

SAFETY BAROMETER

Results Report

**Marine Corps
Logistics Base
Albany
Garrison Command**

*June
2013*



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EXECUTIVE SUMMARY

2013 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 (MCLB – Albany) in June 2013. The survey was completed by a total of 75 MCLB - Albany personnel. MCLB - Albany also conducted the SAFETY BAROMETER in 2010 and 2011.

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-Employee Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate. Overall, MCLB - Albany scores on the six safety program categories were “world class”, indicating outstanding performance that exceeds nearly all of the organizations in the NSC Database.

MCLB - Albany 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 received “world class” percentile scores of 99 or 100 for all six standard safety program categories. MCLB - Albany component average response scores were above the NSC Database median (50th percentile) for 49 of the 50 components.

The overall SAFETY BAROMETER percentile score for MCLB - Albany was the highest possible percentile score of 100, an increase of +6 percentile points since 2011. This indicates that none of the organizations in the NSC Database achieved a higher overall score than MCLB - Albany in 2013.

The nine lowest ranking safety program components with percentile scores of 95 or below can be used to establish current improvement priorities for MCLB - Albany overall. The following SAFETY BAROMETER components comprise this priority group. They are presented in order from lowest (20) to highest (95) percentile score.

- *Belief that commander/manager does more than law requires*
- *Personnel following lockout/tagout procedures*
- *Presence of safety training in new personnel orientation*
- *Perception that medical facilities are sufficient*
- *Commander/manager setting annual safety goals*
- *Supervisors investigating lost workday cases*
- *Effectiveness of award programs in promoting safe behavior*
- *Commander/manager stressing the importance of safety in communications*
- *Commander/manager participating in safety activities on a regular basis*

Comparing 2013 results to the previous 2011 survey, all six program categories showed increases in already high percentile scores. The overall percentile score for MCLB - Albany increased by +6 points from 94 in 2011 to 100 in 2013. When compared to the 2010 results, the 2013 overall score for MCLB – Albany increased +15 percentile points from the overall score of 85 in 2010.

For all six program categories and overall, supervisory personnel had the most positive perceptions followed by management and employees, in that order. Across tenure groups, personnel with tenure of 3 months to 1 year reported the most positive safety program perceptions for five of the six program categories and overall, while the greater than 1 year, less than 5 year group reported the least positive perceptions overall and in a majority of the program categories. By division or section, Installation & Environment personnel answered most positively overall, whereas those in Public Safety showed the least positive perceptions. Overall, larger differences (>0.30) in safety perceptions were found between the highest and lowest scoring division or section, but smaller differences (<0.30) were found among each of the organizational position and tenure groups.

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

RESULTS

2013 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 (MCLB - Albany). The report also compares these current results with results from the 2010 and 2011 MCLB – Albany survey projects. 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 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

2013 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	12 Supervisors behaving in accord with safe job procedures	100	66.2%	28.4%	5.4%	0.0%	0.0%	1.608
SP	5 Supervisors maintaining a high safety performance standard	100	58.1%	35.1%	5.4%	1.4%	0.0%	1.500
SSC	3 Priority of safety issues relative to production	100	60.9%	33.3%	1.4%	2.9%	1.4%	1.493
SSA	41 Availability of safety mngr/CDSO to provide assistance	100	50.0%	40.5%	6.8%	2.7%	0.0%	1.378
SP	43 Supervisors reducing personnel's fear of reporting safety problems	100	41.9%	50.0%	8.1%	0.0%	0.0%	1.338
MP	21 Cmdr/mngr providing adequate safety staff	100	41.3%	52.0%	5.3%	0.0%	1.3%	1.320
SP	32 Supervisors integrating safety into the operational readiness process	100	40.5%	51.4%	6.8%	1.4%	0.0%	1.311
SP	24 Supervisors understanding personnel's job safety problems	100	41.3%	45.3%	10.7%	2.7%	0.0%	1.253
MP	31 Cmdr/mngr setting a positive safety example	100	37.8%	51.4%	8.1%	2.7%	0.0%	1.243
SP	28 Supervisors acting on personnel safety suggestions	100	40.5%	41.9%	10.8%	5.4%	1.4%	1.149
SSC	36 Belief that hazards not fixed right away will still be addressed	100	36.5%	47.3%	10.8%	4.1%	1.4%	1.135
SSA	33 Quality of preventative maintenance system operation	100	28.4%	47.3%	20.3%	2.7%	1.4%	0.986
EP	18 Belief that personnel understands safety & health regulations	99	55.4%	43.2%	1.4%	0.0%	0.0%	1.541
SP	19 Supervisors enforcing safe job procedures	99	50.0%	41.9%	8.1%	0.0%	0.0%	1.419
SSC	48 Belief that cmdr/mngr insists supervisors think safety	99	39.2%	52.7%	8.1%	0.0%	0.0%	1.311
OC	2 Frequency of personnel/management interactions	99	45.3%	44.0%	6.7%	4.0%	0.0%	1.307
SSA	6 Frequency of detailed and regularly scheduled inspections	99	42.7%	46.7%	9.3%	1.3%	0.0%	1.307
EP	20 Personnel using standardized precautions for hazardous materials	99	43.2%	43.2%	13.5%	0.0%	0.0%	1.297
SSA	13 Presence of personnel well-trained in emergency practices	99	40.5%	45.9%	9.5%	2.7%	1.4%	1.216
SSC	35 Perception that the safety mngr/CDSO has high status	99	36.5%	43.2%	18.9%	1.4%	0.0%	1.149
SSA	30 Effectiveness of S&H committee in improving safety conditions	99	27.0%	60.8%	12.2%	0.0%	0.0%	1.149
MP	40 Cmdr/mngr including safety in job promotion reviews	99	33.8%	40.5%	18.9%	2.7%	4.1%	0.973
EP	50 Personnel taking part in the development of safety requirements	99	33.8%	40.5%	16.2%	8.1%	1.4%	0.973
OC	47 Significance of job stress as a problem for personnel	99	20.5%	30.1%	27.4%	17.8%	4.1%	0.452
EP	11 Personnel believing that their actions can protect coworkers	98	64.9%	33.8%	1.4%	0.0%	0.0%	1.635
EP	1 Personnel identifying and eliminating hazards	98	56.0%	41.3%	1.3%	1.3%	0.0%	1.520
SSC	27 Belief that cmdr/mngr is sincere in safety efforts	98	46.7%	48.0%	4.0%	1.3%	0.0%	1.400
SP	38 Supervisors providing helpful safety training	98	35.1%	56.8%	4.1%	4.1%	0.0%	1.230
SSA	29 Occurrence of emergency response procedures testing	98	40.0%	40.0%	12.0%	5.3%	2.7%	1.093
SSC	45 Perception that good environmental conditions are kept	98	23.0%	60.8%	9.5%	6.8%	0.0%	1.000
OC	16 Condition of personnel morale	98	29.3%	34.7%	24.0%	10.7%	1.3%	0.800
MP	14 Cmdr/mngr publishing a policy on the value of personnel safety	97	41.9%	50.0%	5.4%	2.7%	0.0%	1.311
SSA	15 Thoroughness of near miss accident/incident investigation	97	45.3%	30.7%	20.0%	1.3%	2.7%	1.147
SSA	8 Frequency of safety meeting occurrence	97	38.7%	45.3%	8.0%	6.7%	1.3%	1.133
EP	4 Personnel being involved in safety and health practices	97	25.7%	58.1%	12.2%	4.1%	0.0%	1.054
EP	46 Personnel using necessary personal protective equipment	97	31.5%	45.2%	15.1%	5.5%	2.7%	0.973
SSC	23 Safety standard level relative to job task standard level	97	19.2%	45.2%	24.7%	6.8%	4.1%	0.685
SSC	10 Belief that cmdr/mngr shows it cares for employee safety	96	46.7%	44.0%	6.7%	1.3%	1.3%	1.333
OC	42 Stability of workforce	96	29.7%	54.1%	12.2%	4.1%	0.0%	1.095
OC	9 Condition of departmental teamwork	96	28.4%	52.7%	10.8%	6.8%	1.4%	1.000
EP	37 Personnel takes part when accident or incident investigations occur	96	24.7%	47.9%	23.3%	4.1%	0.0%	0.932
MP	34 Cmdr/mngr participating in safety activities on a regular basis	95	30.1%	50.7%	13.7%	1.4%	4.1%	1.014
MP	7 Cmdr/mngr stressing the importance of safety in communications	95	45.3%	33.3%	5.3%	9.3%	6.7%	1.013
SSA	22 Effectiveness of award programs in promoting safe behavior	95	26.7%	29.3%	30.7%	9.3%	4.0%	0.653
SP	44 Supervisors investigating lost workday cases	93	24.3%	33.8%	39.2%	1.4%	1.4%	0.784
MP	49 Cmdr/mngr setting annual safety goals	91	24.3%	48.6%	25.7%	1.4%	0.0%	0.959
SSC	39 Perception that medical facilities are sufficient	90	23.6%	51.4%	16.7%	5.6%	2.8%	0.875
SSA	26 Presence of safety training in new personnel orientation	89	46.7%	45.3%	4.0%	4.0%	0.0%	1.347
EP	25 Personnel following lockout/tagout procedures	58	31.1%	23.0%	45.9%	0.0%	0.0%	0.851
SSC	17 Belief that cmdr/mngr does more than law requires	20	20.3%	17.6%	17.6%	28.4%	16.2%	-0.027

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 establishments 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 personnel responses to each of the 50 SAFETY BAROMETER items were compared with the same 480 establishments in the NSC Database at the time of the 2010 and 2011 MCLB - Albany surveys. This allows for direct comparison between previous and current surveys. Percentile scores calculated from this comparison are also shown in Table 1. A percentile score expresses the percentage of NSC Database organizations with a lower average response score than MCLB - Albany. Possible percentile scores range from 0 to 100, with 0 representing the lowest score in the NSC 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; a percentile score of 50 indicates that half (or 240) of the 480 establishments were lower than MCLB - Albany.

