

SAFETY BAROMETER

Results Report

**Marine Corps
Logistics Base
Albany -
Garrison Command**

*September
2011*



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EXECUTIVE SUMMARY

2011 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 Summer 2011. The survey was completed by a total of 75 MCLB - Albany personnel. MCLB - Albany also conducted the SAFETY BAROMETER in 2010.

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 are generally in the very high range.

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 percentile scores for the six program categories ranged from a high 86 for Organizational Climate to a very high score of 97 for Supervisor Participation. MCLB - Albany component average response scores were above the Database median (50th percentile) for 47 of the 50 components.

The overall SAFETY BAROMETER percentile score for MCLB - Albany was a very high 94, an increase of +9 percentile points since 2010. This indicates that only 6% of the organizations in the Database achieved a higher overall score than MCLB - Albany in 2011.

The ten lowest ranking safety program components with percentile scores of 74 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 (36) to highest (74) percentile score.

- ◆ *Workers following lockout/tagout procedures*
- ◆ *Belief that commanders and managers do more than law requires*
- ◆ *Presence of safety training in new personnel orientation*
- ◆ *Commanders and managers setting annual safety goals*
- ◆ *Thoroughness of near miss accident/incident investigation*
- ◆ *Commanders and managers publishing a policy on the value of personnel safety*
- ◆ *Stability of workforce*
- ◆ *Workers identifying and eliminating hazards*
- ◆ *Effectiveness of award programs in promoting safe behavior*
- ◆ *Perception that medical facilities are sufficient*

For most program categories and overall, management had the most positive perceptions. Compared to those with less tenure, personnel with tenure of five years or more reported equal or more positive safety program perceptions on all six program categories. By division or section, Special Staff Offices employees answered most positively overall, while those in Public Safety showed the least positive perceptions overall.

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 work group levels. The data presented in this report can also be used as a baseline against which to measure future progress.

RESULTS

2011 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 report also compares these current results with results from the 2010 MCLB – Albany Base survey project. 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

2011 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	98	54.7%	38.7%	2.7%	1.3%	2.7%	1.41
EP	50 Personnel taking part in the development of safety requirements	98	17.8%	57.5%	19.2%	5.5%	0.0%	0.88
SP	28 Supervisors acting on worker safety suggestions	96	32.0%	46.7%	13.3%	2.7%	5.3%	0.97
MP	40 Cmdr/mngr including safety in job promotion reviews	96	26.0%	39.7%	24.7%	5.5%	4.1%	0.78
SP	32 Supervisors integrating safety into the operational readiness process	95	29.2%	55.6%	6.9%	6.9%	1.4%	1.04
EP	46 Workers using necessary personal protective equipment	95	23.3%	53.4%	15.1%	8.2%	0.0%	0.92
SSC	45 Perception that good environmental conditions are kept	95	15.1%	68.5%	8.2%	4.1%	4.1%	0.86
SP	19 Supervisors enforcing safe job procedures	93	34.7%	53.3%	9.3%	2.7%	0.0%	1.20
SSA	41 Availability of safety mngr/CDSO to provide assistance	93	31.5%	47.9%	13.7%	2.7%	4.1%	1.00
SP	43 Supervisors reducing workers' fear of reporting safety problems	93	30.1%	50.7%	11.0%	4.1%	4.1%	0.99
EP	20 Workers using standardized precautions for hazardous materials	92	25.3%	57.3%	17.3%	0.0%	0.0%	1.08
SP	24 Supervisors understanding workers' job safety problems	92	24.0%	62.7%	8.0%	2.7%	2.7%	1.03
SSA	6 Frequency of detailed and regularly scheduled inspections	92	24.7%	63.0%	6.8%	0.0%	5.5%	1.01
SP	38 Supervisors providing helpful safety training	92	24.7%	56.2%	11.0%	6.8%	1.4%	0.96
EP	18 Belief that personnel understands safety & health regulations	91	38.7%	54.7%	5.3%	1.3%	0.0%	1.31
SP	5 Supervisors maintaining a high safety performance standard	91	44.6%	40.5%	8.1%	1.4%	5.4%	1.18
SSC	48 Belief that cmdr/mngr insists supervisors think safety	91	30.1%	54.8%	9.6%	5.5%	0.0%	1.10
EP	37 Personnel takes part when accident or incident investigations occur	91	11.0%	64.4%	17.8%	5.5%	1.4%	0.78
SSC	23 Safety standard level relative to job task standard level	91	14.7%	41.3%	29.3%	12.0%	2.7%	0.53
OC	47 Significance of job stress as a problem for personnel	91	9.6%	32.9%	23.3%	23.3%	11.0%	0.07
MP	31 Cmdr/mngr setting a positive safety example	89	24.7%	50.7%	17.8%	2.7%	4.1%	0.89
EP	11 Personnel believing that their actions can protect coworkers	88	51.4%	43.2%	5.4%	0.0%	0.0%	1.46
SSC	3 Priority of safety issues relative to production	88	39.2%	33.8%	12.2%	6.8%	8.1%	0.89
SSC	36 Belief that hazards not fixed right away will still be addressed	88	19.2%	47.9%	19.2%	8.2%	5.5%	0.67
EP	4 Personnel being involved in safety and health practices	87	12.2%	60.8%	21.6%	2.7%	2.7%	0.77
SSC	35 Perception that the safety mngr/CDSO has high status	86	17.8%	41.1%	34.2%	5.5%	1.4%	0.69
SSC	10 Belief that cmdr/mngr shows it cares for employee safety	85	36.5%	47.3%	10.8%	1.4%	4.1%	1.11
SSA	33 Quality of preventative maintenance system operation	84	16.4%	38.4%	28.8%	9.6%	6.8%	0.48
OC	2 Frequency of worker/management interactions	83	30.7%	48.0%	10.7%	5.3%	5.3%	0.93
SSA	30 Effectiveness of S&H committee in improving safety conditions	83	20.5%	53.4%	16.4%	6.8%	2.7%	0.82
OC	9 Condition of departmental teamwork	83	26.4%	31.9%	25.0%	15.3%	1.4%	0.67
OC	16 Condition of personnel morale	82	17.3%	42.7%	9.3%	20.0%	10.7%	0.36
SSA	8 Frequency of safety meeting occurrence	81	25.7%	44.6%	17.6%	8.1%	4.1%	0.80
MP	7 Cmdr/mngr stressing the importance of safety in communications	81	26.4%	47.2%	9.7%	6.9%	9.7%	0.74
SSA	13 Presence of personnel well-trained in emergency practices	80	24.0%	40.0%	28.0%	6.7%	1.3%	0.79
MP	21 Cmdr/mngr providing adequate safety staff	78	17.6%	51.4%	20.3%	9.5%	1.4%	0.74
SP	44 Supervisors investigating lost workday cases	78	15.3%	41.7%	33.3%	6.9%	2.8%	0.60
SSC	27 Belief that cmdr/mngr is sincere in safety efforts	77	34.7%	48.0%	10.7%	4.0%	2.7%	1.08
MP	34 Cmdr/mngr participating in safety activities on a regular basis	77	15.1%	54.8%	19.2%	9.6%	1.4%	0.73
SSA	29 Occurrence of emergency response procedures testing	77	26.7%	33.3%	24.0%	10.7%	5.3%	0.65
SSC	39 Perception that medical facilities are sufficient	74	16.4%	46.6%	24.7%	8.2%	4.1%	0.63
SSA	22 Effectiveness of award programs in promoting safe behavior	74	12.2%	35.1%	24.3%	23.0%	5.4%	0.26
EP	1 Workers identifying and eliminating hazards	73	29.3%	62.7%	5.3%	1.3%	1.3%	1.17
OC	42 Stability of workforce	65	19.2%	53.4%	11.0%	11.0%	5.5%	0.70
MP	14 Cmdr/mngr publishing a policy on the value of personnel safety	63	25.7%	48.6%	14.9%	9.5%	1.4%	0.88
SSA	15 Thoroughness of near miss accident/incident investigation	63	13.3%	44.0%	34.7%	6.7%	1.3%	0.61
MP	49 Cmdr/mngr setting annual safety goals	52	11.0%	50.7%	28.8%	6.8%	2.7%	0.60
SSA	26 Presence of safety training in new personnel orientation	45	28.0%	50.7%	12.0%	8.0%	1.3%	0.96
SSC	17 Belief that cmdr/mngr does more than law requires	42	14.9%	23.0%	28.4%	28.4%	5.4%	0.14
EP	25 Workers following lockout/tagout procedures	36	9.6%	45.2%	42.5%	2.7%	0.0%	0.62

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 to each of the 50 SAFETY BAROMETER items were compared with the same 480 establishments in the NSC Database at the time of MCLB – Albany Base’s 2010 survey. 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 Database companies 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 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 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 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 safety program improvement efforts.

