overall. Differences in perceptions by organizational position, length of time at installation, and division or section were all greater than that usually found in organizations.

It is recommended that MCLB - Albany Base use the results in this report 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.

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

Appendix A SAFETY BAROMETER Survey Form

National Safety Council

THE SAFETY BAROMETER

Your opinions about workplace safety are important to MCLB Albany - Garrison Command!

Your responses will be kept strictly confidential; please do not sign the form. Your completed form will be placed along with all others and mailed directly to the National Safety Council where the results will be tabulated and returned to your installation. Indicate your level of agreement with each of the statements by marking in one circle in each row. Your responses should reflect what you have personally experienced as well as what you have generally observed or believe to be true at your installation.

Read each statement carefully; some statments are positively phrased, others are negatively phrased.	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. It is common for personnel to take part in identifying and eliminating worksite hazards	❍	❍	❍	❍	❍
2. There is frequent contact and communication between personnel and management	❍	❍	❍	❍	❍
3. Safety takes a back seat to production	❍	❍	❍	❍	❍
4. Personnel often get involved in developing or revising worksite safety and health practices	❍	❍	❍	❍	❍
5. My supervisor maintains a high standard of job safety performance	❍	❍	❍	❍	❍
6. Detailed inspections of the operations and facilities are made at regular frequent intervals	❍	❍	❍	❍	❍
7. Commander/manager views on the importance of safety are seldom stressed in personnel communications	❍	❍	❍	❍	❍
8. Safety meetings are held less often than they should be	❍	❍	❍	❍	❍
9. Good teamwork exists among departments	❍	❍	❍	❍	❍
10. Commander/managers show that they care about personnel safety	❍	❍	❍	❍	❍
11. I can protect myself and other personnel through my actions while on the job	❍	❍	❍	❍	❍
12. My supervisor's behavior often goes against safe job procedures	❍	❍	❍	❍	❍
13. Designated personnel are well trained in emergency practices, including evacuation	❍	❍	❍	❍	❍
14. Commander/managers have published written policies that express their attitude about personnel safety	❍	❍	❍	❍	❍
15. Near miss accidents/incidents are thoroughly investigated	❍	❍	❍	❍	❍
16. Personnel morale is poor	❍	❍	❍	❍	❍
17. Commander/managers do no more than the law requires to keep personnel safe	❍	❍	❍	❍	❍
18. I understand the safety and health regulations relating to my job	❍	❍	❍	❍	❍
19. My supervisor enforces safe job procedures	❍	❍	❍	❍	❍
20. Standardized precautions are used by personnel who deal with hazardous materials	❍	❍	❍	❍	❍
21. Command/management has provided adequate staff to manage and support its safety program	❍	❍	❍	❍	❍
22. Awards and recognition programs used in this installation/activity are not good at promoting safe behavior	❍	❍	❍	❍	❍
23. Job performance standards are higher for job tasks/duties than for safety	❍	❍	❍	❍	❍
24. My supervisor understands the job safety problems I face	❍	❍	❍	❍	❍
25. Personnel follow a regular lockout/tagout procedure	❍	❍	❍	❍	❍
26. Safety training is part of every new personnel orientation	❍	❍	❍	❍	❍
27. I believe commander/managers are sincere in their efforts to ensure personnel safety	❍	❍	❍	❍	❍
28. My supervisor seldom acts on personnel safety suggestions	❍	❍	❍	❍	❍
29. Emergency response procedures are almost never tested to make sure they are working	❍	❍	❍	❍	❍

continue

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
30. The work of the personnel/management safety and health committee improves safety conditions	❍	❍	❍	❍	❍
31. Commander/managers set positive safety examples through their words and actions	❍	❍	❍	❍	❍
32. My supervisor has successfully fit safety into the organization's operational readiness process	❍	❍	❍	❍	❍
33. The system of preventive maintenance for facilities, tools, and machinery operates poorly	❍	❍	❍	❍	❍
34. Commander/managers regularly participate in safety program and committee activities	❍	❍	❍	❍	❍
35. The safety manager/collateral duty safety officer has high status in this installation/activity	❍	❍	❍	❍	❍
36. Reported hazards go uncorrected for too long a time	❍	❍	❍	❍	❍
37. Personnel take part when accident or incident investigations occur	❍	❍	❍	❍	❍
38. The training provided through my supervisor helps me do my job safely	❍	❍	❍	❍	❍
39. Medical facilities are sufficient for treating the injuries that occur	❍	❍	❍	❍	❍
40. It is well known that commanders/managers ignore a person's safety performance when determining raises and promotions	❍	❍	❍	❍	❍
41. The safety manager/collateral duty safety officer is readily available to provide advice and assistance	❍	❍	❍	❍	❍
42. This installation/activity has a stable workforce	❍	❍	❍	❍	❍
43. Personnel are afraid to report safety problems to their supervisors	❍	❍	❍	❍	❍
44. My supervisor always investigates lost work day cases	❍	❍	❍	❍	❍
45. Ventilation, lighting, noise, and other environmental conditions are kept at a good level	❍	❍	❍	❍	❍
46. A lot of personnel don't use the personal protective equipment necessary to do their jobs safely	❍	❍	❍	❍	❍
47. Job stress is a significant problem for me and other personnel	❍	❍	❍	❍	❍
48. Commander/managers insist that supervisors think about safety when doing their jobs	❍	❍	❍	❍	❍
49. Commander/managers annually set injury rate or other safety goals for which all personnel are held accountable	❍	❍	❍	❍	❍
50. Personnel rarely take part in the development of safety requirements for their jobs	❍	❍	❍	❍	❍

51. How long have you been working at your installation?

❍ Less than 3 months
❍ 3 months - 1 year
❍ Over 1 year, less than 5 years
❍ 5 years or more

52. What is your position within the organization?

❍ Management
❍ Supervisory
❍ Employee

53. In which Division or section do you work?

❍ Special Staff Offices (Includes Comptroller, Manpower, BPO and IG)
❍ Communications and Information Systems Division
❍ Marine Corps Community Services
❍ Installation & Environment Division
❍ Logistics Support Division
❍ Public Safety Division
❍ Operations & Training Division