Components with the highest average response scores are not necessarily the best performing elements when compared with the performance at other establishments. 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

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 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. Average performance compared to the NSC Database is indicated by the vertical line at the 50th percentile. 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. Bars shaded green have percentile scores above 75, while those shaded yellow are in the 50th to 75th percentile range. Components that fall below the 50th percentile vertical line are performing below average and are shaded red.

The majority of personnel opinions regarding the MCLB - Albany safety program are very high compared to the NSC Database participants. Of the 50 standard components, fully 49 received

FIGURE 1

Percentile Scores of Safety Program Components

2013 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



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

percentile scores above the 50th percentile, which is considered the NSC Database average, while only one component generated a score below 50. Forty-eight components received high percentile scores at or above 80, of which forty-seven achieved very high percentile scores at or above 90. There were no components with a low score below 20.

Highest Performing Components. As shown in Table 1, the twelve highest performing components received the highest possible percentile score of 100 and earned average response scores at or above 0.986. These consist of six Supervisor Participation components, and two components each from the Management Participation, Safety Support Activities, and Safety Support Climate categories. There were no Employee Participation or Organizational Climate items in this group of highest scoring components.

Management Participation items describe ways in which top and middle management demonstrate their leadership and commitment to safety in the form of words, actions, organizational strategy, and personal engagement with safety. The most highly rated Management Participation components are:

<i>Statement Number</i>	<i>Highest rated Management Participation Component</i>	<i>Percentile Score</i>	<i>Percent Positive</i>
Q21	Commander/manager providing adequate safety staff	100	93.3%
Q31	Commander/manager setting a positive safety example	100	89.2%

Supervisor 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. The most highly rated Supervisor Participation components are:

<i>Statement Number</i>	<i>Highest rated Supervisor Participation Component</i>	<i>Percentile Score</i>	<i>Percent Positive</i>
Q12	Supervisors behaving in accord with safe job procedures	100	94.6%
Q5	Supervisors maintaining a high safety performance standard	100	93.2%
Q43	Supervisors reducing personnel's fear of reporting safety problems	100	91.9%

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Q32	Supervisors integrating safety into the operational readiness process	100	91.9%
Q24	Supervisors understanding personnel's job safety problems	100	86.7%
Q28	Supervisors acting on personnel safety suggestions	100	82.4%

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 most highly rated Safety Support Activities components are:

Statement Number	Highest rated Safety Support Activities Component	Percentile Score	Percent Positive
Q41	Availability of safety manager/CDSO to provide assistance	100	90.5%
Q33	Quality of preventative maintenance system operation	100	75.7%

Safety Support Climate items ask employees across an organization for general beliefs, impressions, and observations about management's commitment and underlying values with regard to safety. The most highly rated Safety Support Climate components are:

Statement Number	Highest rated Safety Support Climate Component	Percentile Score	Percent Positive
Q3	Priority of safety issues relative to production	100	94.2%
Q36	Belief that hazards not fixed right away will still be addressed	100	83.8%

Lower Scoring Priority Components. As shown in Table 1, only one component received a percentile scores below 50. While components with below average percentiles (below 50) are usually identified as potential target areas, the nine lowest scoring items with percentile scores of 95 or below can be used to establish current improvement priorities. Among these nine components, three are from the Management Participation category, two each are from the Safety Support Activities and Safety Support Climate categories, and one each is from the Supervisor Participation and Employee Participation categories. There were no components from the Organizational Climate category in this group of lowest scoring components.

The lower scoring Management Participation components (from lowest to highest percentile score) are:

<i>Statement Number</i>	<i>Lowest rated Management Participation Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q49	Commander/manager setting annual safety goals	91	1.4%
Q7	Commander/manager stressing the importance of safety in communications	95	16.0%
Q34	Commander/manager participating in safety activities on a regular basis	95	5.5%

The lowest scoring Supervisor Participation component is:

<i>Statement Number</i>	<i>Lowest rated Supervisor Participation Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q44	Supervisors investigating lost workday cases	93	2.7%

Employee Participation items specify selected actions and reactions that are critical to making a safety program work. Emphasis is given to personal engagement, responsibility, and compliance. The lowest scoring Employee Participation component is:

<i>Statement Number</i>	<i>Lowest rated Employee Participation Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q25	Personnel following lockout/tagout procedures	58	0.0%

The lower scoring Safety Support Activities components are:

<i>Statement Number</i>	<i>Lowest rated Safety Support Activities Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q26	Presence of safety training in new personnel orientation	89	4.0%
Q22	Effectiveness of award programs in promoting safe behavior	95	13.3%

The lower scoring Safety Support Climate components are:

<i>Statement Number</i>	<i>Lowest rated Safety Support Climate Component</i>	<i>Percentile Score</i>	<i>Percent Negative</i>
Q17	Belief that commander/manager does more than law requires	20	44.6%

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Q39	Perception that medical facilities are sufficient	90	8.3%
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It should be noted that 3 of the 50 standard components generated high rates of “Neutral” responses (above 30%). Although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that these components or their related programs are not sufficiently visible from the personnel perspective. In a well-functioning safety program, personnel are aware of important program aspects and can form opinions about them even if they do not experience them directly or on a daily basis. Elevated levels of “neutral” responses up to 45.9% were noted.

Comparison of Program Components by Survey Year. Table 2 shows a comparison of percentile scores for 2010, 2011, and 2013 results on each of the 50 standard components in this section, as well as the percentile change between survey years at MCLB - Albany. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) since 2011. From 2011 to 2013, increases in percentile scores were achieved for fully 49 of the 50 components, whereas only one component saw a decrease in percentile score since the previous survey. Substantial improvement of +20 points or more was achieved for 11 components, of which one component had an increase of +40 points or more. Conversely, the single declining component decreased by -22 points.

Several items showed notable improvement, including presence of safety training in new personnel orientation (Q26), commander/manager setting annual safety goals (Q49), thoroughness of near miss accident/incident investigation (Q15), and commander/manager publishing a policy on the value of personnel safety (Q44). These components achieved percentile score increases of +34 points or more since 2011. This suggests that efforts to address these and other items since 2011 have been beneficial.

The only component to decrease in percentile score since 2011 was regarding belief that commander/manager does more than law requires to keep personnel safe (Q17), which saw a substantial decline of -22 percentile points.

TABLE 2
Percentile Scores of Program Components by Survey Year

2013 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Statement Number and Component	Percentile Score ¹			Percentile Change	
	2013	2011	2010	2010 to 2013	2011 to 2013
26 Presence of safety training in new personnel orientation	89	45	29	+60	+44
49 Cmdr/mngr setting annual safety goals	91	52	40	+51	+39
15 Thoroughness of near miss accident/incident investigation	97	63	26	+71	+34
14 Cmdr/mngr publishing a policy on the value of personnel safety	97	63	92	+5	+34
42 Stability of workforce	96	65	81	+15	+31
1 Personnel identifying and eliminating hazards	98	73	68	+30	+25
25 Personnel following lockout/tagout procedures	58	36	12	+46	+22
21 Cmdr/mngr providing adequate safety staff	100	78	89	+11	+22
29 Occurrence of emergency response procedures testing	98	77	81	+17	+21
27 Belief that cmdr/mngr is sincere in safety efforts	98	77	85	+13	+21
22 Effectiveness of award programs in promoting safe behavior	95	74	85	+10	+21
13 Presence of personnel well-trained in emergency practices	99	80	77	+22	+19
34 Cmdr/mngr participating in safety activities on a regular basis	95	77	58	+37	+18
8 Frequency of safety meeting occurrence	97	81	73	+24	+16
33 Quality of preventative maintenance system operation	100	84	82	+18	+16
30 Effectiveness of S&H committee in improving safety conditions	99	83	82	+17	+16
39 Perception that medical facilities are sufficient	90	74	74	+16	+16
2 Frequency of personnel/management interactions	99	83	87	+12	+16
16 Condition of personnel morale	98	82	92	+6	+16
44 Supervisors investigating lost workday cases	93	78	60	+33	+15
7 Cmdr/mngr stressing the importance of safety in communications	95	81	83	+12	+14
35 Perception that the safety mngr/CDSO has high status	99	86	71	+28	+13
9 Condition of departmental teamwork	96	83	87	+9	+13
36 Belief that hazards not fixed right away will still be addressed	100	88	70	+30	+12
3 Priority of safety issues relative to production	100	88	86	+14	+12
10 Belief that cmdr/mngr shows it cares for employee safety	96	85	76	+20	+11
31 Cmdr/mngr setting a positive safety example	100	89	92	+8	+11
4 Personnel being involved in safety and health practices	97	87	55	+42	+10
11 Personnel believing that their actions can protect coworkers	98	88	66	+32	+10
5 Supervisors maintaining a high safety performance standard	100	91	88	+12	+9
48 Belief that cmdr/mngr insists supervisors think safety	99	91	79	+20	+8
24 Supervisors understanding personnel's job safety problems	100	92	84	+16	+8
18 Belief that personnel understands safety & health regulations	99	91	84	+15	+8
47 Significance of job stress as a problem for personnel	99	91	95	+4	+8
6 Frequency of detailed and regularly scheduled inspections	99	92	76	+23	+7
41 Availability of safety mngr/CDSO to provide assistance	100	93	79	+21	+7
20 Personnel using standardized precautions for hazardous materials	99	92	78	+21	+7
43 Supervisors reducing personnel's fear of reporting safety problems	100	93	90	+10	+7
38 Supervisors providing helpful safety training	98	92	82	+16	+6
19 Supervisors enforcing safe job procedures	99	93	84	+15	+6
23 Safety standard level relative to job task standard level	97	91	85	+12	+6
37 Personnel takes part when accident or incident investigations occur	96	91	71	+25	+5
32 Supervisors integrating safety into the operational readiness process	100	95	83	+17	+5
28 Supervisors acting on personnel safety suggestions	100	96	95	+5	+4
45 Perception that good environmental conditions are kept	98	95	79	+19	+3
40 Cmdr/mngr including safety in job promotion reviews	99	96	90	+9	+3
46 Personnel using necessary personal protective equipment	97	95	47	+50	+2
12 Supervisors behaving in accord with safe job procedures	100	98	91	+9	+2
50 Personnel taking part in the development of safety requirements	99	98	84	+15	+1
17 Belief that cmdr/mngr does more than law requires	20	42	64	-44	-22

¹ A percentile score expresses the percentage of establishments in the NSC Database with lower average responses. The percentile score is from 0 to 100.