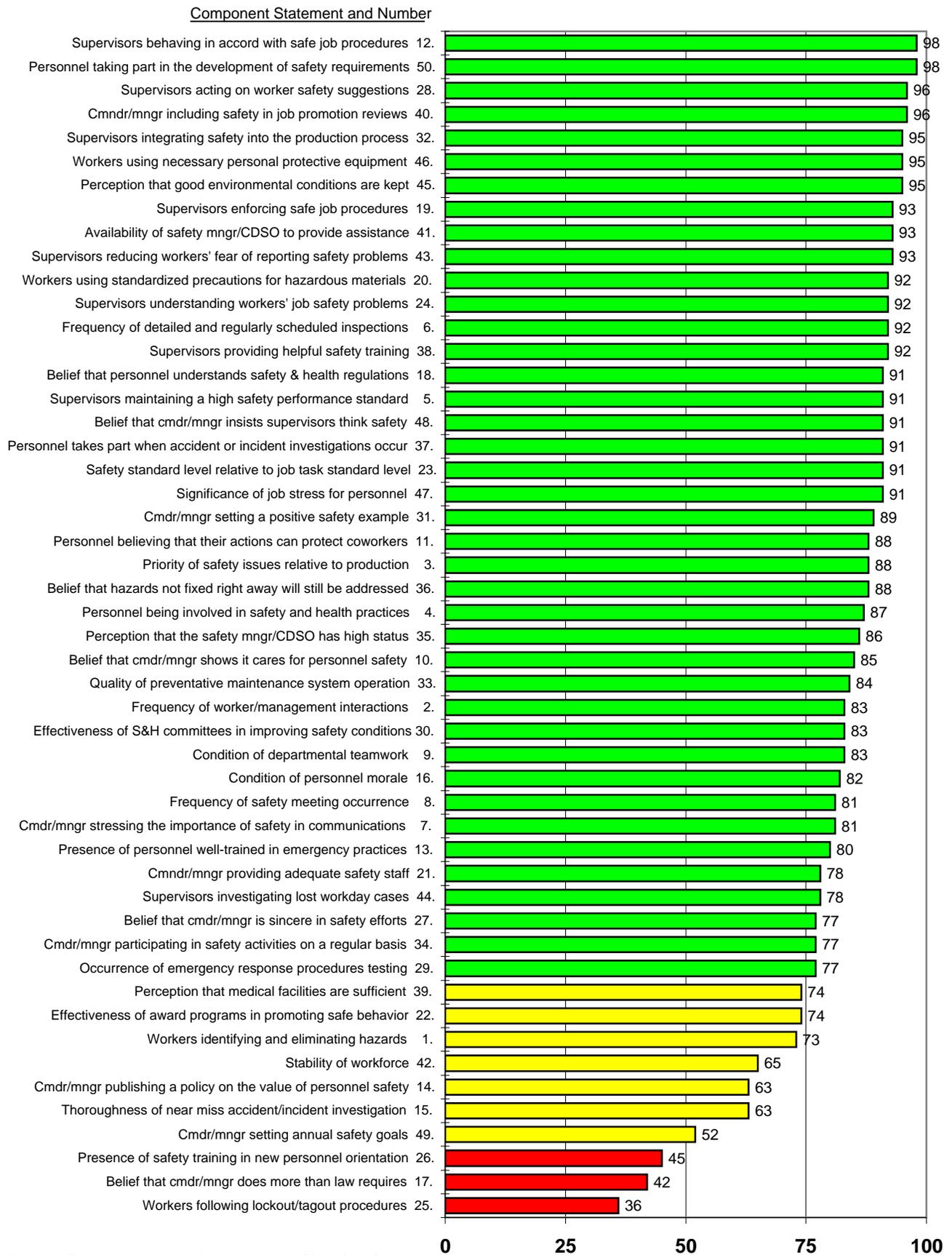
The majority of personnel opinions regarding the MCLB - Albany safety program are very high compared to the NSC Database participants. Of the 50 standard components, fully 47 received percentiles above the 50th percentile, which is considered the Database average, while only three components generated a score below 50. Thirty-five components received a high percentile score at or above 80, twenty of which achieved a very high percentile score at or above 90. There were no components with a low score below 20.

Better Performing Components. As shown in Table 1, the ten highest performing components received percentiles of 93 or above. These components consist of five Supervisor Participation

FIGURE 1

Percentile Scores of Safety Program Components

2011 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.

items, two Employee Participation components, and one item each from the Management Participation, Safety Support Activities, and Safety Support Climate categories. There were no Organizational Climate items in this group of highest scoring components.

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

- Q12 Supervisors behaving in accord with safe job procedures (98)***
- Q28 Supervisors acting on worker safety suggestions (96)***
- Q40 Commanders and managers including safety in job promotion reviews (96)***
- Q32 Supervisors integrating safety into the operational readiness process (95)***
- Q19 Supervisors enforcing safe job procedures (93)***
- Q43 Supervisors reducing workers' fear of reporting safety problems (93)***

Over 93% of participants indicate that supervisors behave in accord with safe job procedures (Question [Q12]), while 88% report that supervisors enforce safe job procedures (Q19). Eighty-five percent of personnel responded positively regarding supervisors successfully fitting safety into the organization's operational readiness process (Q32), and 81% feel that personnel are not afraid to report safety problems to their supervisors (Q43). About 79% believe that supervisors act on personnel safety suggestions (Q28). Two-thirds of those surveyed report that commanders and managers consider a person's safety performance when determining raises and promotions (Q40).

The highest rated Employee Participation components are:

- Q50 Personnel taking part in the development of safety requirements (98)***
- Q46 Workers using necessary personal protective equipment (95)***

Three-fourths of respondents indicate that personnel use the personal protective equipment necessary to do their jobs safely (Q46) and take part in the development of safety requirements for their jobs (Q50).

The highest rated Safety Support Activities and Safety Support Climate components are:

- Q45 Perception that good environmental conditions are kept (95)***
- Q41 Availability of safety manager/CDSO to provide assistance (93)***

Approximately 84% of participants responded positively regarding ventilation, lighting, noise, and other environmental conditions being kept at good levels (Q45), while 80% of respondents

report that the safety manager/collateral duty safety officer is readily available to provide advice and assistance (Q41).

Lower Scoring Priority Components. As shown in Table 1, only 3 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 74 or below can be used to establish current improvement priorities. Among these ten components, three are Safety Support Activities items, two each are from the Management Participation, Employee Participation, and Safety Support Climate categories, and one is from the Organizational Climate category. There were no Supervisor Participation items in this group of lowest scoring components.

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

Q49 Commanders and managers setting annual safety goals (52)

Q14 Commanders and managers publishing a policy on the value of personnel safety (63)

About 10% of personnel report that commanders and managers have not published written policies that express their attitude about personnel safety (Q14) 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 (36)

Q1 Workers identifying and eliminating hazards (73)

While only about 3% of survey respondents report that workers do not follow a regular lockout/tagout procedure (Q25) and that it is uncommon for personnel to take part in identifying and eliminating worksite hazards (Q1), 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:

Q17 Belief that commanders and managers do more than law requires (42)

Q26 Presence of safety training in new personnel orientation (45)

Q15 Thoroughness of near miss accident/incident investigation (63)

Q22 Effectiveness of award programs in promoting safe behavior (74)

Q39 Perception that medical facilities are sufficient (74)

One-third of participants feel that commanders and managers do no more than the law requires to keep personnel safe (Q17). Over one-fourth of respondents indicate that awards and recognition programs used in this installation/activity are not good at promoting safe behavior (Q22), while 12% report that medical facilities are insufficient for treating the injuries that occur (Q39). While only 8% or 9% of personnel feel that near miss accidents/incidents are not thoroughly investigated (Q15) and that safety training is not part of every new personnel orientation (Q26), the distribution of responses is still moderate compared with other Database respondents.

It should be noted that 4 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 43% were noted.

Comparison of Program Components by Survey Year. Table 2 shows a comparison of percentile scores for individual components for 2010 and 2011 results for 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 2010. From 2010 to 2011, increases in percentile scores were achieved for fully 36 of the 50 components, whereas 13 components saw decreases in percentile scores since the previous survey, and one component showed no change. Substantial improvement of +20 points or more was achieved for six components, of which one component had an increase of +40 points or more. Conversely, declining components decreased up to -29 points.