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Q1 Employees identify hazards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	25	33.3	33.3	33.3
	2 Agree	38	50.7	50.7	84.0
	3 Neutral	9	12.0	12.0	96.0
	4 Disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	

Q2 Frequent contact between workers and man

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22	29.3	29.7	29.7
	2 Agree	37	49.3	50.0	79.7
	3 Neutral	8	10.7	10.8	90.5
	4 Disagree	6	8.0	8.1	98.6
	5 Strongly disagree	1	1.3	1.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q3 Safety takes a back seat to production

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.2	4.2
	2 Agree	6	8.0	8.3	12.5
	3 Neutral	12	16.0	16.7	29.2
	4 Disagree	30	40.0	41.7	70.8
	5 Strongly disagree	21	28.0	29.2	100.0
	Total	72	96.0	100.0	
Missing	System	3	4.0		
Total		75	100.0		

Q4 Personnel revise safety & health practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	8	10.7	10.8	10.8
	2 Agree	34	45.3	45.9	56.8
	3 Neutral	19	25.3	25.7	82.4
	4 Disagree	12	16.0	16.2	98.6
	5 Strongly disagree	1	1.3	1.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q5 Supervisor maintain high safety standards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	30	40.0	40.0	40.0
	2 Agree	31	41.3	41.3	81.3
	3 Neutral	10	13.3	13.3	94.7
	4 Disagree	3	4.0	4.0	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q6 Inspections made at regular intervals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	24.0	24.0	24.0
	2 Agree	37	49.3	49.3	73.3
	3 Neutral	10	13.3	13.3	86.7
	4 Disagree	7	9.3	9.3	96.0
	5 Strongly disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	

Q7 Cmndr/mngr safety views seldom communict

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.0	4.0
	2 Agree	6	8.0	8.0	12.0
	3 Neutral	12	16.0	16.0	28.0
	4 Disagree	38	50.7	50.7	78.7
	5 Strongly disagree	16	21.3	21.3	100.0
	Total	75	100.0	100.0	

Q8 Safety meetings held less often than nec

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.4	1.4
	2 Agree	8	10.7	10.8	12.2
	3 Neutral	17	22.7	23.0	35.1
	4 Disagree	35	46.7	47.3	82.4
	5 Strongly disagree	13	17.3	17.6	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q9 Good teamwork exists among departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	22.7	23.3	23.3
	2 Agree	32	42.7	43.8	67.1
	3 Neutral	16	21.3	21.9	89.0
	4 Disagree	5	6.7	6.8	95.9
	5 Strongly disagree	3	4.0	4.1	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

MCLB Albany Garrison

Q10 Cmndr/mngr shows they care about safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	20	26.7	27.4	27.4
	2 Agree	38	50.7	52.1	79.5
	3 Neutral	11	14.7	15.1	94.5
	4 Disagree	3	4.0	4.1	98.6
	5 Strongly disagree	1	1.3	1.4	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q11 My actions can protect other personnel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	32	42.7	42.7	42.7
	2 Agree	37	49.3	49.3	92.0
	3 Neutral	5	6.7	6.7	98.7
	4 Disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q12 My supervisors behavior is unsafe

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	2	2.7	2.7	2.7
	2 Agree	3	4.0	4.0	6.7
	3 Neutral	8	10.7	10.7	17.3
	4 Disagree	24	32.0	32.0	49.3
	5 Strongly disagree	38	50.7	50.7	100.0
	Total	75	100.0	100.0	

Q13 Des. personnel trained in emergency prac

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	20.0	20.0	20.0
	2 Agree	36	48.0	48.0	68.0
	3 Neutral	16	21.3	21.3	89.3
	4 Disagree	7	9.3	9.3	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q14 Cmndr/mngr published written safety policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	25	33.3	33.3	33.3
	2 Agree	37	49.3	49.3	82.7
	3 Neutral	11	14.7	14.7	97.3
	4 Disagree	1	1.3	1.3	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q15 Near miss accidents are investigated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	9.3	9.3	9.3
	2 Agree	26	34.7	34.7	44.0
	3 Neutral	24	32.0	32.0	76.0
	4 Disagree	12	16.0	16.0	92.0
	5 Strongly disagree	6	8.0	8.0	100.0
	Total	75	100.0	100.0	

Q16 Personnel morale is poor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	9.3	9.3	9.3
	2 Agree	7	9.3	9.3	18.7
	3 Neutral	16	21.3	21.3	40.0
	4 Disagree	28	37.3	37.3	77.3
	5 Strongly disagree	17	22.7	22.7	100.0
	Total	75	100.0	100.0	

Q17 Cmndr/mngr does only what the law requires

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.0	4.0
	2 Agree	11	14.7	14.7	18.7
	3 Neutral	26	34.7	34.7	53.3
	4 Disagree	26	34.7	34.7	88.0
	5 Strongly disagree	9	12.0	12.0	100.0
	Total	75	100.0	100.0	

Q18 Understand safety & health regulations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	26	34.7	35.1	35.1
	2 Agree	43	57.3	58.1	93.2
	3 Neutral	3	4.0	4.1	97.3
	4 Disagree	2	2.7	2.7	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q19 Supervisors enforce safe job procedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	24	32.0	32.4	32.4
	2 Agree	39	52.0	52.7	85.1
	3 Neutral	7	9.3	9.5	94.6

	4 Disagree	4	5.3	5.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q20 Precautions used for hazardous mat.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	22.7	22.7	22.7
	2 Agree	38	50.7	50.7	73.3
	3 Neutral	18	24.0	24.0	97.3
	4 Disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

Q21 Adequate staff to manage safety program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19	25.3	25.3	25.3
	2 Agree	32	42.7	42.7	68.0
	3 Neutral	19	25.3	25.3	93.3
	4 Disagree	5	6.7	6.7	100.0
	Total	75	100.0	100.0	