Percentile Scores of Program Categories

MCLB - Albany 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 3. From these scores, category percentiles were generated and are included in Table 3 and Figure 2. Figure 2 also includes percentile scores for the 2010 and 2011 SAFETY BAROMETER survey projects. In 2013, five of the six program categories received “world class” percentile scores of 100, with the remaining category, Employee Participation, generating a very high score of 99. All six program categories showed increases in scores from the already high to very high 2011 scores. Finally, the 2013 overall SAFETY BAROMETER percentile score for all of MCLB - Albany was 100, indicating that none of the organizations in the NSC Database achieved a higher overall score than did MCLB - Albany. This is an increase of +6 percentile points from the 2011 overall score of 94 as well as an increase of +15 percentile points since the 2010 survey.

Comparisons by Length of Time at Installation

Of the 75 respondents, the number of personnel representing each length of time at Installation (tenure) category is as follows:

<i>Length of Time at Installation</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Less than 3 months	6	8.0%
3 months – 1 year	13	17.3%
Over 1 year, less than 5 years	20	26.7%
5 years or more	35	46.7%
Not Indicated	1	1.3%

Figure 3 compares the safety perceptions the four tenure categories at MCLB - Albany according to program category. Personnel with tenure of 3 months to 1 year reported the most positive safety program perceptions on five of the six program categories and overall. The next most positive perceptions were held by personnel in the 5 years or more tenure group, followed by the less than 3 months group. The over 1 year, less than 5 years group reported the least positive perceptions for four of the program categories and overall. The disparity in average response scores between the highest scoring and lowest scoring length of time at installation groups was within typical range (<0.30) overall and for four of the program categories; however, larger than

TABLE 3
Average Response Scores and Percentile Scores by Program Category

2013 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Program Category	NSC Database ¹	MCLB - ALBANY	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Management Participation	0.52	1.12	100
Supervisor Participation	0.67	1.29	100
Employee Participation	0.70	1.20	99
Safety Support Activities	0.46	1.14	100
Safety Support Climate	0.43	1.04	100
Organizational Climate	0.20	0.93	100
OVERALL	0.51	1.13	100

¹ National Safety Council (NSC) Database consists of the 480 establishments 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 establishments in the NSC Database with lower average responses. The percentile score range is from 0 to 100.

FIGURE 2
Percentile Scores by Program Category

2013 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND (N=75)

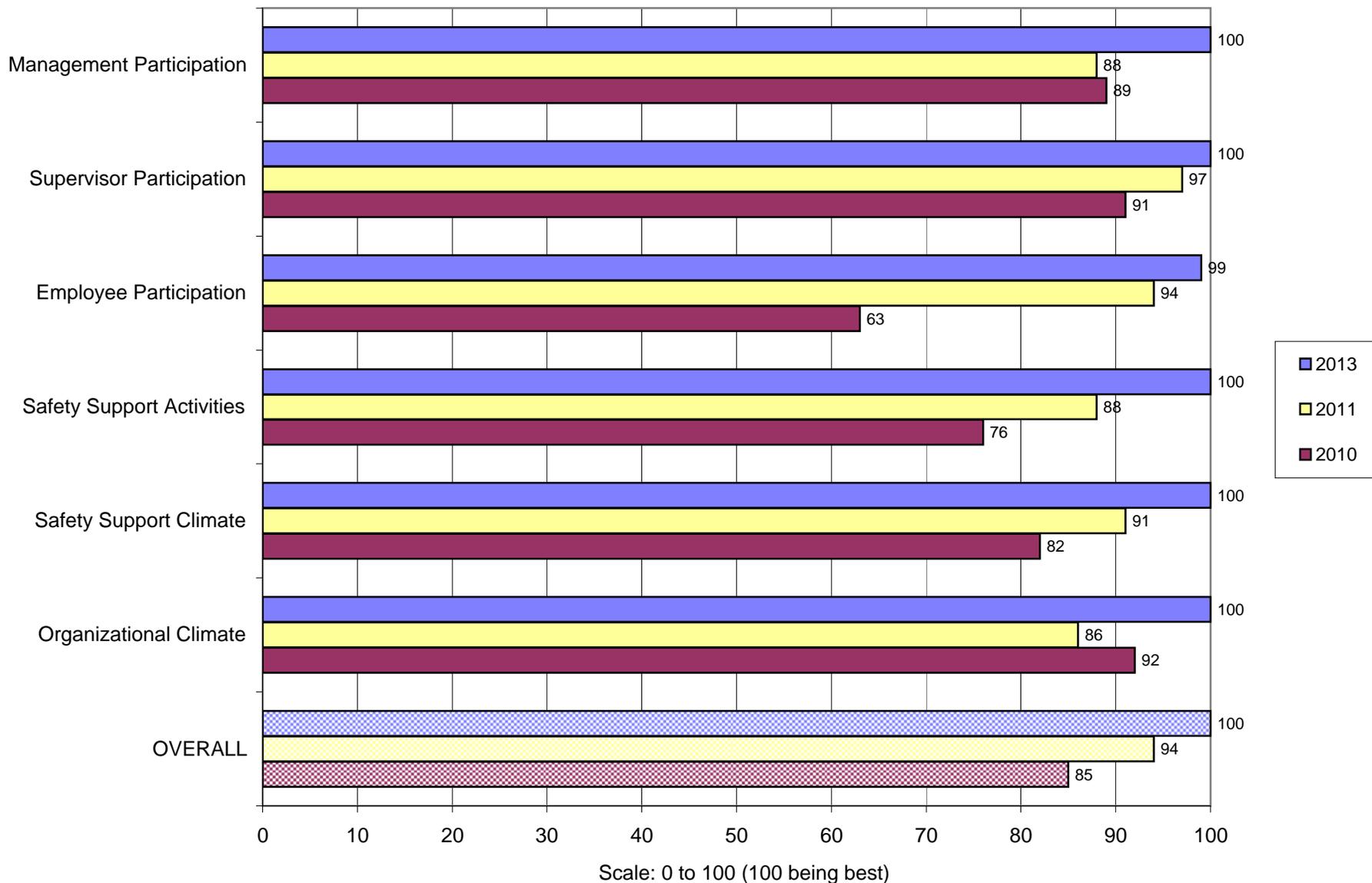
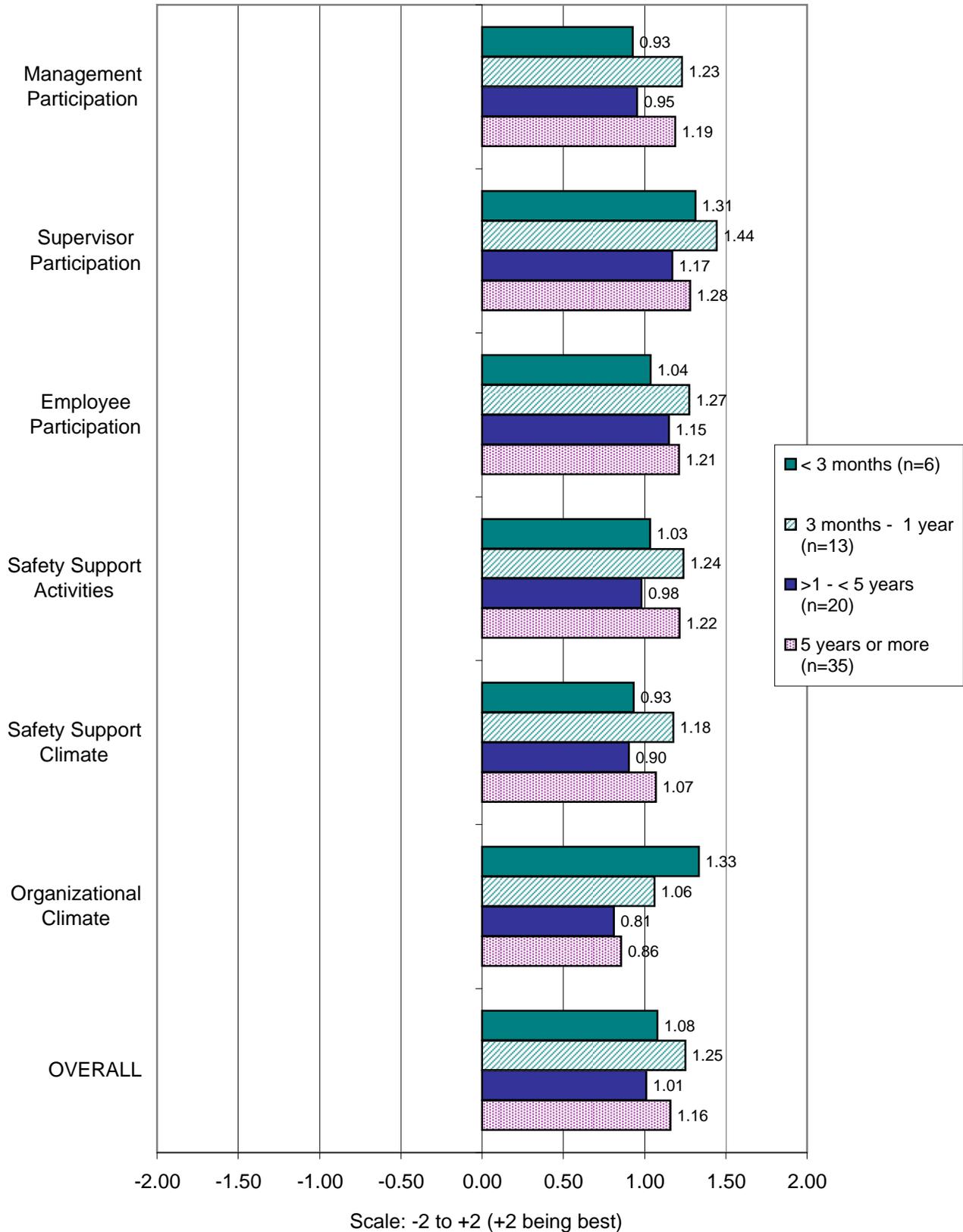


FIGURE 3
Average Response Scores by Length of Time at Installation

2013 SAFETY BAROMETER SURVEY RESULTS
 MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



typical disparity was found for Management Participation and Organizational Climate. Since 2011, the amount of disparity in perceptions among tenure categories has increased in four of the six program categories, but has decreased for the remaining categories and overall. This indicates that while the communication between groups is currently sufficient, it may be declining.