TABLE 2
Comparison of Percentile Scores by Survey Year

2011 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Statement Number and Component	Percentile Score ¹		
	2011	2010	2010 to 2011
46 Workers using necessary personal protective equipment	95	47	+48
15 Thoroughness of near miss accident/incident investigation	63	26	+37
4 Personnel being involved in safety and health practices	87	55	+32
25 Workers following lockout/tagout procedures	36	12	+24
11 Personnel believing that their actions can protect coworkers	88	66	+22
37 Personnel takes part when accident or incident investigations occur	91	71	+20
34 Cmdr/mngr participating in safety activities on a regular basis	77	58	+19
36 Belief that hazards not fixed right away will still be addressed	88	70	+18
44 Supervisors investigating lost workday cases	78	60	+18
45 Perception that good environmental conditions are kept	95	79	+16
6 Frequency of detailed and regularly scheduled inspections	92	76	+16
26 Presence of safety training in new personnel orientation	45	29	+16
35 Perception that the safety mngr/CDSO has high status	86	71	+15
50 Personnel taking part in the development of safety requirements	98	84	+14
41 Availability of safety mngr/CDSO to provide assistance	93	79	+14
20 Workers using standardized precautions for hazardous materials	92	78	+14
32 Supervisors integrating safety into the operational readiness process	95	83	+12
48 Belief that cmdr/mngr insists supervisors think safety	91	79	+12
49 Cmdr/mngr setting annual safety goals	52	40	+12
38 Supervisors providing helpful safety training	92	82	+10
19 Supervisors enforcing safe job procedures	93	84	+9
10 Belief that cmdr/mngr shows it cares for employee safety	85	76	+9
24 Supervisors understanding workers' job safety problems	92	84	+8
8 Frequency of safety meeting occurrence	81	73	+8
12 Supervisors behaving in accord with safe job procedures	98	91	+7
18 Belief that personnel understands safety & health regulations	91	84	+7
40 Cmdr/mngr including safety in job promotion reviews	96	90	+6
23 Safety standard level relative to job task standard level	91	85	+6
1 Workers identifying and eliminating hazards	73	68	+5
43 Supervisors reducing workers' fear of reporting safety problems	93	90	+3
5 Supervisors maintaining a high safety performance standard	91	88	+3
13 Presence of personnel well-trained in emergency practices	80	77	+3
3 Priority of safety issues relative to production	88	86	+2
33 Quality of preventative maintenance system operation	84	82	+2
28 Supervisors acting on worker safety suggestions	96	95	+1
30 Effectiveness of S&H committee in improving safety conditions	83	82	+1
39 Perception that medical facilities are sufficient	74	74	0
7 Cmdr/mngr stressing the importance of safety in communications	81	83	-2
31 Cmdr/mngr setting a positive safety example	89	92	-3
47 Significance of job stress as a problem for personnel	91	95	-4
2 Frequency of worker/management interactions	83	87	-4
9 Condition of departmental teamwork	83	87	-4
29 Occurrence of emergency response procedures testing	77	81	-4
27 Belief that cmdr/mngr is sincere in safety efforts	77	85	-8
16 Condition of personnel morale	82	92	-10
21 Cmdr/mngr providing adequate safety staff	78	89	-11
22 Effectiveness of award programs in promoting safe behavior	74	85	-11
42 Stability of workforce	65	81	-16
17 Belief that cmdr/mngr does more than law requires	42	64	-22
14 Cmdr/mngr publishing a policy on the value of personnel safety	63	92	-29

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

Several items showed notable improvement, including workers using necessary personal protective equipment (Q46), thoroughness of near miss accident/incident investigation (Q15), and personnel being involved in safety and health practices (Q4). These components achieved percentile score increases of +32 points or more since 2010. This suggests that efforts to address these and other items since 2010 have been beneficial.

Among the 13 components showing decreases from 2010 to 2011, declines were restricted to decreases of less than -20 percentile points for all but two items. The largest decrease in percentile score since 2010 was regarding commanders and managers publishing a policy on the value of personnel safety (Q14), which declined a substantial -29 percentile points. Belief that commanders and managers do more than law requires to keep personnel safe (Q17) also had a notable decline of -22 percentile points.

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 SAFETY BAROMETER. In 2011, all six program categories have high percentile scores above 80, and four of the six program categories show increases in scores from the already moderately high to high 2010 scores.

Scores for 2011 range from a very high 97 for Supervisor Participation to a high score of 86 for Organizational Climate. Finally, the overall SAFETY BAROMETER percentile score for all of MCLB - Albany is a very high 94, indicating that only 6% of the organizations in the NSC Database achieved a higher overall score than did MCLB - Albany. This is an increase of +9 percentile points from the 2010 overall score of 85.

Comparisons by Organizational Position

Of the 75 personnel who participated in the SAFETY BAROMETER survey, 4 (5%) indicated that their organizational position was in management, 8 (11%) indicated supervisory, 61 (81%) indicated employee, and 2 (3%) failed to indicate their organizational position.

TABLE 3
Average Response Scores and Percentile Scores by Program Category

2011 SAFETY BAROMETER SURVEY RESULTS
MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND

Program Category	NSC Database ¹	MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Management Participation	0.52	0.77	88
Supervisor Participation	0.67	1.04	97
Employee Participation	0.70	1.00	94
Safety Support Activities	0.46	0.74	88
Safety Support Climate	0.43	0.77	91
Organizational Climate	0.20	0.55	86
OVERALL	0.51	0.83	94

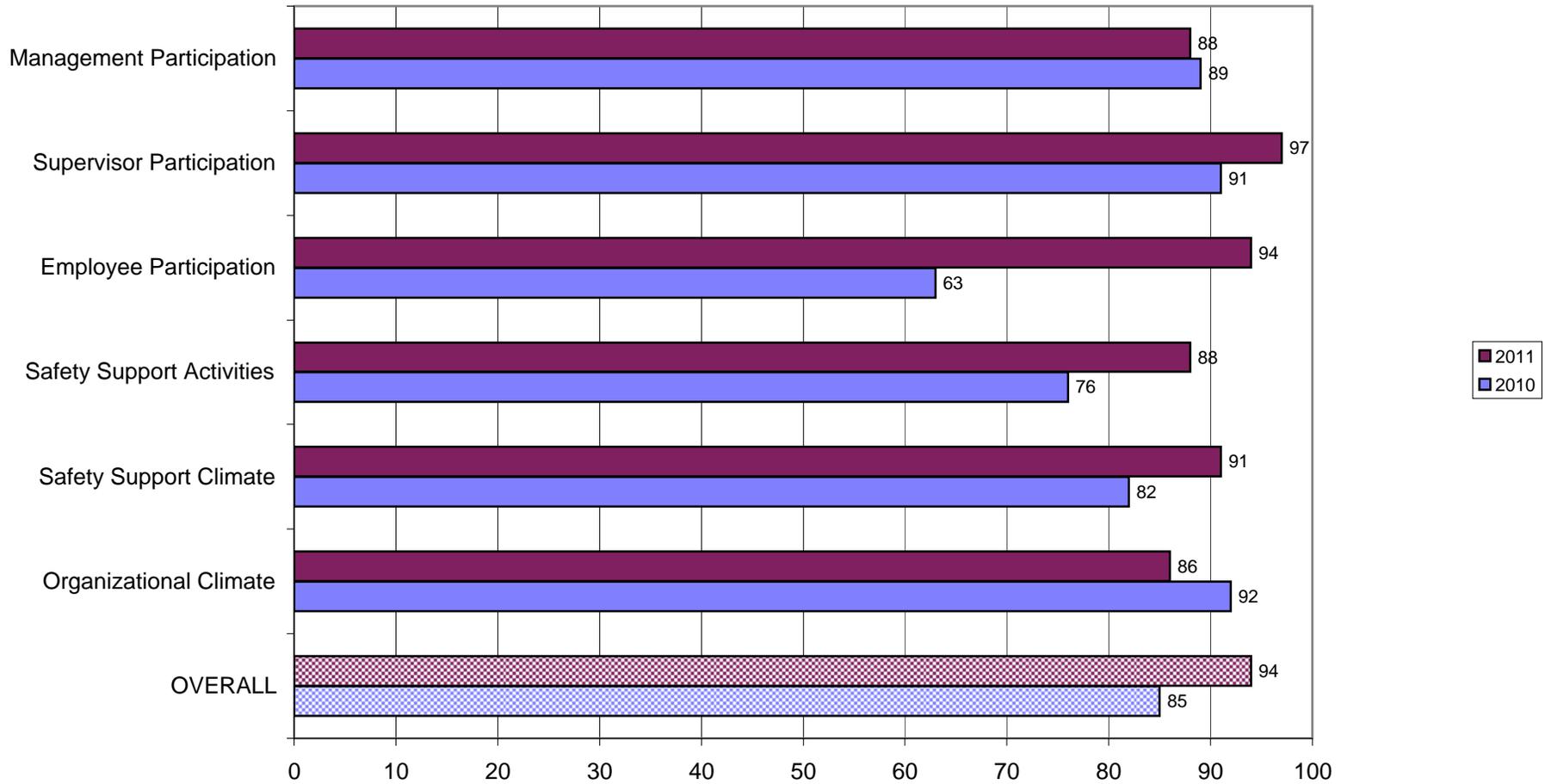
¹ National Safety Council (NSC) Database consists of the 480 locations that have participated in an NSC safety perception survey.