Q22 Award program does not promote safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.0	4.0
	2 Agree	9	12.0	12.0	16.0
	3 Neutral	30	40.0	40.0	56.0
	4 Disagree	23	30.7	30.7	86.7
	5 Strongly disagree	10	13.3	13.3	100.0
	Total	75	100.0	100.0	

Q23 Job task standards higher than safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.4	1.4
	2 Agree	14	18.7	18.9	20.3
	3 Neutral	22	29.3	29.7	50.0
	4 Disagree	26	34.7	35.1	85.1
	5 Strongly disagree	11	14.7	14.9	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q24 Super. understand job safety problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	24.0	24.0	24.0
	2 Agree	39	52.0	52.0	76.0
	3 Neutral	12	16.0	16.0	92.0
	4 Disagree	6	8.0	8.0	100.0
	Total	75	100.0	100.0	

Q25 Workers follow lock./tagout procedures

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	9.3	9.6	9.6
	2 Agree	16	21.3	21.9	31.5
	3 Neutral	43	57.3	58.9	90.4
	4 Disagree	4	5.3	5.5	95.9
	5 Strongly disagree	3	4.0	4.1	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q26 Safety training is part of orientation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	16	21.3	21.3	21.3
	2 Agree	30	40.0	40.0	61.3
	3 Neutral	25	33.3	33.3	94.7
	4 Disagree	3	4.0	4.0	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q27 Cmndr/mngr is sincere about employee safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	27	36.0	36.5	36.5
	2 Agree	35	46.7	47.3	83.8
	3 Neutral	8	10.7	10.8	94.6
	4 Disagree	4	5.3	5.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q28 Supervisors seldom act on worker sugg.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Agree	6	8.0	8.0	8.0
	3 Neutral	13	17.3	17.3	25.3
	4 Disagree	35	46.7	46.7	72.0
	5 Strongly disagree	21	28.0	28.0	100.0
	Total	75	100.0	100.0	

Q29 Emergency procedures rarely tested

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	4	5.3	5.3	5.3

	2 Agree	7	9.3	9.3	14.7
	3 Neutral	15	20.0	20.0	34.7
	4 Disagree	30	40.0	40.0	74.7
	5 Strongly disagree	19	25.3	25.3	100.0
	Total	75	100.0	100.0	

Q30 S&H committee improves safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	15	20.0	20.0	20.0
	2 Agree	35	46.7	46.7	66.7
	3 Neutral	21	28.0	28.0	94.7
	4 Disagree	4	5.3	5.3	100.0
	Total	75	100.0	100.0	

Q31 Cmndr/mngr sets fine safety example

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	21	28.0	28.0	28.0
	2 Agree	34	45.3	45.3	73.3
	3 Neutral	16	21.3	21.3	94.7
	4 Disagree	4	5.3	5.3	100.0
	Total	75	100.0	100.0	

Q32 Sprvsr fits safety into rediness process

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	22.7	22.7	22.7
	2 Agree	39	52.0	52.0	74.7
	3 Neutral	13	17.3	17.3	92.0
	4 Disagree	4	5.3	5.3	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

Q33 Preventive maintenance operates poorly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.0	4.0
	2 Agree	9	12.0	12.0	16.0
	3 Neutral	26	34.7	34.7	50.7
	4 Disagree	26	34.7	34.7	85.3
	5 Strongly disagree	11	14.7	14.7	100.0
	Total	75	100.0	100.0	

Q34 Cmndr/mngr participates in safety activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	12	16.0	16.0	16.0
	2 Agree	36	48.0	48.0	64.0
	3 Neutral	14	18.7	18.7	82.7
	4 Disagree	12	16.0	16.0	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q35 Safety mngr/officer has high status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	12	16.0	16.2	16.2
	2 Agree	24	32.0	32.4	48.6
	3 Neutral	29	38.7	39.2	87.8
	4 Disagree	9	12.0	12.2	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q36 Hazards not fixed quickly are ignored

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	4	5.3	5.5	5.5
	2 Agree	14	18.7	19.2	24.7
	3 Neutral	15	20.0	20.5	45.2
	4 Disagree	29	38.7	39.7	84.9
	5 Strongly disagree	11	14.7	15.1	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q37 Personnel take part in accident invest.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	14.7	14.9	14.9
	2 Agree	32	42.7	43.2	58.1
	3 Neutral	19	25.3	25.7	83.8
	4 Disagree	10	13.3	13.5	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q38 Training by Supervisor helps job safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	17.3	17.3	17.3
	2 Agree	39	52.0	52.0	69.3
	3 Neutral	20	26.7	26.7	96.0
	4 Disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	

Q39 Medical facilities are sufficient

		Frequency	Percent	Valid	Cumulative

				Percent	Percent
Valid	1 Strongly agree	12	16.0	16.0	16.0
	2 Agree	38	50.7	50.7	66.7
	3 Neutral	12	16.0	16.0	82.7
	4 Disagree	11	14.7	14.7	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

Q40 Cmndr/mngr ignore safety during promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	2	2.7	2.7	2.7
	2 Agree	7	9.3	9.3	12.0
	3 Neutral	25	33.3	33.3	45.3
	4 Disagree	24	32.0	32.0	77.3
	5 Strongly disagree	17	22.7	22.7	100.0
	Total	75	100.0	100.0	

Q41 Safety mngr/officer is readily available

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	16	21.3	21.3	21.3
	2 Agree	38	50.7	50.7	72.0
	3 Neutral	12	16.0	16.0	88.0
	4 Disagree	8	10.7	10.7	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q42 This installation has a stable workforce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	24.0	24.0	24.0
	2 Agree	33	44.0	44.0	68.0
	3 Neutral	19	25.3	25.3	93.3
	4 Disagree	4	5.3	5.3	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q43 Personnel afraid to report problems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.4	1.4
	2 Agree	6	8.0	8.1	9.5
	3 Neutral	14	18.7	18.9	28.4
	4 Disagree	29	38.7	39.2	67.6
	5 Strongly disagree	24	32.0	32.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q44 Supervisors always investigate accidents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	12	16.0	16.0	16.0
	2 Agree	20	26.7	26.7	42.7
	3 Neutral	38	50.7	50.7	93.3
	4 Disagree	2	2.7	2.7	96.0
	5 Strongly disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	