Comparisons by Organizational Position

Of the 75 respondents, the number of personnel representing each organizational position category is as follows:

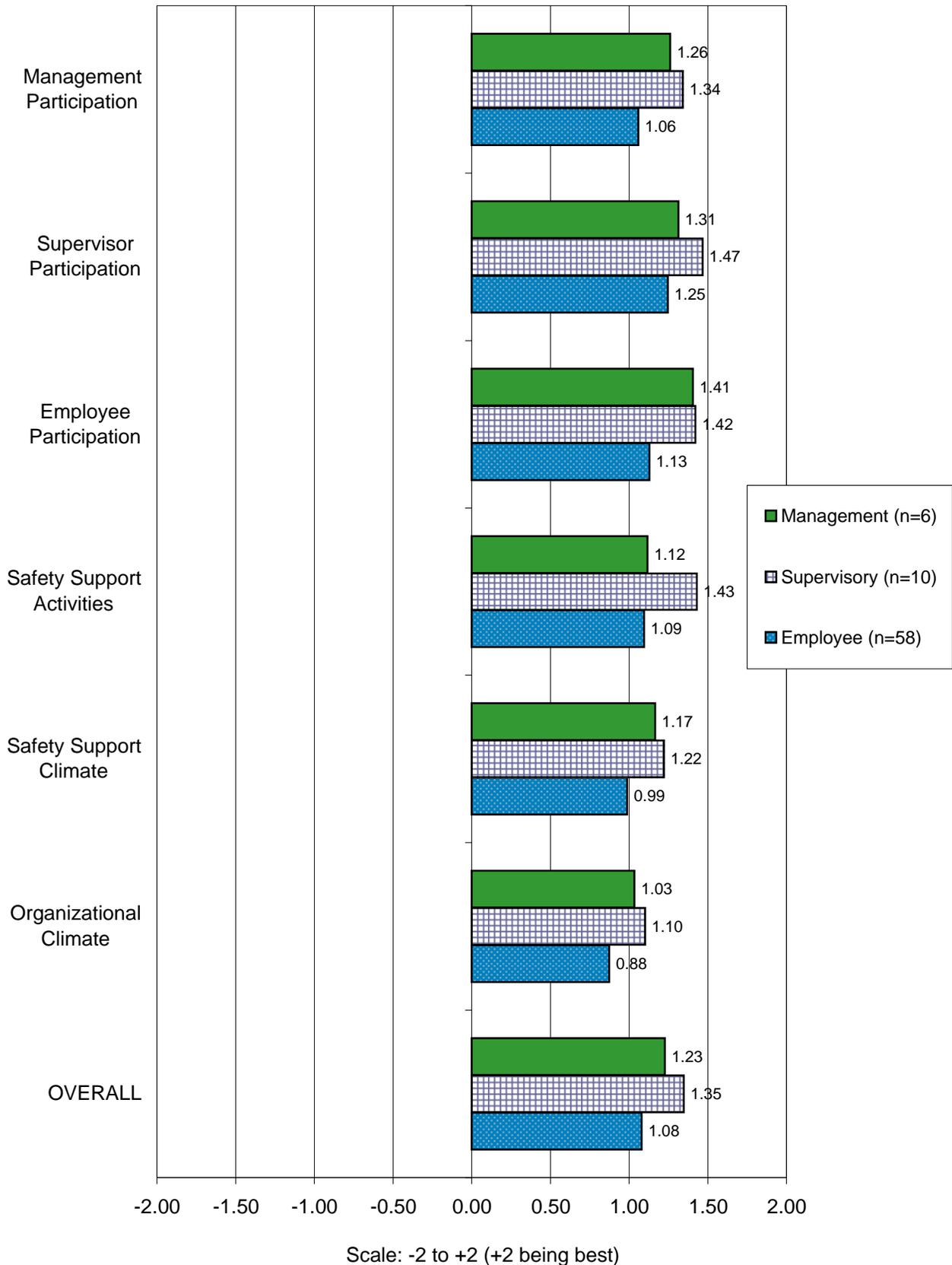
<i>Organizational Position</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Management	6	8.0%
Supervisory	10	13.3%
Employee	58	77.3%
Not Indicated	1	1.3%

The response distributions for organizational position categories as obtained from the SAFETY BAROMETER responses are contained in Appendix D. A full description of the procedures used to analyze the differences is included in the Methods and Data Analyses section (Appendix C).

Figure 4 compares the safety perceptions of the three organizational position categories at MCLB - Albany according to program category. The supervisory group reported the most positive safety program perceptions for all six program categories and overall. The second most positive perceptions overall were reported by management, whereas employees reported the least positive perceptions. However, differences in perceptions between the highest and lowest scoring organizational position categories were within the typical range (<0.30) for five of the six program categories and overall. Also, the amount of disparity in perceptions has decreased since 2011. The levels of similarity in safety program perceptions across organizational position categories suggest that the safety program is generally administered and communicated similarly across groups at MCLB - Albany.

FIGURE 4
Average Response Scores by Organizational Position

2013 SAFETY BAROMETER SURVEY RESULTS
 MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



Comparisons by Division or Section

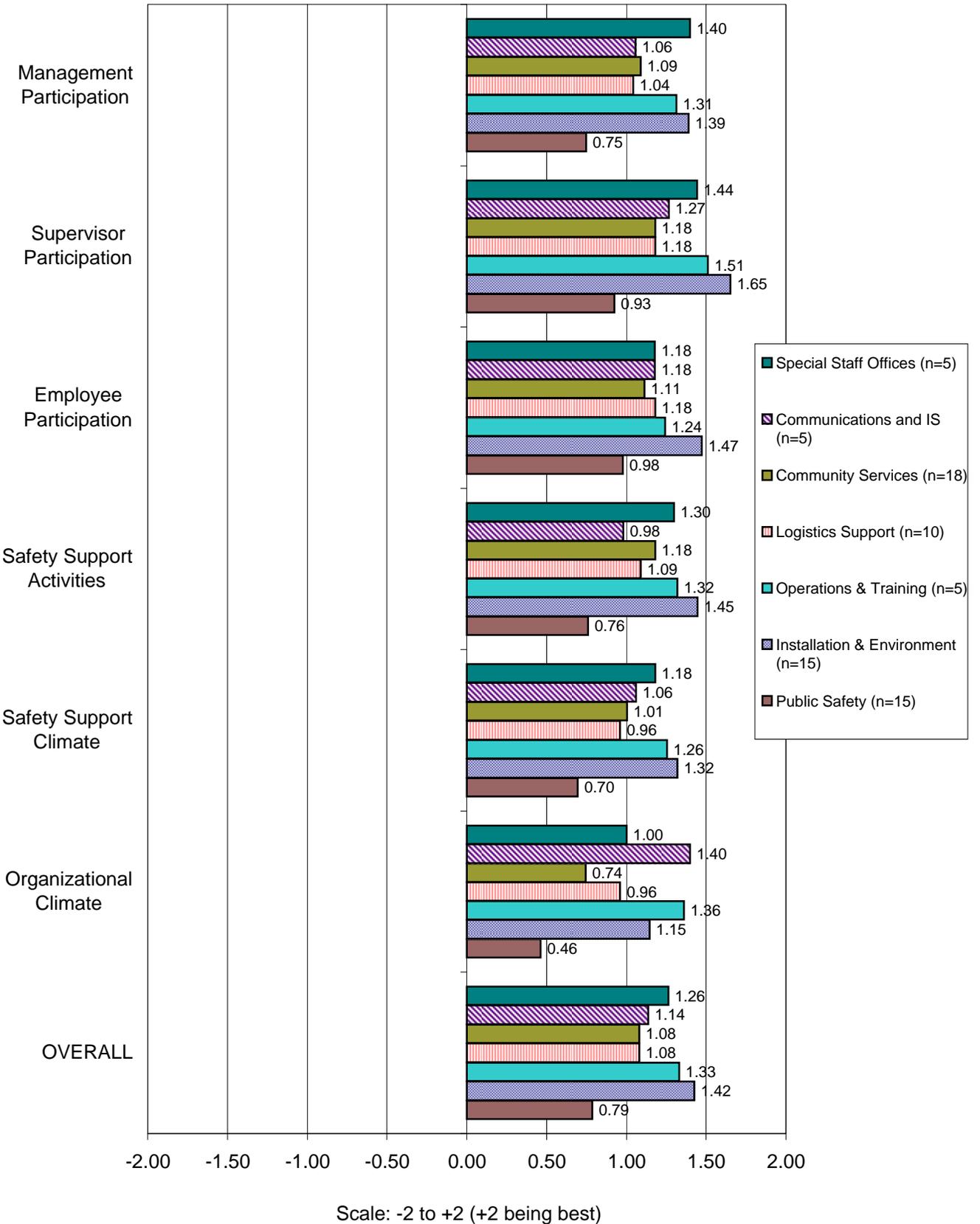
Of the 75 respondents, the number of personnel representing each division or section category is as follows:

<i>Division or Section</i>	<i>Number of Respondents</i>	<i>Percent of Total Respondents</i>
Special Staff Offices	5	6.7%
Communications and IS	5	6.7%
Community Services	18	24.0%
Logistics Support	10	13.3%
Operations & Training	5	6.7%
Installation & Environment	15	20.0%
Public Safety	15	20.0%
Not Indicated	2	2.7%

Figure 5 compares the safety perceptions of the seven divisions or sections at MCLB - Albany according to program category. Overall, the Installation & Environment group held the most positive perceptions, followed by Operations & Training. Special Staff Offices and Communications and IS had the next most positive perceptions. Both Community Services and Logistics Support generated the same average response score. Public Safety generated the least positive perceptions for all six program categories and overall. The disparity in average response scores between the highest and lowest scoring division or section groups was much larger than is typically found (>0.30) for all program categories. 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
Average Response Scores by Division or Section

2013 SAFETY BAROMETER SURVEY RESULTS
 MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



CONCLUSIONS

2013 SAFETY BAROMETER SURVEY RESULTS MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Path Forward

It is recommended that MCLB - Albany 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 facility as a whole and compares results for various subgroups within MCLB - Albany. 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
- select and implement specific action-oriented strategies as countermeasures within the organization

In addition, it is recommended that MCLB - Albany 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 community as appropriate

Results Summary

The safety program at MCLB - Albany received “world class” ratings on the SAFETY BAROMETER survey, with fully 49 of the 50 components scoring above average. Compared with responses from the 480 locations in the NSC Database, MCLB - Albany achieved the highest possible percentile score of 100 for five of the six standard safety program categories, with the remaining category, Employee Participation, scoring a very high 99. The overall SAFETY BAROMETER percentile score was 100, meaning that none of the NSC Database organizations achieved a higher overall score than did MCLB - Albany.

Closer analysis showed that 49 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 nine lowest-scoring components with percentiles of 95 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.

- Q17 Belief that commander/manager does more than law requires (20)***
- Q25 Personnel following lockout/tagout procedures (58)***
- Q26 Presence of safety training in new personnel orientation (89)***
- Q39 Perception that medical facilities are sufficient (90)***
- Q49 Commander/manager setting annual safety goals (91)***
- Q44 Supervisors investigating lost workday cases (93)***
- Q22 Effectiveness of award programs in promoting safe behavior (95)***
- Q7 Commander/manager stressing the importance of safety in communications (95)***
- Q34 Commander/manager participating in safety activities on a regular basis (95)***

Comparing 2013 results to the previous 2011 survey, all six program categories showed increases in already high percentile scores. The overall percentile score for MCLB - Albany increased by +6 points from 94 in 2011 to 100 in 2013. When compared to the 2010 results, the 2013 overall percentile score for MCLB - Albany increased +15 percentile points from the 2010 overall score of 85.

For all six program categories and overall, supervisory personnel had the most positive perceptions followed by management and employees, in that order. Across tenure groups, personnel with tenure of 3 months to 1 year reported more positive safety program perceptions for five of the six program categories and overall, while the greater than 1 year, less than 5 year group reported the least positive perceptions. By division or section, Installation & Environment personnel answered most positively overall, whereas those in Public Safety showed the least positive perceptions. Overall, larger differences (>0.30) in safety perceptions were found between the highest and lowest scoring division or section, but smaller differences (<0.30) were found among groups within organizational position and tenure. 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 MCLB - Albany 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



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

continue

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

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

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



Appendix B Response Frequency & Percentage Distributions

Q1 Employees identify hazards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	42	56.0	56.0	56.0
	2 Agree	31	41.3	41.3	97.3
	3 Neutral	1	1.3	1.3	98.7
	4 Disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	
Missing	System				
Total					

Q2 Frequent contact between workers and man					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	34	45.3	45.3	45.3
	2 Agree	33	44.0	44.0	89.3
	3 Neutral	5	6.7	6.7	96.0
	4 Disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	

Q3 Safety takes a back seat to production					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.4	1.4
	2 Agree	2	2.7	2.9	4.3
	3 Neutral	1	1.3	1.4	5.8
	4 Disagree	23	30.7	33.3	39.1
	5 Strongly disagree	42	56.0	60.9	100.0
	Total	69	92.0	100.0	
Missing	System	6	8.0		
Total		75	100.0		

Q4 Personnel revise safety & health practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19	25.3	25.7	25.7
	2 Agree	43	57.3	58.1	83.8
	3 Neutral	9	12.0	12.2	95.9
	4 Disagree	3	4.0	4.1	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	Cumulative

				Percent	Percent
Valid	1 Strongly agree	43	57.3	58.1	58.1
	2 Agree	26	34.7	35.1	93.2
	3 Neutral	4	5.3	5.4	98.6
	4 Disagree	1	1.3	1.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q6 Inspections made at regular intervals					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	32	42.7	42.7	42.7
	2 Agree	35	46.7	46.7	89.3
	3 Neutral	7	9.3	9.3	98.7
	4 Disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	

Q7 Cmndr/mngr safety views seldom communicat					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	5	6.7	6.7	6.7
	2 Agree	7	9.3	9.3	16.0
	3 Neutral	4	5.3	5.3	21.3
	4 Disagree	25	33.3	33.3	54.7
	5 Strongly disagree	34	45.3	45.3	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	1.3	1.3
	2 Agree	5	6.7	6.7	8.0
	3 Neutral	6	8.0	8.0	16.0
	4 Disagree	34	45.3	45.3	61.3
	5 Strongly disagree	29	38.7	38.7	100.0
	Total	75	100.0	100.0	

Q9 Good teamwork exists among departments					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1 Strongly agree	21	28.0	28.4	28.4
	2 Agree	39	52.0	52.7	81.1
	3 Neutral	8	10.7	10.8	91.9
	4 Disagree	5	6.7	6.8	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		

Valid	1 Strongly agree	30	40.0	40.5	40.5
	2 Agree	34	45.3	45.9	86.5
	3 Neutral	7	9.3	9.5	95.9
	4 Disagree	2	2.7	2.7	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		

Q10 Cmndr/mngr shows they care about safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	35	46.7	46.7	46.7
	2 Agree	33	44.0	44.0	90.7
	3 Neutral	5	6.7	6.7	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	
Missing	System				
Total					

Q14 Cmndr/mngr published written safety policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	31	41.3	41.9	41.9
	2 Agree	37	49.3	50.0	91.9
	3 Neutral	4	5.3	5.4	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		

Q11 My actions can protect other personnel					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	48	64.0	64.9	64.9
	2 Agree	25	33.3	33.8	98.6
	3 Neutral	1	1.3	1.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q15 Near miss accidents are investigated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	34	45.3	45.3	45.3
	2 Agree	23	30.7	30.7	76.0
	3 Neutral	15	20.0	20.0	96.0
	4 Disagree	1	1.3	1.3	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	
Missing	System				
Total					

Q12 My supervisors behavior is unsafe					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Neutral	4	5.3	5.4	5.4
	4 Disagree	21	28.0	28.4	33.8
	5 Strongly disagree	49	65.3	66.2	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q16 Personnel morale is poor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.3	1.3
	2 Agree	8	10.7	10.7	12.0
	3 Neutral	18	24.0	24.0	36.0
	4 Disagree	26	34.7	34.7	70.7
	5 Strongly disagree	22	29.3	29.3	100.0
	Total	75	100.0	100.0	
Missing	System				
Total					

Q13 Des. personnel trained in emergency prac					
		Frequency	Percent	Valid	Cumulative

Q17 Cmndr/mngr does only what the law requires					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	12	16.0	16.2	16.2
	2 Agree	21	28.0	28.4	44.6
	3 Neutral	13	17.3	17.6	62.2
	4 Disagree	13	17.3	17.6	79.7
	5 Strongly disagree	15	20.0	20.3	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q18 Understand safety & health regulations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	41	54.7	55.4	55.4
	2 Agree	32	42.7	43.2	98.6
	3 Neutral	1	1.3	1.4	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	37	49.3	50.0	50.0
	2 Agree	31	41.3	41.9	91.9
	3 Neutral	6	8.0	8.1	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	32	42.7	43.2	43.2
	2 Agree	32	42.7	43.2	86.5
	3 Neutral	10	13.3	13.5	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		

Total		75	100.0		
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Q21 Adequate staff to manage safety program					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	31	41.3	41.3	41.3
	2 Agree	39	52.0	52.0	93.3
	3 Neutral	4	5.3	5.3	98.7
	5 Strongly disagree	1	1.3	1.3	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	7	9.3	9.3	13.3
	3 Neutral	23	30.7	30.7	44.0
	4 Disagree	22	29.3	29.3	73.3
	5 Strongly disagree	20	26.7	26.7	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	3	4.0	4.1	4.1
	2 Agree	5	6.7	6.8	11.0
	3 Neutral	18	24.0	24.7	35.6
	4 Disagree	33	44.0	45.2	80.8
	5 Strongly disagree	14	18.7	19.2	100.0
Total	73	97.3	100.0		
Missing	System	2	2.7		
Total		75	100.0		

Q24 Super. understand job safety problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	31	41.3	41.3	41.3
	2 Agree	34	45.3	45.3	86.7
	3 Neutral	8	10.7	10.7	97.3
	4 Disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

Q25 Workers follow lock./tagout procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	23	30.7	31.1	31.1
	2 Agree	17	22.7	23.0	54.1
	3 Neutral	34	45.3	45.9	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q26 Safety training is part of orientation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	35	46.7	46.7	46.7
	2 Agree	34	45.3	45.3	92.0
	3 Neutral	3	4.0	4.0	96.0
	4 Disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	
Total		75	100.0		

Q27 Cmndr/mngr is sincere about employee safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	35	46.7	46.7	46.7
	2 Agree	36	48.0	48.0	94.7
	3 Neutral	3	4.0	4.0	98.7
	4 Disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	
Total		75	100.0		