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

2011 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 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 most program categories. The second most positive perceptions overall were reported by supervisors, while employees reported the least positive perceptions. Overall and for half of the program categories, differences between the highest and lowest scoring organizational positions were greater than that typically found in organizations (>0.30). However, the amount of disparity in perceptions has decreased since 2010. Greatest disparity was found in the Management Participation, Supervisor Participation, and Organizational Climate program categories. 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.

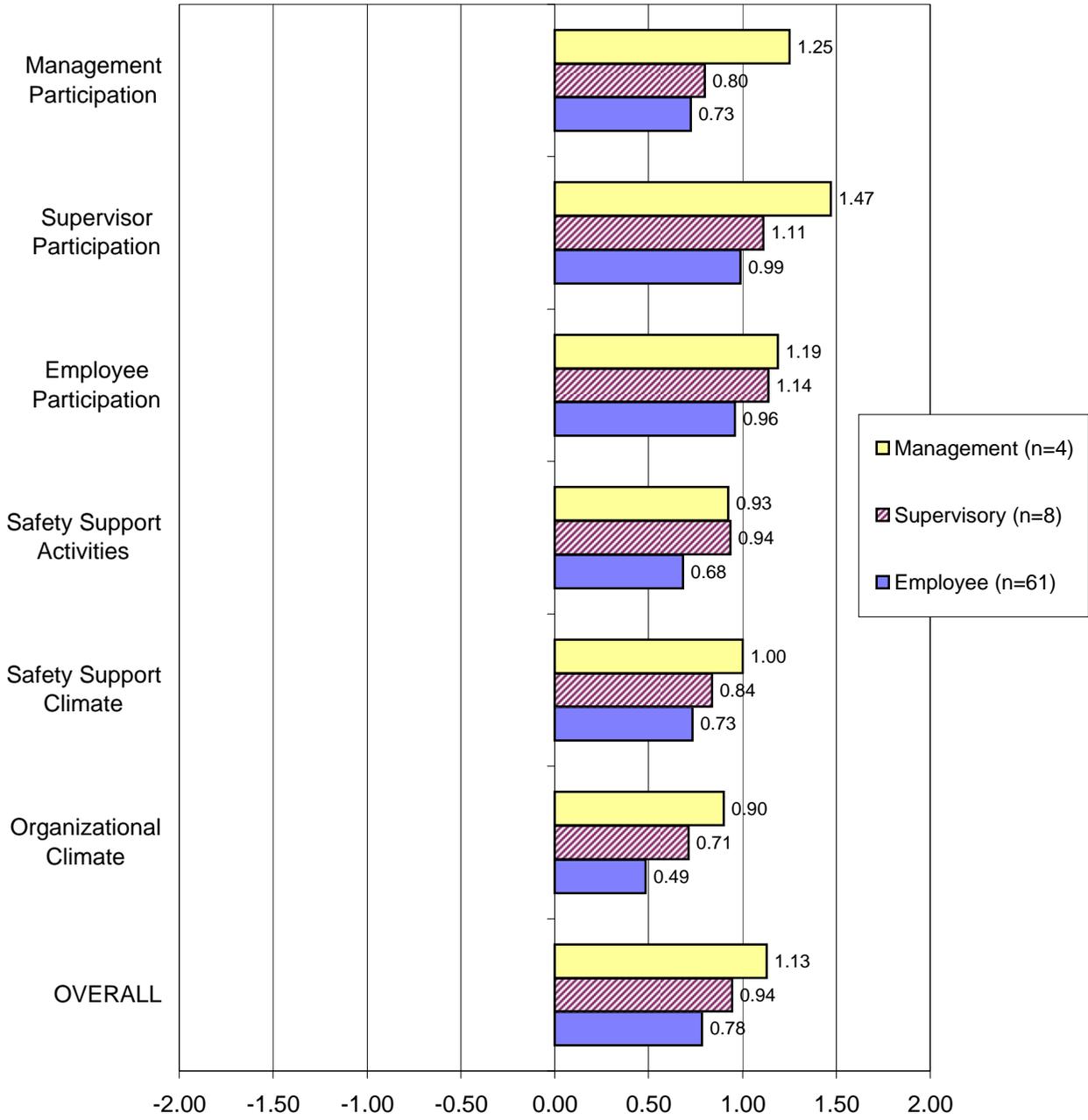
Comparisons by Length of Time at Installation

Of the 75 personnel who participated in the SAFETY BAROMETER survey, none (0%) indicated that they worked at MCLB - Albany for less than three months, 8 (11%) reported three months to one year, 35 (47%) have worked for over one year, but less than five years, and 30 (40%) indicated length of time of five years or more.

Figure 4 compares the safety perceptions of three of the four length of time (tenure) categories at MCLB - Albany according to program category. Personnel with tenure of five years or more reported or were tied for the most positive safety program perceptions on all six program categories and overall. Perceptions tended to decrease with decreasing tenure, with those in the three months to one year tenure group reporting the least positive perceptions overall and for five of the six program categories. The differences between the highest and lowest scoring length of time at installation groups were barely within typical ranges (<0.30) overall and for half of the program categories. However, the amount of disparity in perceptions among length of time categories has decreased since 2010.

FIGURE 3
Program Category Scores by Organizational Position

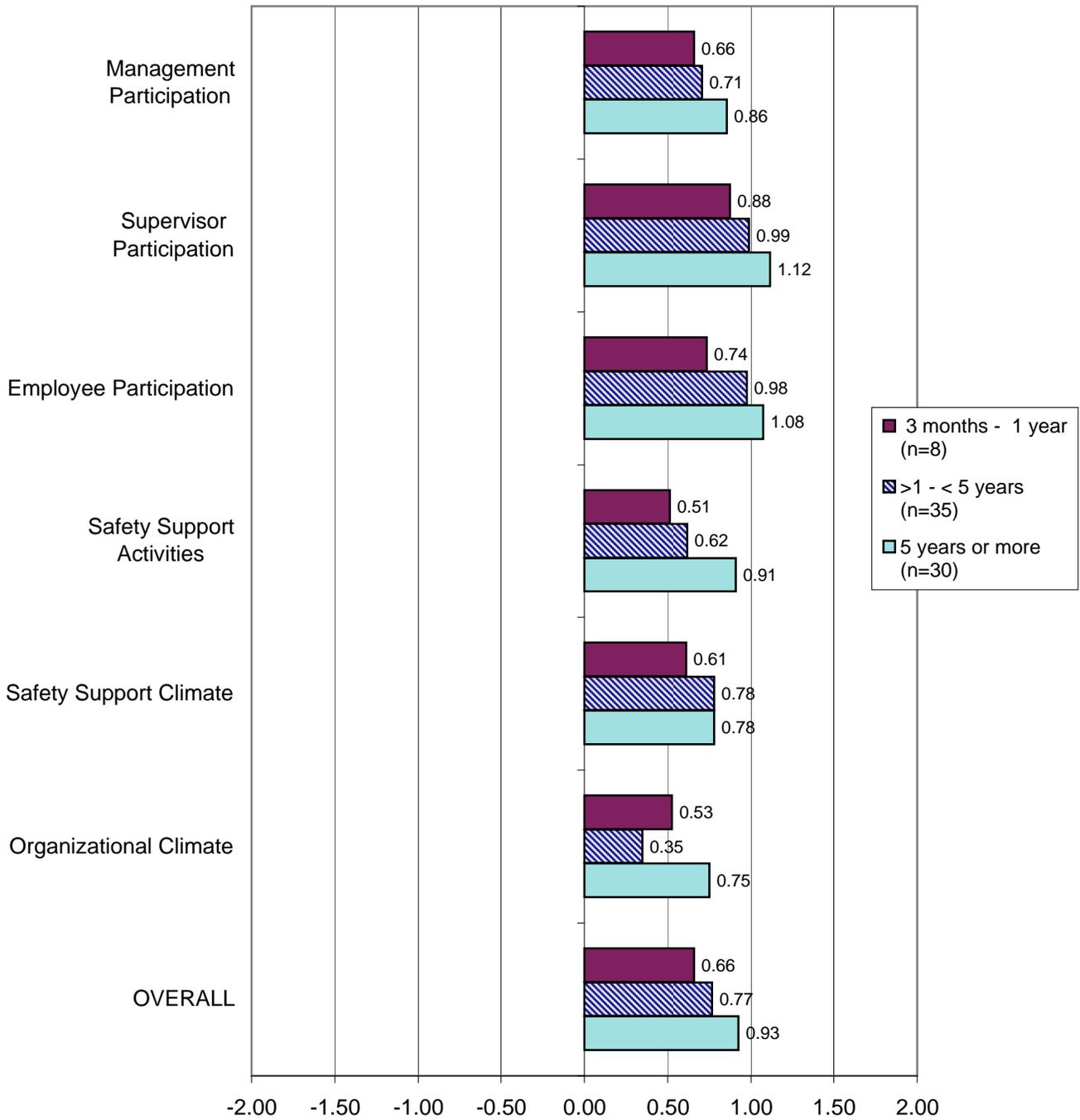
2011 SAFETY BAROMETER SURVEY RESULTS
 MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