Q45 Environmental cond. kept at good levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	10	13.3	13.3	13.3
	2 Agree	40	53.3	53.3	66.7
	3 Neutral	12	16.0	16.0	82.7
	4 Disagree	11	14.7	14.7	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

Q46 Many workers dont use necessary PPE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.1	4.1
	2 Agree	11	14.7	15.1	19.2
	3 Neutral	23	30.7	31.5	50.7
	4 Disagree	27	36.0	37.0	87.7
	5 Strongly disagree	9	12.0	12.3	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q47 Job stress is significant problem for me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	9.3	9.3	9.3
	2 Agree	22	29.3	29.3	38.7
	3 Neutral	12	16.0	16.0	54.7
	4 Disagree	22	29.3	29.3	84.0
	5 Strongly disagree	12	16.0	16.0	100.0
	Total	75	100.0	100.0	

Q48 Cmndr/mngr insist supervisor think safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19	25.3	25.3	25.3
	2 Agree	37	49.3	49.3	74.7

	3 Neutral	15	20.0	20.0	94.7
	4 Disagree	4	5.3	5.3	100.0
	Total	75	100.0	100.0	

Q49 Cmndr/mngr sets goals-hold all accountable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	9	12.0	12.0	12.0
	2 Agree	27	36.0	36.0	48.0
	3 Neutral	33	44.0	44.0	92.0
	4 Disagree	5	6.7	6.7	98.7
	5 Strongly disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q50 Personnel rarely dev. safety requirements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.3	1.3
	2 Agree	15	20.0	20.0	21.3
	3 Neutral	21	28.0	28.0	49.3
	4 Disagree	24	32.0	32.0	81.3
	5 Strongly disagree	14	18.7	18.7	100.0
	Total	75	100.0	100.0	

LENGTH Length of stay

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Less than 3 months	1	1.3	1.3	1.3
	2 3 months – 1 year	6	8.0	8.0	9.3
	3 Over 1 year, Less than 5 years	25	33.3	33.3	42.7
	4 5 years or more	43	57.3	57.3	100.0
	Total	75	100.0	100.0	

POSITION Organizational position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Management	11	14.7	15.1	15.1
	2 Supervisory	12	16.0	16.4	31.5
	3 Employee	50	66.7	68.5	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Division or Section

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Special Staff Offices	5	6.7	6.8	6.8
	2 Communications and IS				
	3 Community Services	21	28.0	28.4	41.9
	4 Logistics Support	10	13.3	13.5	55.4
	5 Operations & Training	5	6.7	6.8	62.2
	6 Installation & Environment	14	18.7	18.9	81.1
	7 Public Safety	14	18.7	18.9	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

APPENDIX C
METHODS & DATA ANALYSES

2010 *SAFETY BAROMETER* SURVEY
MARINE CORPS LOGISTICS BASE ALBANY – GARRISON COMMAND

The ***SAFETY BAROMETER*** 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.

SAFETY BAROMETER Background

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

Results Interpretation

The ***SAFETY BAROMETER*** results reflect the views of MCLB - Albany Base personnel. They represent the perceptual context within which the safety program and those who manage it are viewed by its employees. Accordingly, where the ***SAFETY BAROMETER*** indicates problems, it is suggested that each be verified, its nature defined, and the management system inadequacies that produce each problem be located and eliminated.

Administration Process

Personnel from MCLB - Albany Base participated in the ***SAFETY BAROMETER*** survey in Spring 2010. The ***SAFETY BAROMETER*** was administered by MCLB - Albany Base personnel. The Survey administrators were instructed to distribute ***SAFETY BAROMETER*** 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 also asked to seal their completed surveys in envelopes before returning them. The envelopes were then collected and sent directly to the National Safety Council, where the survey forms were removed and prepared for computer entry. All responses were entered and verified to ensure data recording reliability.

SAFETY BAROMETER Content

The ***SAFETY BAROMETER*** survey asked respondents to indicate their level of agreement with statements regarding a variety of safety and work-related topics. These statements described activities or conditions related to the operation of the MCLB - Albany Base safety program. The majority of statements presented either a positive or negative description, as follows:

Positive: Describes a condition, attitude or practice that can be considered conducive to safety

Negative: Describes a condition, attitude or practice that can be considered detrimental to safety

Respondent agreement with a positive statement or disagreement with a negative statement has a positive safety implication for the MCLB - Albany Base program. Disagreement with a positive statement or agreement with a negative description has a negative implication.

In the following table, ***SAFETY BAROMETER*** statements that address related program components are grouped into six standard program categories. They present a comprehensive overview of the MCLB - Albany Base safety program.

SAFETY BAROMETER
Statement Groupings by Program Category

Program Category	**Statement Numbers**
Management Participation	7, 14, 21, 31, 34, 40, 49
Supervisor Participation	5, 12, 19, 24, 28, 32, 38, 43, 44
Employee Participation	1, 4, 11, 18, 20, 25, 37, 46, 50
Safety Support Activities	6, 8, 13, 15, 22, 26, 29, 30, 33, 41
Safety Support Climate	3, 10, 17, 23, 27, 35, 36, 39, 45, 48
Organizational Climate	2, 9, 16, 42, 47

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

- **Management Participation** items describe ways in which top and middle management demonstrates their leadership and commitment to safety in the form of words, actions, organization, and control.
- **Supervisory Participation** items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, trainer, organizational representative, and advocate for 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.

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. This focuses on communications, training, inspection, maintenance, and emergency response.

The remaining two standard 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 affect the ultimate success of the safety program. These include such factors as teamwork, morale, and employee turnover.