Q28 Supervisors seldom act on worker sugg.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.4	1.4
	2 Agree	4	5.3	5.4	6.8
	3 Neutral	8	10.7	10.8	17.6
	4 Disagree	31	41.3	41.9	59.5
	5 Strongly disagree	30	40.0	40.5	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q29 Emergency procedures rarely tested					
		Frequency	Percent	Valid	Cumulative

				Percent	Percent
Valid	1 Strongly agree	2	2.7	2.7	2.7
	2 Agree	4	5.3	5.3	8.0
	3 Neutral	9	12.0	12.0	20.0
	4 Disagree	30	40.0	40.0	60.0
	5 Strongly disagree	30	40.0	40.0	100.0
	Total	75	100.0	100.0	

Q30 S&H committee improves safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	20	26.7	27.0	27.0
	2 Agree	45	60.0	60.8	87.8
	3 Neutral	9	12.0	12.2	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q31 Cmndr/mngr sets fine safety example					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	28	37.3	37.8	37.8
	2 Agree	38	50.7	51.4	89.2
	3 Neutral	6	8.0	8.1	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		

Q32 Sprvsr fits safety into rediness process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	30	40.0	40.5	40.5
	2 Agree	38	50.7	51.4	91.9
	3 Neutral	5	6.7	6.8	98.6
	4 Disagree	1	1.3	1.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q33 Preventive maintenance operates poorly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	1	1.3	1.4	1.4
	2 Agree	2	2.7	2.7	4.1
	3 Neutral	15	20.0	20.3	24.3
	4 Disagree	35	46.7	47.3	71.6
	5 Strongly disagree	21	28.0	28.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q34 Cmndr/mngr participates in safety activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22	29.3	30.1	30.1
	2 Agree	37	49.3	50.7	80.8
	3 Neutral	10	13.3	13.7	94.5
	4 Disagree	1	1.3	1.4	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		

Q35 Safety mngr/officer has high status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	27	36.0	36.5	36.5
	2 Agree	32	42.7	43.2	79.7
	3 Neutral	14	18.7	18.9	98.6
	4 Disagree	1	1.3	1.4	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	1	1.3	1.4	1.4
	2 Agree	3	4.0	4.1	5.4
	3 Neutral	8	10.7	10.8	16.2

	4 Disagree	35	46.7	47.3	63.5
	5 Strongly disagree	27	36.0	36.5	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q37 Personnel take part in accident invest.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	24.0	24.7	24.7
	2 Agree	35	46.7	47.9	72.6
	3 Neutral	17	22.7	23.3	95.9
	4 Disagree	3	4.0	4.1	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q38 Training by Supervisor helps job safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	26	34.7	35.1	35.1
	2 Agree	42	56.0	56.8	91.9
	3 Neutral	3	4.0	4.1	95.9
	4 Disagree	3	4.0	4.1	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q39 Medical facilities are sufficient					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	22.7	23.6	23.6
	2 Agree	37	49.3	51.4	75.0
	3 Neutral	12	16.0	16.7	91.7
	4 Disagree	4	5.3	5.6	97.2
	5 Strongly disagree	2	2.7	2.8	100.0
	Total	72	96.0	100.0	
Missing	System	3	4.0		
Total		75	100.0		

Q40 Cmndr/mngr ignore safety during promotions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.1	4.1
	2 Agree	2	2.7	2.7	6.8
	3 Neutral	14	18.7	18.9	25.7
	4 Disagree	30	40.0	40.5	66.2
	5 Strongly disagree	25	33.3	33.8	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q41 Safety mngr/officer is readily available					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	37	49.3	50.0	50.0
	2 Agree	30	40.0	40.5	90.5
	3 Neutral	5	6.7	6.8	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		

Q42 This installation has a stable workforce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	22	29.3	29.7	29.7
	2 Agree	40	53.3	54.1	83.8
	3 Neutral	9	12.0	12.2	95.9
	4 Disagree	3	4.0	4.1	100.0
		Total	74	98.7	100.0
Missing	System	1	1.3		
Total		75	100.0		

Q43 Personnel afraid to report problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 Neutral	6	8.0	8.1	8.1
	4 Disagree	37	49.3	50.0	58.1
	5 Strongly disagree	31	41.3	41.9	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	18	24.0	24.3	24.3
	2 Agree	25	33.3	33.8	58.1
	3 Neutral	29	38.7	39.2	97.3
	4 Disagree	1	1.3	1.4	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		

Q45 Environmental cond. kept at good levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	17	22.7	23.0	23.0
	2 Agree	45	60.0	60.8	83.8
	3 Neutral	7	9.3	9.5	93.2
	4 Disagree	5	6.7	6.8	100.0
		Total	74	98.7	100.0
Missing	System	1	1.3		
Total		75	100.0		

Q46 Many workers dont use necessary PPE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	2	2.7	2.7	2.7
	2 Agree	4	5.3	5.5	8.2
	3 Neutral	11	14.7	15.1	23.3
	4 Disagree	33	44.0	45.2	68.5
	5 Strongly disagree	23	30.7	31.5	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	Cumulative

				Percent	Percent
Valid	1 Strongly agree	3	4.0	4.1	4.1
	2 Agree	13	17.3	17.8	21.9
	3 Neutral	20	26.7	27.4	49.3
	4 Disagree	22	29.3	30.1	79.5
	5 Strongly disagree	15	20.0	20.5	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q48 Cmndr/mngr insist supervisor think safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	29	38.7	39.2	39.2
	2 Agree	39	52.0	52.7	91.9
	3 Neutral	6	8.0	8.1	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q49 Cmndr/mngr sets goals-hold all accountable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	24.0	24.3	24.3
	2 Agree	36	48.0	48.6	73.0
	3 Neutral	19	25.3	25.7	98.6
	4 Disagree	1	1.3	1.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q50 Personnel rarely dev. safety requirements					
		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	12	16.0	16.2	25.7
	4 Disagree	30	40.0	40.5	66.2
	5 Strongly disagree	25	33.3	33.8	100.0
	Total	74	98.7	100.0	

Missing	System	1	1.3		
Total		75	100.0		

Q51 Length of time at installation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Less than 3 months	6	8.0	8.1	8.1
	2 3 months - 1 year	13	17.3	17.6	25.7
	3 Over 1 year, Less than 5 years	20	26.7	27.0	52.7
	4 5 years or more	35	46.7	47.3	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q52 Organizational position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Management	6	8.0	8.1	8.1
	2 Supervisory	10	13.3	13.5	21.6
	3 Employee	58	77.3	78.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q53 Division					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Special Staff Offices	5	6.7	6.8	6.8
	2 Communications and IS	5	6.7	6.8	13.7
	3 Community Services	18	24.0	24.7	38.4
	4 Logistics Support	10	13.3	13.7	52.1
	5 Operations & Training	5	6.7	6.8	58.9
	6 Installation & Environment	15	20.0	20.5	79.5
	7 Public Safety	15	20.0	20.5	100.0
Total	73	97.3	100.0		
Missing	System	2	2.7		
Total		75	100.0		



Appendix C Methods & Data Analyses

APPENDIX C

METHODS & DATA ANALYSES

2013 SAFETY BAROMETER SURVEY

MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

The *SAFETY BAROMETER* elicits personnel opinions about a broad spectrum of components or elements that contribute to successful safety management. These elements include executive leadership, supervisory and personnel 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 Marine Corps Logistics Base Albany - Garrison Command (MCLB - Albany) personnel. They represent the perceptual context within which the safety program and those who manage it are viewed by its personnel. Accordingly, where the SAFETY BAROMETER indicates problems, 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

Employees from MCLB - Albany participated in the SAFETY BAROMETER survey in 2013. The SAFETY BAROMETER was administered by MCLB - Albany personnel. The Survey administrators were instructed to distribute SAFETY BAROMETER forms to personnel in group meetings, explain the purpose of the survey, and have the personnel 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 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 MCLB - Albany. 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 safety program at MCLB - Albany.

**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 personnel groups that must function effectively if programs are to be successful:

- **Management Participation** items describe ways in which top and middle management demonstrate their leadership and commitment to safety in the form of words, actions, organizational strategy, and personal engagement with safety.
- **Supervisor 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 engagement, 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, with a focus on communications, training, inspection, maintenance, and emergency response.

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

- **Safety Support Climate** items ask employees across an organization for general beliefs, impressions, and observations about management's commitment and underlying values 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.

National Safety Council Database

MCLB - Albany 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 480 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 the perceived performance of MCLB - Albany.

Data Analyses

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

+2 = Strongly Agree

+1 = Agree

0 = Neutral

-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 NSC Database and 100 representing the highest.