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

FIGURE 4
Average Response Scores by Length of Time at Installation

2011 SAFETY BAROMETER SURVEY RESULTS
 MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



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

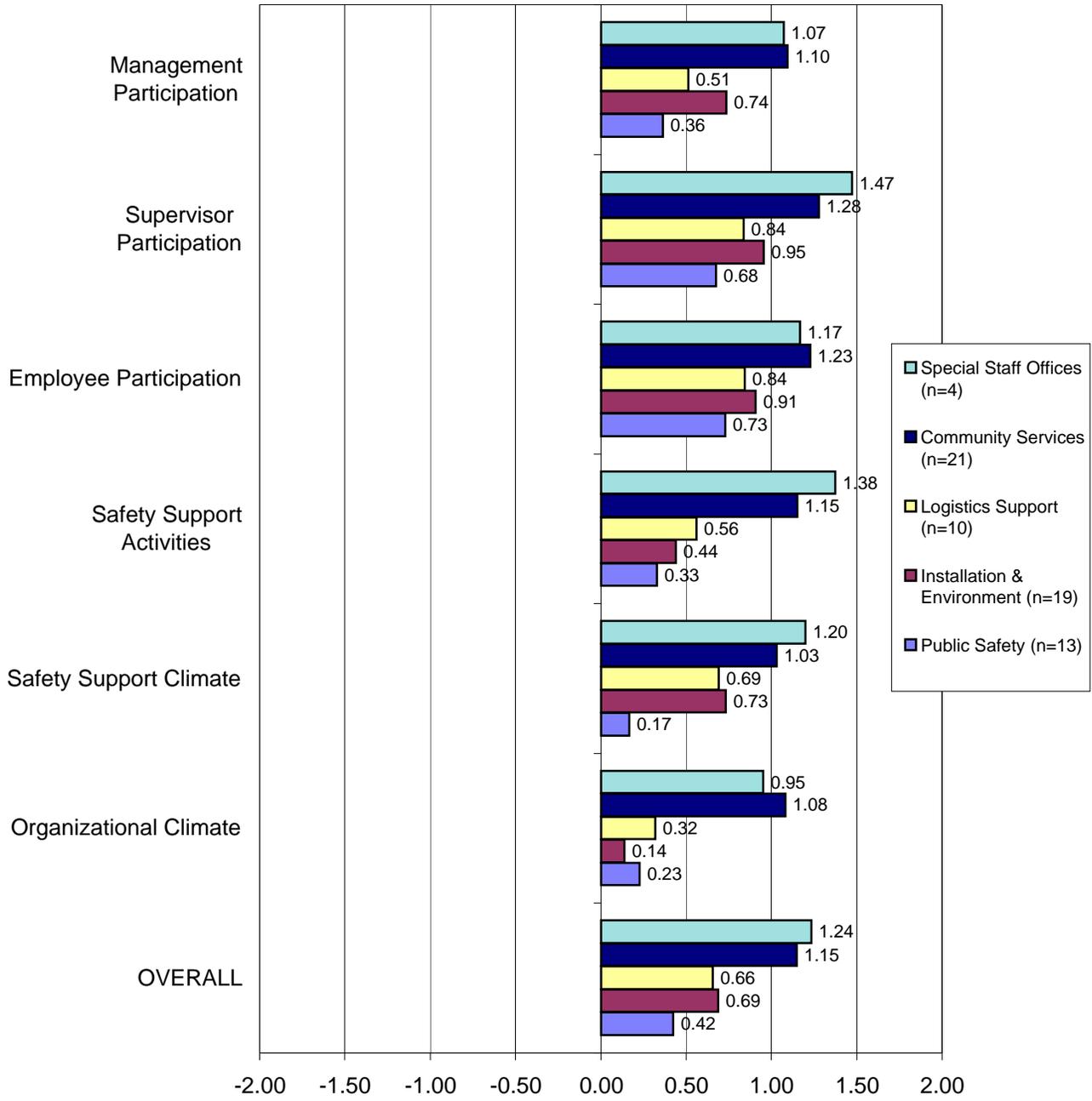
Comparisons by Division or Section

Of the 75 personnel who participated in the SAFETY BAROMETER survey: 4 (5%) indicated that their division or section was Special Staff Offices including Comptroller, Manpower, BPO and IG (Special Staff Offices); 3 (4%) indicated Communications and Information Systems Division; 21 (28%) indicated Marine Corps Community Services; 10 (13%) reported Logistics Support Division; 2 (3%) indicated Operations & Training Division; 19 (25%) indicated Installation and Environment Division; 13 (17%) reported Public Safety Division; and 3 (4%) failed to indicate a division or section. 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 division or section do not include those who indicated Communication & Information Systems Division or Operations & Training Division.

Figure 5 compares the safety perceptions of five of the seven divisions or sections at MCLB - Albany according to program category. Overall, the Special Staff Offices group holds the most positive perceptions, followed closely by Community Services. Installation & Environment and Logistics Support had the next most positive perceptions. Public Safety holds the least positive perceptions for most program categories and overall. 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

2011 SAFETY BAROMETER SURVEY RESULTS
 MARINE CORPS LOGISTICS BASE ALBANY - GARRISON COMMAND



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

CONCLUSIONS

2011 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 MCLB - Albany 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 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 generally very high ratings on the SAFETY BAROMETER survey. Compared with responses from the 480 locations in the NSC Database, MCLB - Albany percentile scores for safety program categories ranged from a high 86 for Organizational Climate to a very high score of 97 for Supervisor Participation. All six program categories had percentile scores well above the Database average of 50. The overall SAFETY BAROMETER percentile score was a very high 94 out of 100, meaning that only 6% of the Database organizations achieved a higher overall score than did MCLB - Albany.

Closer analysis showed that 47 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 74 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 (36)

Q17 Belief that commanders and managers do more than law requires (42)

Q26 Presence of safety training in new personnel orientation (45)

Q49 Commanders and managers setting annual safety goals (52)

Q15 Thoroughness of near miss accident/incident investigation (63)

Q14 Commanders and managers publishing a policy on the value of personnel safety (63)

Q42 Stability of workforce (65)

Q1 Workers identifying and eliminating hazards (73)

Q22 Effectiveness of award programs in promoting safe behavior (74)

Q39 Perception that medical facilities are sufficient (74)

Comparing 2011 results to the previous 2010 survey, four of the six program categories showed increases in already high percentile scores. The overall percentile score for MCLB - Albany increased by +9 points from 85 in 2010 to 94 in 2011.

For most program categories and overall, management had the most positive perceptions. Compared to those with less tenure, personnel with tenure of five years or more reported equal

or more positive safety program perceptions on all six program categories. By division or section, Special Staff Offices employees answered most positively overall, while those in Public Safety showed the least positive perceptions overall.