National Safety Council Database

The MCLB - Albany Base ***SAFETY BAROMETER*** survey results were compared with those of respondents within the National Safety Council (NSC) Database. The NSC Database used for this analysis has been compiled from over 475 establishments that have completed the ***SAFETY BAROMETER***.

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

Base's perceived performance.

Data Analyses

Responses to ***SAFETY BAROMETER*** statements with positive descriptions were scored as follows:

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

Responses to ***SAFETY BAROMETER*** statements with negative descriptions were scored oppositely.

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

Average response and program category average response scores were compared with scores from the NSC Database. Percentile scores for each ***SAFETY BAROMETER*** statement were computed by calculating the percentage of establishments in the NSC Database with lower average response scores. Percentiles range from 0 to 100, with 0 representing the lowest score in the Database and 100 representing the highest.

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q1 Employees identify hazards	1 Strongly agree	6	54.5%	4	33.3%	15	30.0%	25	34.2%	
	2 Agree	3	27.3%	5	41.7%	30	60.0%	38	52.1%	
	3 Neutral	2	18.2%	2	16.7%	4	8.0%	8	11.0%	
	4 Disagree	0	.0%	1	8.3%	1	2.0%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q2 Frequent contact between workers and man	1 Strongly agree	7	63.6%	2	16.7%	13	26.0%	22	30.1%	
	2 Agree	3	27.3%	9	75.0%	24	48.0%	36	49.3%	
	3 Neutral	1	9.1%	0	.0%	7	14.0%	8	11.0%	
	4 Disagree	0	.0%	1	8.3%	5	10.0%	6	8.2%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q3 Safety takes a back seat to production	1 Strongly agree	0	.0%	1	8.3%	2	4.3%	3	4.3%	
	2 Agree	1	9.1%	0	.0%	3	6.4%	4	5.7%	
	3 Neutral	0	.0%	3	25.0%	9	19.1%	12	17.1%	
	4 Disagree	6	54.5%	5	41.7%	19	40.4%	30	42.9%	
	5 Strongly disagree	4	36.4%	3	25.0%	14	29.8%	21	30.0%	
	Total	11		12		47		70		5
Q4 Personnel revise safety & health practices	1 Strongly agree	3	27.3%	0	.0%	5	10.2%	8	11.1%	
	2 Agree	4	36.4%	8	66.7%	22	44.9%	34	47.2%	
	3 Neutral	3	27.3%	2	16.7%	13	26.5%	18	25.0%	
	4 Disagree	1	9.1%	2	16.7%	9	18.4%	12	16.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		49		72		3
Q5 Supervisor maintain high safety standards	1 Strongly agree	6	54.5%	8	66.7%	16	32.0%	30	41.1%	
	2 Agree	5	45.5%	4	33.3%	21	42.0%	30	41.1%	
	3 Neutral	0	.0%	0	.0%	9	18.0%	9	12.3%	
	4 Disagree	0	.0%	0	.0%	3	6.0%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q6 Inspections made at regular intervals	1 Strongly agree	6	54.5%	3	25.0%	9	18.0%	18	24.7%	
	2 Agree	3	27.3%	9	75.0%	24	48.0%	36	49.3%	
	3 Neutral	2	18.2%	0	.0%	8	16.0%	10	13.7%	
	4 Disagree	0	.0%	0	.0%	7	14.0%	7	9.6%	
	5 Strongly disagree	0	.0%	0	.0%	2	4.0%	2	2.7%	
	Total	11		12		50		73		2
Q7 Cmndr/mngr safety views seldom communict	1 Strongly agree	0	.0%	0	.0%	3	6.0%	3	4.1%	
	2 Agree	0	.0%	0	.0%	6	12.0%	6	8.2%	
	3 Neutral	1	9.1%	3	25.0%	7	14.0%	11	15.1%	
	4 Disagree	5	45.5%	6	50.0%	26	52.0%	37	50.7%	
	5 Strongly disagree	5	45.5%	3	25.0%	8	16.0%	16	21.9%	
	Total	11		12		50		73		2
Q8 Safety meetings held less often than nec	1 Strongly agree	1	9.1%	0	.0%	0	.0%	1	1.4%	
	2 Agree	2	18.2%	1	8.3%	5	10.0%	8	11.0%	
	3 Neutral	2	18.2%	1	8.3%	14	28.0%	17	23.3%	
	4 Disagree	3	27.3%	10	83.3%	22	44.0%	35	47.9%	
	5 Strongly disagree	3	27.3%	0	.0%	9	18.0%	12	16.4%	
	Total	11		12		50		73		2