Appendix D Employee Response Distributions by Organizational Position

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q1 Employees identify hazards	1 Strongly agree	4	66.7%	6	60.0%	31	53.4%	41	55.4%	
	2 Agree	2	33.3%	3	30.0%	26	44.8%	31	41.9%	
	3 Neutral	0	.0%	0	.0%	1	1.7%	1	1.4%	
	4 Disagree	0	.0%	1	10.0%	0	.0%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q2 Frequent contact between workers and man	1 Strongly agree	5	83.3%	6	60.0%	22	37.9%	33	44.6%	
	2 Agree	0	.0%	4	40.0%	29	50.0%	33	44.6%	
	3 Neutral	1	16.7%	0	.0%	4	6.9%	5	6.8%	
	4 Disagree	0	.0%	0	.0%	3	5.2%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q3 Safety takes a back seat to production	1 Strongly agree	0	.0%	0	.0%	1	1.9%	1	1.4%	
	2 Agree	0	.0%	0	.0%	2	3.7%	2	2.9%	
	3 Neutral	0	.0%	0	.0%	1	1.9%	1	1.4%	
	4 Disagree	2	33.3%	1	11.1%	20	37.0%	23	33.3%	
	5 Strongly disagree	4	66.7%	8	88.9%	30	55.6%	42	60.9%	
	Total	6		9		54		69		6
Q4 Personnel revise safety & health practices	1 Strongly agree	2	33.3%	3	33.3%	14	24.1%	19	26.0%	
	2 Agree	3	50.0%	5	55.6%	35	60.3%	43	58.9%	
	3 Neutral	1	16.7%	0	.0%	7	12.1%	8	11.0%	
	4 Disagree	0	.0%	1	11.1%	2	3.4%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		9		58		73		2
Q5 Supervisor maintain high safety standards	1 Strongly agree	5	83.3%	7	70.0%	30	52.6%	42	57.5%	
	2 Agree	1	16.7%	3	30.0%	22	38.6%	26	35.6%	
	3 Neutral	0	.0%	0	.0%	4	7.0%	4	5.5%	
	4 Disagree	0	.0%	0	.0%	1	1.8%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		57		73		2
Q6 Inspections made at regular intervals	1 Strongly agree	3	50.0%	5	50.0%	23	39.7%	31	41.9%	
	2 Agree	3	50.0%	4	40.0%	28	48.3%	35	47.3%	
	3 Neutral	0	.0%	1	10.0%	6	10.3%	7	9.5%	
	4 Disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q7 Cmndr/mngr safety views seldom communicat	1 Strongly agree	0	.0%	1	10.0%	4	6.9%	5	6.8%	
	2 Agree	0	.0%	1	10.0%	6	10.3%	7	9.5%	
	3 Neutral	0	.0%	0	.0%	4	6.9%	4	5.4%	
	4 Disagree	3	50.0%	0	.0%	22	37.9%	25	33.8%	
	5 Strongly disagree	3	50.0%	8	80.0%	22	37.9%	33	44.6%	
	Total	6		10		58		74		1
Q8 Safety meetings held less often than nec	1 Strongly agree	0	.0%	1	10.0%	0	.0%	1	1.4%	
	2 Agree	1	16.7%	0	.0%	3	5.2%	4	5.4%	
	3 Neutral	1	16.7%	0	.0%	5	8.6%	6	8.1%	
	4 Disagree	2	33.3%	4	40.0%	28	48.3%	34	45.9%	
	5 Strongly disagree	2	33.3%	5	50.0%	22	37.9%	29	39.2%	
	Total	6		10		58		74		1

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q9 Good teamwork exists among departments	1 Strongly agree	2	33.3%	4	40.0%	14	24.6%	20	27.4%	
	2 Agree	2	33.3%	5	50.0%	32	56.1%	39	53.4%	
	3 Neutral	1	16.7%	0	.0%	7	12.3%	8	11.0%	
	4 Disagree	1	16.7%	0	.0%	4	7.0%	5	6.8%	
	5 Strongly disagree	0	.0%	1	10.0%	0	.0%	1	1.4%	
	Total	6		10		57		73		2
Q10 Cmndr/mngr shows they care about safety	1 Strongly agree	4	66.7%	6	60.0%	24	41.4%	34	45.9%	
	2 Agree	2	33.3%	3	30.0%	28	48.3%	33	44.6%	
	3 Neutral	0	.0%	1	10.0%	4	6.9%	5	6.8%	
	4 Disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	Total	6		10		58		74		1
Q11 My actions can protect other personnel	1 Strongly agree	5	83.3%	7	70.0%	35	61.4%	47	64.4%	
	2 Agree	1	16.7%	3	30.0%	21	36.8%	25	34.2%	
	3 Neutral	0	.0%	0	.0%	1	1.8%	1	1.4%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		57		73		2
Q12 My supervisors behavior is unsafe	1 Strongly agree	0	.0%	0	.0%	0	.0%	0	.0%	
	2 Agree	0	.0%	0	.0%	0	.0%	0	.0%	
	3 Neutral	0	.0%	0	.0%	4	7.0%	4	5.5%	
	4 Disagree	0	.0%	2	20.0%	19	33.3%	21	28.8%	
	5 Strongly disagree	6	100.0%	8	80.0%	34	59.6%	48	65.8%	
	Total	6		10		57		73		2
Q13 Des. personnel trained in emergency prac	1 Strongly agree	3	50.0%	5	50.0%	21	36.8%	29	39.7%	
	2 Agree	2	33.3%	5	50.0%	27	47.4%	34	46.6%	
	3 Neutral	0	.0%	0	.0%	7	12.3%	7	9.6%	
	4 Disagree	0	.0%	0	.0%	2	3.5%	2	2.7%	
	5 Strongly disagree	1	16.7%	0	.0%	0	.0%	1	1.4%	
	Total	6		10		57		73		2
Q14 Cmndr/mngr published written safety policy	1 Strongly agree	2	33.3%	7	70.0%	21	36.8%	30	41.1%	
	2 Agree	4	66.7%	3	30.0%	30	52.6%	37	50.7%	
	3 Neutral	0	.0%	0	.0%	4	7.0%	4	5.5%	
	4 Disagree	0	.0%	0	.0%	2	3.5%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		57		73		2
Q15 Near miss accidents are investigated	1 Strongly agree	2	33.3%	8	80.0%	23	39.7%	33	44.6%	
	2 Agree	2	33.3%	1	10.0%	20	34.5%	23	31.1%	
	3 Neutral	1	16.7%	1	10.0%	13	22.4%	15	20.3%	
	4 Disagree	1	16.7%	0	.0%	0	.0%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	2	3.4%	2	2.7%	
	Total	6		10		58		74		1
Q16 Personnel morale is poor	1 Strongly agree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	2 Agree	0	.0%	1	10.0%	7	12.1%	8	10.8%	
	3 Neutral	2	33.3%	2	20.0%	14	24.1%	18	24.3%	
	4 Disagree	2	33.3%	2	20.0%	22	37.9%	26	35.1%	
	5 Strongly disagree	2	33.3%	5	50.0%	14	24.1%	21	28.4%	
	Total	6		10		58		74		1