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"/>				

	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	22	29.3	29.3	29.3
	2 Agree	47	62.7	62.7	92.0
	3 Neutral	4	5.3	5.3	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	

Q2 Frequent contact between workers and man					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	23	30.7	30.7	30.7
	2 Agree	36	48.0	48.0	78.7
	3 Neutral	8	10.7	10.7	89.3
	4 Disagree	4	5.3	5.3	94.7
	5 Strongly disagree	4	5.3	5.3	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	6	8.0	8.1	8.1
	2 Agree	5	6.7	6.8	14.9
	3 Neutral	9	12.0	12.2	27.0
	4 Disagree	25	33.3	33.8	60.8
	5 Strongly disagree	29	38.7	39.2	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q4 Personnel revise safety & health practices					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	9	12.0	12.2	12.2
	2 Agree	45	60.0	60.8	73.0
	3 Neutral	16	21.3	21.6	94.6
	4 Disagree	2	2.7	2.7	97.3
	Total				

	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		

Q5 Supervisor maintain high safety standards					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	33	44.0	44.6	44.6
	2 Agree	30	40.0	40.5	85.1
	3 Neutral	6	8.0	8.1	93.2
	4 Disagree	1	1.3	1.4	94.6
	5 Strongly disagree	4	5.3	5.4	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	18	24.0	24.7	24.7
	2 Agree	46	61.3	63.0	87.7
	3 Neutral	5	6.7	6.8	94.5
	5 Strongly disagree	4	5.3	5.5	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q7 Cmndr/mngr safety views seldom communicate					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	7	9.3	9.7	9.7
	2 Agree	5	6.7	6.9	16.7
	3 Neutral	7	9.3	9.7	26.4
	4 Disagree	34	45.3	47.2	73.6
	5 Strongly disagree	19	25.3	26.4	100.0
Total	72	96.0	100.0		
Missing	System	3	4.0		

Total		75	100.0		
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Q8 Safety meetings held less often than nec					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.1	4.1
	2 Agree	6	8.0	8.1	12.2
	3 Neutral	13	17.3	17.6	29.7
	4 Disagree	33	44.0	44.6	74.3
	5 Strongly disagree	19	25.3	25.7	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	19	25.3	26.4	26.4
	2 Agree	23	30.7	31.9	58.3
	3 Neutral	18	24.0	25.0	83.3
	4 Disagree	11	14.7	15.3	98.6
	5 Strongly disagree	1	1.3	1.4	100.0
	Total	72	96.0	100.0	
Missing	System	3	4.0		
Total		75	100.0		

Q10 Cmndr/mngr shows they care about 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	1	1.3	1.4	95.9
	5 Strongly disagree	3	4.0	4.1	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q11 My actions can protect other personnel					
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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	38	50.7	51.4	51.4
	2 Agree	32	42.7	43.2	94.6
	3 Neutral	4	5.3	5.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	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	1	1.3	1.3	4.0
	3 Neutral	2	2.7	2.7	6.7
	4 Disagree	29	38.7	38.7	45.3
	5 Strongly disagree	41	54.7	54.7	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	18	24.0	24.0	24.0
	2 Agree	30	40.0	40.0	64.0
	3 Neutral	21	28.0	28.0	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	

Q14 Cmndr/mngr published written safety policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19	25.3	25.7	25.7
	2 Agree	36	48.0	48.6	74.3
	3 Neutral	11	14.7	14.9	89.2
	4 Disagree	7	9.3	9.5	98.6
	5 Strongly disagree	1	1.3	1.4	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		

2011 SAFETY BAROMETER Survey
Response Frequency & Percentage Distributions

Total		75	100.0		
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Q15 Near miss accidents are investigated					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	10	13.3	13.3	13.3
	2 Agree	33	44.0	44.0	57.3
	3 Neutral	26	34.7	34.7	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	

Q16 Personnel morale is poor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	8	10.7	10.7	10.7
	2 Agree	15	20.0	20.0	30.7
	3 Neutral	7	9.3	9.3	40.0
	4 Disagree	32	42.7	42.7	82.7
	5 Strongly disagree	13	17.3	17.3	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	4	5.3	5.4	5.4
	2 Agree	21	28.0	28.4	33.8
	3 Neutral	21	28.0	28.4	62.2
	4 Disagree	17	22.7	23.0	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		

Q18 Understand safety & health regulations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	29	38.7	38.7	38.7
	2 Agree	41	54.7	54.7	93.3

3 Neutral	4	5.3	5.3	98.7
4 Disagree	1	1.3	1.3	100.0
Total	75	100.0	100.0	

Q19 Supervisors enforce safe job procedures					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	26	34.7	34.7	34.7
	2 Agree	40	53.3	53.3	88.0
	3 Neutral	7	9.3	9.3	97.3
	4 Disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

Q20 Precautions used for hazardous mat.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	19	25.3	25.3	25.3
	2 Agree	43	57.3	57.3	82.7
	3 Neutral	13	17.3	17.3	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	13	17.3	17.6	17.6
	2 Agree	38	50.7	51.4	68.9
	3 Neutral	15	20.0	20.3	89.2
	4 Disagree	7	9.3	9.5	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		

Q22 Award program does not promote safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	4	5.3	5.4	5.4
	2 Agree	17	22.7	23.0	28.4
	3 Neutral	18	24.0	24.3	52.7
	4 Disagree	26	34.7	35.1	87.8

	5 Strongly disagree	9	12.0	12.2	100.0
	Total	74	98.7	100.0	
Missing	System	1	1.3		
Total		75	100.0		

Q23 Job task standards higher than safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	2	2.7	2.7	2.7
	2 Agree	9	12.0	12.0	14.7
	3 Neutral	22	29.3	29.3	44.0
	4 Disagree	31	41.3	41.3	85.3
	5 Strongly disagree	11	14.7	14.7	100.0
	Total	75	100.0	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	47	62.7	62.7	86.7
	3 Neutral	6	8.0	8.0	94.7
	4 Disagree	2	2.7	2.7	97.3
	5 Strongly 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	7	9.3	9.6	9.6
	2 Agree	33	44.0	45.2	54.8
	3 Neutral	31	41.3	42.5	97.3
	4 Disagree	2	2.7	2.7	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	21	28.0	28.0	28.0

	agree				
	2 Agree	38	50.7	50.7	78.7
	3 Neutral	9	12.0	12.0	90.7
	4 Disagree	6	8.0	8.0	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	26	34.7	34.7	34.7
	2 Agree	36	48.0	48.0	82.7
	3 Neutral	8	10.7	10.7	93.3
	4 Disagree	3	4.0	4.0	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

Q28 Supervisors seldom act on worker sugg.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	4	5.3	5.3	5.3
	2 Agree	2	2.7	2.7	8.0
	3 Neutral	10	13.3	13.3	21.3
	4 Disagree	35	46.7	46.7	68.0
	5 Strongly disagree	24	32.0	32.0	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	8	10.7	10.7	16.0
	3 Neutral	18	24.0	24.0	40.0
	4 Disagree	25	33.3	33.3	73.3
	5 Strongly disagree	20	26.7	26.7	100.0
	Total	75	100.0	100.0	

Q30 S&H committee improves safety					
		Frequency	Percent	Valid	Cumulative

				Percent	Percent
Valid	1 Strongly agree	15	20.0	20.5	20.5
	2 Agree	39	52.0	53.4	74.0
	3 Neutral	12	16.0	16.4	90.4
	4 Disagree	5	6.7	6.8	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q31 Cmndr/mngr sets fine safety example					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	24.0	24.7	24.7
	2 Agree	37	49.3	50.7	75.3
	3 Neutral	13	17.3	17.8	93.2
	4 Disagree	2	2.7	2.7	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		

Q32 Sprvr fits safety into rediness process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	21	28.0	29.2	29.2
	2 Agree	40	53.3	55.6	84.7
	3 Neutral	5	6.7	6.9	91.7
	4 Disagree	5	6.7	6.9	98.6
	5 Strongly disagree	1	1.3	1.4	100.0
	Total	72	96.0	100.0	
Missing	System	3	4.0		
Total		75	100.0		

Q33 Preventive maintenance operates poorly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	5	6.7	6.8	6.8

Valid	2 Agree	7	9.3	9.6	16.4
	3 Neutral	21	28.0	28.8	45.2
	4 Disagree	28	37.3	38.4	83.6
	5 Strongly disagree	12	16.0	16.4	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q34 Cmndr/mngr participates in safety activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	14.7	15.1	15.1
	2 Agree	40	53.3	54.8	69.9
	3 Neutral	14	18.7	19.2	89.0
	4 Disagree	7	9.3	9.6	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		

Q35 Safety mngr/officer has high status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	13	17.3	17.8	17.8
	2 Agree	30	40.0	41.1	58.9
	3 Neutral	25	33.3	34.2	93.2
	4 Disagree	4	5.3	5.5	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		

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	6	8.0	8.2	13.7
	3 Neutral	14	18.7	19.2	32.9
	4 Disagree	35	46.7	47.9	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		

Q37 Personnel take part in accident invest.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	8	10.7	11.0	11.0
	2 Agree	47	62.7	64.4	75.3
	3 Neutral	13	17.3	17.8	93.2
	4 Disagree	4	5.3	5.5	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		