		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q9 Good teamwork exists among departments	1 Strongly agree	5	45.5%	2	16.7%	10	20.8%	17	23.9%	
	2 Agree	4	36.4%	7	58.3%	20	41.7%	31	43.7%	
	3 Neutral	2	18.2%	2	16.7%	11	22.9%	15	21.1%	
	4 Disagree	0	.0%	1	8.3%	4	8.3%	5	7.0%	
	5 Strongly disagree	0	.0%	0	.0%	3	6.3%	3	4.2%	
	Total	11		12		48		71		4
Q10 Cmndr/mngr shows they care about safety	1 Strongly agree	5	45.5%	5	41.7%	10	20.4%	20	27.8%	
	2 Agree	6	54.5%	6	50.0%	26	53.1%	38	52.8%	
	3 Neutral	0	.0%	1	8.3%	9	18.4%	10	13.9%	
	4 Disagree	0	.0%	0	.0%	3	6.1%	3	4.2%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		49		72		3
Q11 My actions can protect other personnel	1 Strongly agree	7	63.6%	6	50.0%	19	38.0%	32	43.8%	
	2 Agree	4	36.4%	5	41.7%	26	52.0%	35	47.9%	
	3 Neutral	0	.0%	0	.0%	5	10.0%	5	6.8%	
	4 Disagree	0	.0%	1	8.3%	0	.0%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q12 My supervisors behavior is unsafe	1 Strongly agree	0	.0%	0	.0%	2	4.0%	2	2.7%	
	2 Agree	1	9.1%	0	.0%	2	4.0%	3	4.1%	
	3 Neutral	0	.0%	0	.0%	8	16.0%	8	11.0%	
	4 Disagree	3	27.3%	5	41.7%	14	28.0%	22	30.1%	
	5 Strongly disagree	7	63.6%	7	58.3%	24	48.0%	38	52.1%	
	Total	11		12		50		73		2
Q13 Des. personnel trained in emergency prac	1 Strongly agree	6	54.5%	1	8.3%	8	16.0%	15	20.5%	
	2 Agree	2	18.2%	9	75.0%	24	48.0%	35	47.9%	
	3 Neutral	3	27.3%	1	8.3%	11	22.0%	15	20.5%	
	4 Disagree	0	.0%	1	8.3%	6	12.0%	7	9.6%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q14 Cmndr/mngr published written safety policy	1 Strongly agree	8	72.7%	3	25.0%	14	28.0%	25	34.2%	
	2 Agree	0	.0%	8	66.7%	27	54.0%	35	47.9%	
	3 Neutral	2	18.2%	1	8.3%	8	16.0%	11	15.1%	
	4 Disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	5 Strongly disagree	1	9.1%	0	.0%	0	.0%	1	1.4%	
	Total	11		12		50		73		2
Q15 Near miss accidents are investigated	1 Strongly agree	3	27.3%	1	8.3%	3	6.0%	7	9.6%	
	2 Agree	3	27.3%	2	16.7%	21	42.0%	26	35.6%	
	3 Neutral	1	9.1%	7	58.3%	15	30.0%	23	31.5%	
	4 Disagree	3	27.3%	1	8.3%	7	14.0%	11	15.1%	
	5 Strongly disagree	1	9.1%	1	8.3%	4	8.0%	6	8.2%	
	Total	11		12		50		73		2
Q16 Personnel morale is poor	1 Strongly agree	0	.0%	0	.0%	7	14.0%	7	9.6%	
	2 Agree	0	.0%	2	16.7%	5	10.0%	7	9.6%	
	3 Neutral	3	27.3%	3	25.0%	9	18.0%	15	20.5%	
	4 Disagree	2	18.2%	6	50.0%	19	38.0%	27	37.0%	
	5 Strongly disagree	6	54.5%	1	8.3%	10	20.0%	17	23.3%	
	Total	11		12		50		73		2
Q17 Cmndr/mngr does only what the law requires	1 Strongly agree	1	9.1%	0	.0%	2	4.0%	3	4.1%	
	2 Agree	1	9.1%	1	8.3%	8	16.0%	10	13.7%	
	3 Neutral	3	27.3%	2	16.7%	20	40.0%	25	34.2%	
	4 Disagree	4	36.4%	7	58.3%	15	30.0%	26	35.6%	
	5 Strongly disagree	2	18.2%	2	16.7%	5	10.0%	9	12.3%	
	Total	11		12		50		73		2

		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q18 Understand safety & health regulations	1 Strongly agree	5	45.5%	4	33.3%	17	34.7%	26	36.1%	
	2 Agree	6	54.5%	8	66.7%	28	57.1%	42	58.3%	
	3 Neutral	0	.0%	0	.0%	2	4.1%	2	2.8%	
	4 Disagree	0	.0%	0	.0%	2	4.1%	2	2.8%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		49		72		3
Q19 Supervisors enforce safe job procedures	1 Strongly agree	5	45.5%	6	50.0%	13	26.5%	24	33.3%	
	2 Agree	6	54.5%	6	50.0%	26	53.1%	38	52.8%	
	3 Neutral	0	.0%	0	.0%	6	12.2%	6	8.3%	
	4 Disagree	0	.0%	0	.0%	4	8.2%	4	5.6%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		49		72		3
Q20 Precautions used for hazardous mat.	1 Strongly agree	5	45.5%	4	33.3%	8	16.0%	17	23.3%	
	2 Agree	5	45.5%	5	41.7%	27	54.0%	37	50.7%	
	3 Neutral	1	9.1%	3	25.0%	13	26.0%	17	23.3%	
	4 Disagree	0	.0%	0	.0%	2	4.0%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q21 Adequate staff to manage safety program	1 Strongly agree	6	54.5%	2	16.7%	10	20.0%	18	24.7%	
	2 Agree	5	45.5%	4	33.3%	22	44.0%	31	42.5%	
	3 Neutral	0	.0%	6	50.0%	13	26.0%	19	26.0%	
	4 Disagree	0	.0%	0	.0%	5	10.0%	5	6.8%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q22 Award program does not promote safety	1 Strongly agree	1	9.1%	0	.0%	2	4.0%	3	4.1%	
	2 Agree	0	.0%	0	.0%	9	18.0%	9	12.3%	
	3 Neutral	4	36.4%	5	41.7%	19	38.0%	28	38.4%	
	4 Disagree	3	27.3%	5	41.7%	15	30.0%	23	31.5%	
	5 Strongly disagree	3	27.3%	2	16.7%	5	10.0%	10	13.7%	
	Total	11		12		50		73		2
Q23 Job task standards higher than safety	1 Strongly agree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	2 Agree	1	9.1%	2	16.7%	11	22.4%	14	19.4%	
	3 Neutral	3	27.3%	4	33.3%	14	28.6%	21	29.2%	
	4 Disagree	3	27.3%	5	41.7%	17	34.7%	25	34.7%	
	5 Strongly disagree	4	36.4%	1	8.3%	6	12.2%	11	15.3%	
	Total	11		12		49		72		3
Q24 Super. understand job safety problems	1 Strongly agree	5	45.5%	3	25.0%	10	20.0%	18	24.7%	
	2 Agree	5	45.5%	9	75.0%	24	48.0%	38	52.1%	
	3 Neutral	1	9.1%	0	.0%	10	20.0%	11	15.1%	
	4 Disagree	0	.0%	0	.0%	6	12.0%	6	8.2%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q25 Workers follow lock./tagout procedures	1 Strongly agree	4	40.0%	1	8.3%	2	4.0%	7	9.7%	
	2 Agree	3	30.0%	1	8.3%	12	24.0%	16	22.2%	
	3 Neutral	3	30.0%	10	83.3%	29	58.0%	42	58.3%	
	4 Disagree	0	.0%	0	.0%	4	8.0%	4	5.6%	
	5 Strongly disagree	0	.0%	0	.0%	3	6.0%	3	4.2%	
	Total	10		12		50		72		3
Q26 Safety training is part of orientation	1 Strongly agree	5	45.5%	2	16.7%	9	18.0%	16	21.9%	
	2 Agree	3	27.3%	7	58.3%	19	38.0%	29	39.7%	
	3 Neutral	3	27.3%	3	25.0%	18	36.0%	24	32.9%	
	4 Disagree	0	.0%	0	.0%	3	6.0%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2