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q17 Cmndr/mngr does only what the law requires	1 Strongly agree	1	16.7%	4	40.0%	6	10.5%	11	15.1%	
	2 Agree	1	16.7%	0	.0%	20	35.1%	21	28.8%	
	3 Neutral	1	16.7%	1	10.0%	11	19.3%	13	17.8%	
	4 Disagree	1	16.7%	1	10.0%	11	19.3%	13	17.8%	
	5 Strongly disagree	2	33.3%	4	40.0%	9	15.8%	15	20.5%	
	Total	6		10		57		73		2
Q18 Understand safety & health regulations	1 Strongly agree	5	83.3%	7	77.8%	28	48.3%	40	54.8%	
	2 Agree	1	16.7%	2	22.2%	29	50.0%	32	43.8%	
	3 Neutral	0	.0%	0	.0%	1	1.7%	1	1.4%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		9		58		73		2
Q19 Supervisors enforce safe job procedures	1 Strongly agree	4	66.7%	8	80.0%	24	42.1%	36	49.3%	
	2 Agree	1	16.7%	2	20.0%	28	49.1%	31	42.5%	
	3 Neutral	1	16.7%	0	.0%	5	8.8%	6	8.2%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		57		73		2
Q20 Precautions used for hazardous mat.	1 Strongly agree	3	50.0%	7	70.0%	21	36.8%	31	42.5%	
	2 Agree	2	33.3%	3	30.0%	27	47.4%	32	43.8%	
	3 Neutral	1	16.7%	0	.0%	9	15.8%	10	13.7%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		57		73		2
Q21 Adequate staff to manage safety program	1 Strongly agree	2	33.3%	7	70.0%	22	37.9%	31	41.9%	
	2 Agree	4	66.7%	3	30.0%	31	53.4%	38	51.4%	
	3 Neutral	0	.0%	0	.0%	4	6.9%	4	5.4%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	Total	6		10		58		74		1
Q22 Award program does not promote safety	1 Strongly agree	0	.0%	1	10.0%	2	3.4%	3	4.1%	
	2 Agree	0	.0%	0	.0%	7	12.1%	7	9.5%	
	3 Neutral	3	50.0%	2	20.0%	18	31.0%	23	31.1%	
	4 Disagree	1	16.7%	1	10.0%	20	34.5%	22	29.7%	
	5 Strongly disagree	2	33.3%	6	60.0%	11	19.0%	19	25.7%	
	Total	6		10		58		74		1
Q23 Job task standards higher than safety	1 Strongly agree	0	.0%	1	10.0%	2	3.6%	3	4.2%	
	2 Agree	0	.0%	0	.0%	5	8.9%	5	6.9%	
	3 Neutral	2	33.3%	1	10.0%	15	26.8%	18	25.0%	
	4 Disagree	3	50.0%	4	40.0%	25	44.6%	32	44.4%	
	5 Strongly disagree	1	16.7%	4	40.0%	9	16.1%	14	19.4%	
	Total	6		10		56		72		3
Q24 Super. understand job safety problems	1 Strongly agree	2	33.3%	4	40.0%	24	41.4%	30	40.5%	
	2 Agree	3	50.0%	5	50.0%	26	44.8%	34	45.9%	
	3 Neutral	1	16.7%	1	10.0%	6	10.3%	8	10.8%	
	4 Disagree	0	.0%	0	.0%	2	3.4%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q25 Workers follow lock./tagout procedures	1 Strongly agree	2	33.3%	4	40.0%	16	28.1%	22	30.1%	
	2 Agree	0	.0%	3	30.0%	14	24.6%	17	23.3%	
	3 Neutral	4	66.7%	3	30.0%	27	47.4%	34	46.6%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		57		73		2
Q26 Safety training is part of orientation	1 Strongly agree	3	50.0%	6	60.0%	25	43.1%	34	45.9%	
	2 Agree	3	50.0%	2	20.0%	29	50.0%	34	45.9%	
	3 Neutral	0	.0%	1	10.0%	2	3.4%	3	4.1%	
	4 Disagree	0	.0%	1	10.0%	2	3.4%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q27 Cmndr/mngr is sincere about employee safety	1 Strongly agree	2	33.3%	6	60.0%	26	44.8%	34	45.9%	
	2 Agree	4	66.7%	4	40.0%	28	48.3%	36	48.6%	
	3 Neutral	0	.0%	0	.0%	3	5.2%	3	4.1%	
	4 Disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	0	.0%	1	10.0%	0	.0%	1	1.4%	
	2 Agree	1	16.7%	0	.0%	3	5.3%	4	5.5%	
	3 Neutral	1	16.7%	0	.0%	7	12.3%	8	11.0%	
	4 Disagree	2	33.3%	4	40.0%	25	43.9%	31	42.5%	
	5 Strongly disagree	2	33.3%	5	50.0%	22	38.6%	29	39.7%	
	Total	6		10		57		73		2
Q29 Emergency procedures rarely tested	1 Strongly agree	0	.0%	1	10.0%	1	1.7%	2	2.7%	
	2 Agree	1	16.7%	0	.0%	2	3.4%	3	4.1%	
	3 Neutral	0	.0%	0	.0%	9	15.5%	9	12.2%	
	4 Disagree	3	50.0%	3	30.0%	24	41.4%	30	40.5%	
	5 Strongly disagree	2	33.3%	6	60.0%	22	37.9%	30	40.5%	
	Total	6		10		58		74		1
Q30 S&H committee improves safety	1 Strongly agree	2	33.3%	6	60.0%	12	20.7%	20	27.0%	
	2 Agree	4	66.7%	4	40.0%	37	63.8%	45	60.8%	
	3 Neutral	0	.0%	0	.0%	9	15.5%	9	12.2%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q31 Cmndr/mngr sets fine safety example	1 Strongly agree	2	33.3%	6	60.0%	20	34.5%	28	37.8%	
	2 Agree	3	50.0%	4	40.0%	31	53.4%	38	51.4%	
	3 Neutral	1	16.7%	0	.0%	5	8.6%	6	8.1%	
	4 Disagree	0	.0%	0	.0%	2	3.4%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q32 Sprvsr fits safety into rediness process	1 Strongly agree	2	33.3%	6	60.0%	22	37.9%	30	40.5%	
	2 Agree	3	50.0%	4	40.0%	31	53.4%	38	51.4%	
	3 Neutral	1	16.7%	0	.0%	4	6.9%	5	6.8%	
	4 Disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q33 Preventive maintenance operates poorly	1 Strongly agree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	2 Agree	0	.0%	0	.0%	2	3.4%	2	2.7%	
	3 Neutral	0	.0%	0	.0%	15	25.9%	15	20.3%	
	4 Disagree	5	83.3%	4	40.0%	26	44.8%	35	47.3%	
	5 Strongly disagree	1	16.7%	6	60.0%	14	24.1%	21	28.4%	
	Total	6		10		58		74		1
Q34 Cmndr/mngr participates in safety activities	1 Strongly agree	1	16.7%	5	50.0%	16	28.1%	22	30.1%	
	2 Agree	3	50.0%	3	30.0%	31	54.4%	37	50.7%	
	3 Neutral	2	33.3%	1	10.0%	7	12.3%	10	13.7%	
	4 Disagree	0	.0%	0	.0%	1	1.8%	1	1.4%	
	5 Strongly disagree	0	.0%	1	10.0%	2	3.5%	3	4.1%	
	Total	6		10		57		73		2
Q35 Safety mngr/officer has high status	1 Strongly agree	3	50.0%	5	50.0%	19	32.8%	27	36.5%	
	2 Agree	3	50.0%	3	30.0%	26	44.8%	32	43.2%	
	3 Neutral	0	.0%	1	10.0%	13	22.4%	14	18.9%	
	4 Disagree	0	.0%	1	10.0%	0	.0%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	2 Agree	0	.0%	0	.0%	3	5.2%	3	4.1%	
	3 Neutral	0	.0%	0	.0%	8	13.8%	8	10.8%	
	4 Disagree	4	66.7%	3	30.0%	28	48.3%	35	47.3%	
	5 Strongly disagree	2	33.3%	7	70.0%	18	31.0%	27	36.5%	
	Total	6		10		58		74		1
Q37 Personnel take part in accident invest.	1 Strongly agree	2	33.3%	5	50.0%	11	19.3%	18	24.7%	
	2 Agree	4	66.7%	4	40.0%	27	47.4%	35	47.9%	
	3 Neutral	0	.0%	0	.0%	17	29.8%	17	23.3%	
	4 Disagree	0	.0%	1	10.0%	2	3.5%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		57		73		2
Q38 Training by Supervisor helps job safety	1 Strongly agree	2	33.3%	5	50.0%	19	32.8%	26	35.1%	
	2 Agree	3	50.0%	5	50.0%	34	58.6%	42	56.8%	
	3 Neutral	1	16.7%	0	.0%	2	3.4%	3	4.1%	
	4 Disagree	0	.0%	0	.0%	3	5.2%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q39 Medical facilities are sufficient	1 Strongly agree	2	33.3%	4	40.0%	11	19.6%	17	23.6%	
	2 Agree	1	16.7%	3	30.0%	33	58.9%	37	51.4%	
	3 Neutral	1	16.7%	1	10.0%	10	17.9%	12	16.7%	
	4 Disagree	2	33.3%	1	10.0%	1	1.8%	4	5.6%	
	5 Strongly disagree	0	.0%	1	10.0%	1	1.8%	2	2.8%	
	Total	6		10		56		72		3
Q40 Cmndr/mngr ignore safety during promotions	1 Strongly agree	0	.0%	1	10.0%	2	3.4%	3	4.1%	
	2 Agree	0	.0%	0	.0%	2	3.4%	2	2.7%	
	3 Neutral	1	16.7%	2	20.0%	11	19.0%	14	18.9%	
	4 Disagree	2	33.3%	1	10.0%	27	46.6%	30	40.5%	
	5 Strongly disagree	3	50.0%	6	60.0%	16	27.6%	25	33.8%	
	Total	6		10		58		74		1

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q41 Safety mngr/officer is readily available	1 Strongly agree	3	50.0%	7	70.0%	27	46.6%	37	50.0%	
	2 Agree	2	33.3%	2	20.0%	26	44.8%	30	40.5%	
	3 Neutral	0	.0%	1	10.0%	4	6.9%	5	6.8%	
	4 Disagree	1	16.7%	0	.0%	1	1.7%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q42 This installation has a stable workforce	1 Strongly agree	2	33.3%	4	40.0%	16	27.6%	22	29.7%	
	2 Agree	4	66.7%	5	50.0%	31	53.4%	40	54.1%	
	3 Neutral	0	.0%	1	10.0%	8	13.8%	9	12.2%	
	4 Disagree	0	.0%	0	.0%	3	5.2%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q43 Personnel afraid to report problems	1 Strongly agree	0	.0%	0	.0%	0	.0%	0	.0%	
	2 Agree	0	.0%	0	.0%	0	.0%	0	.0%	
	3 Neutral	1	16.7%	0	.0%	5	8.6%	6	8.1%	
	4 Disagree	2	33.3%	4	40.0%	31	53.4%	37	50.0%	
	5 Strongly disagree	3	50.0%	6	60.0%	22	37.9%	31	41.9%	
	Total	6		10		58		74		1
Q44 Supervisors always investigate accidents	1 Strongly agree	1	16.7%	2	20.0%	15	25.9%	18	24.3%	
	2 Agree	3	50.0%	3	30.0%	19	32.8%	25	33.8%	
	3 Neutral	2	33.3%	5	50.0%	22	37.9%	29	39.2%	
	4 Disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	Total	6		10		58		74		1
Q45 Environmental cond. kept at good levels	1 Strongly agree	2	33.3%	3	30.0%	12	20.7%	17	23.0%	
	2 Agree	4	66.7%	4	40.0%	37	63.8%	45	60.8%	
	3 Neutral	0	.0%	2	20.0%	5	8.6%	7	9.5%	
	4 Disagree	0	.0%	1	10.0%	4	6.9%	5	6.8%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q46 Many workers dont use necessary PPE	1 Strongly agree	0	.0%	1	10.0%	1	1.8%	2	2.7%	
	2 Agree	0	.0%	0	.0%	4	7.0%	4	5.5%	
	3 Neutral	0	.0%	0	.0%	11	19.3%	11	15.1%	
	4 Disagree	3	50.0%	4	40.0%	26	45.6%	33	45.2%	
	5 Strongly disagree	3	50.0%	5	50.0%	15	26.3%	23	31.5%	
	Total	6		10		57		73		2
Q47 Job stress is significant problem for me	1 Strongly agree	1	16.7%	1	10.0%	1	1.8%	3	4.1%	
	2 Agree	1	16.7%	3	30.0%	9	15.8%	13	17.8%	
	3 Neutral	0	.0%	0	.0%	20	35.1%	20	27.4%	
	4 Disagree	3	50.0%	3	30.0%	16	28.1%	22	30.1%	
	5 Strongly disagree	1	16.7%	3	30.0%	11	19.3%	15	20.5%	
	Total	6		10		57		73		2
Q48 Cmndr/mngr insist supervisor think safety	1 Strongly agree	2	33.3%	6	60.0%	21	36.2%	29	39.2%	
	2 Agree	3	50.0%	4	40.0%	32	55.2%	39	52.7%	
	3 Neutral	1	16.7%	0	.0%	5	8.6%	6	8.1%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1

		Q52 Organizational position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q49 Cmndr/mngr sets goals-hold all accountable	1 Strongly agree	2	33.3%	2	20.0%	14	24.1%	18	24.3%	
	2 Agree	4	66.7%	5	50.0%	27	46.6%	36	48.6%	
	3 Neutral	0	.0%	3	30.0%	16	27.6%	19	25.7%	
	4 Disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	6		10		58		74		1
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	2 Agree	0	.0%	1	10.0%	5	8.6%	6	8.1%	
	3 Neutral	0	.0%	1	10.0%	11	19.0%	12	16.2%	
	4 Disagree	4	66.7%	1	10.0%	25	43.1%	30	40.5%	
	5 Strongly disagree	2	33.3%	7	70.0%	16	27.6%	25	33.8%	
	Total	6		10		58		74		1