Q38 Training by Supervisor helps job safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	18	24.0	24.7	24.7
	2 Agree	41	54.7	56.2	80.8
	3 Neutral	8	10.7	11.0	91.8
	4 Disagree	5	6.7	6.8	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		

Q39 Medical facilities are sufficient					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	12	16.0	16.4	16.4
	2 Agree	34	45.3	46.6	63.0
	3 Neutral	18	24.0	24.7	87.7
	4 Disagree	6	8.0	8.2	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		

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	4	5.3	5.5	9.6
	3 Neutral	18	24.0	24.7	34.2
	4 Disagree	29	38.7	39.7	74.0
	5 Strongly disagree	19	25.3	26.0	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q41 Safety mngr/officer is readily available					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	23	30.7	31.5	31.5
	2 Agree	35	46.7	47.9	79.5
	3 Neutral	10	13.3	13.7	93.2
	4 Disagree	2	2.7	2.7	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		

Q42 This installation has a stable workforce					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	14	18.7	19.2	19.2
	2 Agree	39	52.0	53.4	72.6
	3 Neutral	8	10.7	11.0	83.6
	4 Disagree	8	10.7	11.0	94.5
	5 Strongly disagree	4	5.3	5.5	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q43 Personnel afraid to report problems					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	3	4.0	4.1	4.1
	2 Agree	3	4.0	4.1	8.2
	3 Neutral	8	10.7	11.0	19.2
	4 Disagree	37	49.3	50.7	69.9
	5 Strongly disagree	22	29.3	30.1	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q44 Supervisors always investigate accidents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	14.7	15.3	15.3
	2 Agree	30	40.0	41.7	56.9
	3 Neutral	24	32.0	33.3	90.3
	4 Disagree	5	6.7	6.9	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		

Q45 Environmental cond. kept at good levels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	11	14.7	15.1	15.1
	2 Agree	50	66.7	68.5	83.6
	3 Neutral	6	8.0	8.2	91.8
	4 Disagree	3	4.0	4.1	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		

Q46 Many workers dont use necessary PPE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Agree	6	8.0	8.2	8.2

Valid	3 Neutral	11	14.7	15.1	23.3
	4 Disagree	39	52.0	53.4	76.7
	5 Strongly disagree	17	22.7	23.3	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	8	10.7	11.0	11.0
	2 Agree	17	22.7	23.3	34.2
	3 Neutral	17	22.7	23.3	57.5
	4 Disagree	24	32.0	32.9	90.4
	5 Strongly disagree	7	9.3	9.6	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	22	29.3	30.1	30.1
	2 Agree	40	53.3	54.8	84.9
	3 Neutral	7	9.3	9.6	94.5
	4 Disagree	4	5.3	5.5	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Q49 Cmndr/mngr sets goals-hold all accountable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Strongly agree	8	10.7	11.0	11.0
	2 Agree	37	49.3	50.7	61.6
	3 Neutral	21	28.0	28.8	90.4
	4 Disagree	5	6.7	6.8	97.3
	5 Strongly disagree	2	2.7	2.7	100.0
	Total	73	97.3	100.0	

Missing	System	2	2.7		
Total		75	100.0		

Q50 Personnel rarely dev. safety requirements					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Agree	4	5.3	5.5	5.5
	3 Neutral	14	18.7	19.2	24.7
	4 Disagree	42	56.0	57.5	82.2
	5 Strongly disagree	13	17.3	17.8	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

	3 Community Services	21	28.0	29.2	38.9
	4 Logistics Support	10	13.3	13.9	52.8
	5 Operations & Training	2	2.7	2.8	55.6
	6 Installation & Environment	19	25.3	26.4	81.9
	7 Public Safety	13	17.3	18.1	100.0
	Total	72	96.0	100.0	
Missing	System	3	4.0		
Total		75	100.0		

Length of time at installation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 3 months - 1 year	8	10.7	11.0	11.0
	3 Over 1 year, Less than 5 years	35	46.7	47.9	58.9
	4 5 years or more	30	40.0	41.1	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Organizational position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Management	4	5.3	5.5	5.5
	2 Supervisory	8	10.7	11.0	16.4
	3 Employee	61	81.3	83.6	100.0
	Total	73	97.3	100.0	
Missing	System	2	2.7		
Total		75	100.0		

Division					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Special Staff Offices	4	5.3	5.6	5.6
	2 Communications and IS	3	4.0	4.2	9.7



Appendix C Methods & Data Analyses

APPENDIX C

METHODS & DATA ANALYSES

2011 *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 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 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

Personnel from MCLB - Albany Base participated in the *SAFETY BAROMETER* survey in Summer 2011. The *SAFETY BAROMETER* was administered by MCLB - Albany Base personnel. The survey administrators were instructed to distribute *SAFETY BAROMETER* forms to personnel in group meetings, explain the purpose of the survey, and have 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 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 personnel 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 personnel perceptions of the organizational climate and values that govern management's mode of operation:

- ◆ **Safety Support Climate** items ask personnel 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 personnel 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 personnel 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 = 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 Database and 100 representing the highest.



Appendix D Employee Response Distributions by Organizational Position

		Organizational Position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q1 Employees identify hazards	1 Strongly agree	1	25.0%	4	50.0%	16	26.2%	21	28.8%	
	2 Agree	3	75.0%	3	37.5%	40	65.6%	46	63.0%	
	3 Neutral	0	.0%	0	.0%	4	6.6%	4	5.5%	
	4 Disagree	0	.0%	1	12.5%	0	.0%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q2 Frequent contact between workers and man	1 Strongly agree	1	25.0%	3	37.5%	18	29.5%	22	30.1%	
	2 Agree	3	75.0%	4	50.0%	28	45.9%	35	47.9%	
	3 Neutral	0	.0%	0	.0%	8	13.1%	8	11.0%	
	4 Disagree	0	.0%	0	.0%	4	6.6%	4	5.5%	
	5 Strongly disagree	0	.0%	1	12.5%	3	4.9%	4	5.5%	
	Total	4		8		61		73		2
Q3 Safety takes a back seat to production	1 Strongly agree	0	.0%	2	25.0%	4	6.7%	6	8.3%	
	2 Agree	1	25.0%	1	12.5%	3	5.0%	5	6.9%	
	3 Neutral	0	.0%	0	.0%	9	15.0%	9	12.5%	
	4 Disagree	1	25.0%	1	12.5%	23	38.3%	25	34.7%	
	5 Strongly disagree	2	50.0%	4	50.0%	21	35.0%	27	37.5%	
	Total	4		8		60		72		3
Q4 Personnel revise safety & health practices	1 Strongly agree	0	.0%	2	25.0%	6	10.0%	8	11.1%	
	2 Agree	2	50.0%	2	25.0%	40	66.7%	44	61.1%	
	3 Neutral	2	50.0%	4	50.0%	10	16.7%	16	22.2%	
	4 Disagree	0	.0%	0	.0%	2	3.3%	2	2.8%	
	5 Strongly disagree	0	.0%	0	.0%	2	3.3%	2	2.8%	
	Total	4		8		60		72		3
Q5 Supervisor maintain high safety standards	1 Strongly agree	2	50.0%	6	75.0%	23	38.3%	31	43.1%	
	2 Agree	2	50.0%	0	.0%	28	46.7%	30	41.7%	
	3 Neutral	0	.0%	1	12.5%	5	8.3%	6	8.3%	
	4 Disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	5 Strongly disagree	0	.0%	1	12.5%	3	5.0%	4	5.6%	
	Total	4		8		60		72		3
Q6 Inspections made at regular intervals	1 Strongly agree	0	.0%	5	62.5%	13	21.7%	18	25.0%	
	2 Agree	4	100.0%	3	37.5%	38	63.3%	45	62.5%	
	3 Neutral	0	.0%	0	.0%	5	8.3%	5	6.9%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	4	6.7%	4	5.6%	
	Total	4		8		60		72		3
Q7 Cmndr/mngr safety views seldom communic	1 Strongly agree	0	.0%	1	14.3%	6	10.2%	7	10.0%	
	2 Agree	0	.0%	1	14.3%	4	6.8%	5	7.1%	
	3 Neutral	1	25.0%	1	14.3%	5	8.5%	7	10.0%	
	4 Disagree	1	25.0%	3	42.9%	29	49.2%	33	47.1%	
	5 Strongly disagree	2	50.0%	1	14.3%	15	25.4%	18	25.7%	
	Total	4		7		59		70		5
Q8 Safety meetings held less often than nec	1 Strongly agree	0	.0%	0	.0%	3	5.0%	3	4.2%	
	2 Agree	1	25.0%	1	12.5%	4	6.7%	6	8.3%	
	3 Neutral	1	25.0%	1	12.5%	11	18.3%	13	18.1%	
	4 Disagree	1	25.0%	3	37.5%	27	45.0%	31	43.1%	
	5 Strongly disagree	1	25.0%	3	37.5%	15	25.0%	19	26.4%	
	Total	4		8		60		72		3