		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q27 Cmndr/mngr is sincere about employee safety	1 Strongly agree	7	63.6%	5	41.7%	15	30.6%	27	37.5%	
	2 Agree	3	27.3%	6	50.0%	24	49.0%	33	45.8%	
	3 Neutral	1	9.1%	1	8.3%	6	12.2%	8	11.1%	
	4 Disagree	0	.0%	0	.0%	4	8.2%	4	5.6%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		49		72		3
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	0	.0%	0	.0%	0	.0%	0	.0%	
	2 Agree	0	.0%	0	.0%	6	12.0%	6	8.2%	
	3 Neutral	1	9.1%	1	8.3%	11	22.0%	13	17.8%	
	4 Disagree	4	36.4%	7	58.3%	22	44.0%	33	45.2%	
	5 Strongly disagree	6	54.5%	4	33.3%	11	22.0%	21	28.8%	
	Total	11		12		50		73		2
Q29 Emergency procedures rarely tested	1 Strongly agree	0	.0%	0	.0%	3	6.0%	3	4.1%	
	2 Agree	0	.0%	1	8.3%	6	12.0%	7	9.6%	
	3 Neutral	0	.0%	3	25.0%	12	24.0%	15	20.5%	
	4 Disagree	4	36.4%	6	50.0%	19	38.0%	29	39.7%	
	5 Strongly disagree	7	63.6%	2	16.7%	10	20.0%	19	26.0%	
	Total	11		12		50		73		2
Q30 S&H committee improves safety	1 Strongly agree	5	45.5%	3	25.0%	7	14.0%	15	20.5%	
	2 Agree	3	27.3%	6	50.0%	25	50.0%	34	46.6%	
	3 Neutral	2	18.2%	3	25.0%	15	30.0%	20	27.4%	
	4 Disagree	1	9.1%	0	.0%	3	6.0%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q31 Cmndr/mngr sets fine safety example	1 Strongly agree	6	54.5%	4	33.3%	11	22.0%	21	28.8%	
	2 Agree	3	27.3%	7	58.3%	23	46.0%	33	45.2%	
	3 Neutral	2	18.2%	1	8.3%	12	24.0%	15	20.5%	
	4 Disagree	0	.0%	0	.0%	4	8.0%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q32 Sprvsr fits safety into rediness process	1 Strongly agree	6	54.5%	3	25.0%	8	16.0%	17	23.3%	
	2 Agree	3	27.3%	7	58.3%	28	56.0%	38	52.1%	
	3 Neutral	2	18.2%	2	16.7%	8	16.0%	12	16.4%	
	4 Disagree	0	.0%	0	.0%	4	8.0%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	2	4.0%	2	2.7%	
	Total	11		12		50		73		2
Q33 Preventive maintenance operates poorly	1 Strongly agree	0	.0%	2	16.7%	1	2.0%	3	4.1%	
	2 Agree	0	.0%	1	8.3%	8	16.0%	9	12.3%	
	3 Neutral	3	27.3%	5	41.7%	17	34.0%	25	34.2%	
	4 Disagree	4	36.4%	3	25.0%	18	36.0%	25	34.2%	
	5 Strongly disagree	4	36.4%	1	8.3%	6	12.0%	11	15.1%	
	Total	11		12		50		73		2
Q34 Cmndr/mngr participates in safety activities	1 Strongly agree	4	36.4%	2	16.7%	6	12.0%	12	16.4%	
	2 Agree	6	54.5%	7	58.3%	22	44.0%	35	47.9%	
	3 Neutral	0	.0%	1	8.3%	12	24.0%	13	17.8%	
	4 Disagree	1	9.1%	2	16.7%	9	18.0%	12	16.4%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q35 Safety mngr/officer has high status	1 Strongly agree	4	36.4%	2	16.7%	6	12.2%	12	16.7%	
	2 Agree	5	45.5%	5	41.7%	14	28.6%	24	33.3%	
	3 Neutral	1	9.1%	5	41.7%	22	44.9%	28	38.9%	
	4 Disagree	1	9.1%	0	.0%	7	14.3%	8	11.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		49		72		3

		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	0	.0%	0	.0%	3	6.3%	3	4.2%	
	2 Agree	3	27.3%	2	16.7%	9	18.8%	14	19.7%	
	3 Neutral	0	.0%	5	41.7%	9	18.8%	14	19.7%	
	4 Disagree	4	36.4%	4	33.3%	21	43.8%	29	40.8%	
	5 Strongly disagree	4	36.4%	1	8.3%	6	12.5%	11	15.5%	
	Total	11		12		48		71		4
Q37 Personnel take part in accident invest.	1 Strongly agree	3	27.3%	3	25.0%	5	10.2%	11	15.3%	
	2 Agree	6	54.5%	2	16.7%	23	46.9%	31	43.1%	
	3 Neutral	2	18.2%	5	41.7%	11	22.4%	18	25.0%	
	4 Disagree	0	.0%	2	16.7%	8	16.3%	10	13.9%	
	5 Strongly disagree	0	.0%	0	.0%	2	4.1%	2	2.8%	
	Total	11		12		49		72		3
Q38 Training by Supervisor helps job safety	1 Strongly agree	5	45.5%	2	16.7%	6	12.0%	13	17.8%	
	2 Agree	6	54.5%	8	66.7%	24	48.0%	38	52.1%	
	3 Neutral	0	.0%	2	16.7%	17	34.0%	19	26.0%	
	4 Disagree	0	.0%	0	.0%	3	6.0%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q39 Medical facilities are sufficient	1 Strongly agree	3	27.3%	2	16.7%	7	14.0%	12	16.4%	
	2 Agree	3	27.3%	6	50.0%	28	56.0%	37	50.7%	
	3 Neutral	2	18.2%	2	16.7%	8	16.0%	12	16.4%	
	4 Disagree	3	27.3%	2	16.7%	6	12.0%	11	15.1%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q40 Cmndr/mngr ignore safety during promotions	1 Strongly agree	0	.0%	0	.0%	2	4.0%	2	2.7%	
	2 Agree	0	.0%	2	16.7%	5	10.0%	7	9.6%	
	3 Neutral	2	18.2%	4	33.3%	18	36.0%	24	32.9%	
	4 Disagree	5	45.5%	4	33.3%	15	30.0%	24	32.9%	
	5 Strongly disagree	4	36.4%	2	16.7%	10	20.0%	16	21.9%	
	Total	11		12		50		73		2
Q41 Safety mngr/officer is readily available	1 Strongly agree	5	45.5%	3	25.0%	8	16.0%	16	21.9%	
	2 Agree	4	36.4%	8	66.7%	25	50.0%	37	50.7%	
	3 Neutral	1	9.1%	0	.0%	10	20.0%	11	15.1%	
	4 Disagree	1	9.1%	1	8.3%	6	12.0%	8	11.0%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q42 This installation has a stable workforce	1 Strongly agree	6	54.5%	2	16.7%	10	20.0%	18	24.7%	
	2 Agree	4	36.4%	5	41.7%	23	46.0%	32	43.8%	
	3 Neutral	1	9.1%	4	33.3%	13	26.0%	18	24.7%	
	4 Disagree	0	.0%	1	8.3%	3	6.0%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q43 Personnel afraid to report problems	1 Strongly agree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	2 Agree	0	.0%	2	16.7%	4	8.2%	6	8.3%	
	3 Neutral	2	18.2%	2	16.7%	9	18.4%	13	18.1%	
	4 Disagree	2	18.2%	6	50.0%	20	40.8%	28	38.9%	
	5 Strongly disagree	7	63.6%	2	16.7%	15	30.6%	24	33.3%	
	Total	11		12		49		72		3
Q44 Supervisors always investigate accidents	1 Strongly agree	5	45.5%	3	25.0%	4	8.0%	12	16.4%	
	2 Agree	1	9.1%	3	25.0%	15	30.0%	19	26.0%	
	3 Neutral	5	45.5%	6	50.0%	26	52.0%	37	50.7%	
	4 Disagree	0	.0%	0	.0%	2	4.0%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	3	6.0%	3	4.1%	
	Total	11		12		50		73		2

		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q45 Environmental cond. kept at good levels	1 Strongly agree	3	27.3%	2	16.7%	5	10.0%	10	13.7%	
	2 Agree	6	54.5%	7	58.3%	27	54.0%	40	54.8%	
	3 Neutral	1	9.1%	1	8.3%	8	16.0%	10	13.7%	
	4 Disagree	1	9.1%	2	16.7%	8	16.0%	11	15.1%	
	5 Strongly disagree	0	.0%	0	.0%	2	4.0%	2	2.7%	
	Total	11		12		50		73		2
Q46 Many workers dont use necessary PPE	1 Strongly agree	0	.0%	0	.0%	3	6.3%	3	4.2%	
	2 Agree	2	18.2%	2	16.7%	7	14.6%	11	15.5%	
	3 Neutral	0	.0%	6	50.0%	16	33.3%	22	31.0%	
	4 Disagree	5	45.5%	3	25.0%	18	37.5%	26	36.6%	
	5 Strongly disagree	4	36.4%	1	8.3%	4	8.3%	9	12.7%	
	Total	11		12		48		71		4
Q47 Job stress is significant problem for me	1 Strongly agree	1	9.1%	0	.0%	6	12.0%	7	9.6%	
	2 Agree	1	9.1%	5	41.7%	16	32.0%	22	30.1%	
	3 Neutral	1	9.1%	4	33.3%	7	14.0%	12	16.4%	
	4 Disagree	4	36.4%	3	25.0%	14	28.0%	21	28.8%	
	5 Strongly disagree	4	36.4%	0	.0%	7	14.0%	11	15.1%	
	Total	11		12		50		73		2
Q48 Cmndr/mngr insist supervisor think safety	1 Strongly agree	4	36.4%	4	33.3%	11	22.0%	19	26.0%	
	2 Agree	7	63.6%	7	58.3%	22	44.0%	36	49.3%	
	3 Neutral	0	.0%	1	8.3%	13	26.0%	14	19.2%	
	4 Disagree	0	.0%	0	.0%	4	8.0%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	11		12		50		73		2
Q49 Cmndr/mngr sets goals-hold all accountable	1 Strongly agree	3	27.3%	1	8.3%	5	10.0%	9	12.3%	
	2 Agree	5	45.5%	6	50.0%	16	32.0%	27	37.0%	
	3 Neutral	2	18.2%	5	41.7%	25	50.0%	32	43.8%	
	4 Disagree	1	9.1%	0	.0%	3	6.0%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	Total	11		12		50		73		2
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	0	.0%	0	.0%	1	2.0%	1	1.4%	
	2 Agree	2	18.2%	2	16.7%	11	22.0%	15	20.5%	
	3 Neutral	1	9.1%	4	33.3%	14	28.0%	19	26.0%	
	4 Disagree	3	27.3%	5	41.7%	16	32.0%	24	32.9%	
	5 Strongly disagree	5	45.5%	1	8.3%	8	16.0%	14	19.2%	
	Total	11		12		50		73		2