		Organizational Position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q9 Good teamwork exists among departments	1 Strongly agree	1	25.0%	4	57.1%	13	22.0%	18	25.7%	
	2 Agree	2	50.0%	1	14.3%	19	32.2%	22	31.4%	
	3 Neutral	1	25.0%	0	.0%	17	28.8%	18	25.7%	
	4 Disagree	0	.0%	2	28.6%	9	15.3%	11	15.7%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	Total	4		7		59		70		5
Q10 Cmndr/mngr shows they care about safety	1 Strongly agree	2	50.0%	4	50.0%	19	31.7%	25	34.7%	
	2 Agree	2	50.0%	1	12.5%	32	53.3%	35	48.6%	
	3 Neutral	0	.0%	1	12.5%	7	11.7%	8	11.1%	
	4 Disagree	0	.0%	1	12.5%	0	.0%	1	1.4%	
	5 Strongly disagree	0	.0%	1	12.5%	2	3.3%	3	4.2%	
	Total	4		8		60		72		3
Q11 My actions can protect other personnel	1 Strongly agree	2	50.0%	5	62.5%	29	48.3%	36	50.0%	
	2 Agree	2	50.0%	2	25.0%	28	46.7%	32	44.4%	
	3 Neutral	0	.0%	1	12.5%	3	5.0%	4	5.6%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	4		8		60		72		3
Q12 My supervisors behavior is unsafe	1 Strongly agree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	2 Agree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	3 Neutral	0	.0%	0	.0%	2	3.3%	2	2.7%	
	4 Disagree	1	25.0%	3	37.5%	25	41.0%	29	39.7%	
	5 Strongly disagree	3	75.0%	5	62.5%	31	50.8%	39	53.4%	
	Total	4		8		61		73		2
Q13 Des. personnel trained in emergency prac	1 Strongly agree	1	25.0%	3	37.5%	12	19.7%	16	21.9%	
	2 Agree	2	50.0%	3	37.5%	25	41.0%	30	41.1%	
	3 Neutral	1	25.0%	2	25.0%	18	29.5%	21	28.8%	
	4 Disagree	0	.0%	0	.0%	5	8.2%	5	6.8%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q14 Cmndr/mngr published written safety policy	1 Strongly agree	2	50.0%	4	50.0%	11	18.3%	17	23.6%	
	2 Agree	0	.0%	3	37.5%	33	55.0%	36	50.0%	
	3 Neutral	2	50.0%	0	.0%	9	15.0%	11	15.3%	
	4 Disagree	0	.0%	1	12.5%	6	10.0%	7	9.7%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	Total	4		8		60		72		3
Q15 Near miss accidents are investigated	1 Strongly agree	1	25.0%	1	12.5%	7	11.5%	9	12.3%	
	2 Agree	2	50.0%	4	50.0%	26	42.6%	32	43.8%	
	3 Neutral	1	25.0%	2	25.0%	23	37.7%	26	35.6%	
	4 Disagree	0	.0%	1	12.5%	4	6.6%	5	6.8%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q16 Personnel morale is poor	1 Strongly agree	0	.0%	0	.0%	8	13.1%	8	11.0%	
	2 Agree	0	.0%	2	25.0%	13	21.3%	15	20.5%	
	3 Neutral	0	.0%	2	25.0%	5	8.2%	7	9.6%	
	4 Disagree	2	50.0%	3	37.5%	26	42.6%	31	42.5%	
	5 Strongly disagree	2	50.0%	1	12.5%	9	14.8%	12	16.4%	
	Total	4		8		61		73		2

		Organizational Position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q17 Cmndr/mngr does only what the law requires	1 Strongly agree	1	25.0%	0	.0%	2	3.3%	3	4.2%	
	2 Agree	0	.0%	5	62.5%	16	26.7%	21	29.2%	
	3 Neutral	1	25.0%	1	12.5%	19	31.7%	21	29.2%	
	4 Disagree	1	25.0%	1	12.5%	15	25.0%	17	23.6%	
	5 Strongly disagree	1	25.0%	1	12.5%	8	13.3%	10	13.9%	
	Total	4		8		60		72		3
Q18 Understand safety & health regulations	1 Strongly agree	2	50.0%	5	62.5%	21	34.4%	28	38.4%	
	2 Agree	2	50.0%	3	37.5%	35	57.4%	40	54.8%	
	3 Neutral	0	.0%	0	.0%	4	6.6%	4	5.5%	
	4 Disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	4		8		61		73		2
Q19 Supervisors enforce safe job procedures	1 Strongly agree	2	50.0%	4	50.0%	18	29.5%	24	32.9%	
	2 Agree	2	50.0%	3	37.5%	35	57.4%	40	54.8%	
	3 Neutral	0	.0%	1	12.5%	6	9.8%	7	9.6%	
	4 Disagree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	4		8		61		73		2
Q20 Precautions used for hazardous mat.	1 Strongly agree	1	25.0%	5	62.5%	11	18.0%	17	23.3%	
	2 Agree	3	75.0%	2	25.0%	38	62.3%	43	58.9%	
	3 Neutral	0	.0%	1	12.5%	12	19.7%	13	17.8%	
	4 Disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	4		8		61		73		2
Q21 Adequate staff to manage safety program	1 Strongly agree	1	25.0%	2	25.0%	9	15.0%	12	16.7%	
	2 Agree	2	50.0%	1	12.5%	35	58.3%	38	52.8%	
	3 Neutral	1	25.0%	5	62.5%	9	15.0%	15	20.8%	
	4 Disagree	0	.0%	0	.0%	6	10.0%	6	8.3%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	Total	4		8		60		72		3
Q22 Award program does not promote safety	1 Strongly agree	0	.0%	1	12.5%	3	5.0%	4	5.6%	
	2 Agree	0	.0%	2	25.0%	15	25.0%	17	23.6%	
	3 Neutral	1	25.0%	2	25.0%	15	25.0%	18	25.0%	
	4 Disagree	3	75.0%	2	25.0%	20	33.3%	25	34.7%	
	5 Strongly disagree	0	.0%	1	12.5%	7	11.7%	8	11.1%	
	Total	4		8		60		72		3
Q23 Job task standards higher than safety	1 Strongly agree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	2 Agree	1	25.0%	1	12.5%	7	11.5%	9	12.3%	
	3 Neutral	1	25.0%	2	25.0%	19	31.1%	22	30.1%	
	4 Disagree	1	25.0%	4	50.0%	25	41.0%	30	41.1%	
	5 Strongly disagree	1	25.0%	1	12.5%	8	13.1%	10	13.7%	
	Total	4		8		61		73		2
Q24 Super. understand job safety problems	1 Strongly agree	1	25.0%	2	25.0%	13	21.3%	16	21.9%	
	2 Agree	3	75.0%	5	62.5%	39	63.9%	47	64.4%	
	3 Neutral	0	.0%	0	.0%	6	9.8%	6	8.2%	
	4 Disagree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	5 Strongly disagree	0	.0%	1	12.5%	1	1.6%	2	2.7%	
	Total	4		8		61		73		2

		Organizational Position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q25 Workers follow lock./tagout procedures	1 Strongly agree	1	33.3%	3	37.5%	3	5.0%	7	9.9%	
	2 Agree	1	33.3%	3	37.5%	28	46.7%	32	45.1%	
	3 Neutral	1	33.3%	2	25.0%	27	45.0%	30	42.3%	
	4 Disagree	0	.0%	0	.0%	2	3.3%	2	2.8%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	3		8		60		71		4
Q26 Safety training is part of orientation	1 Strongly agree	1	25.0%	6	75.0%	13	21.3%	20	27.4%	
	2 Agree	3	75.0%	2	25.0%	32	52.5%	37	50.7%	
	3 Neutral	0	.0%	0	.0%	9	14.8%	9	12.3%	
	4 Disagree	0	.0%	0	.0%	6	9.8%	6	8.2%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q27 Cmndr/mngr is sincere about employee safety	1 Strongly agree	2	50.0%	4	50.0%	18	29.5%	24	32.9%	
	2 Agree	2	50.0%	3	37.5%	31	50.8%	36	49.3%	
	3 Neutral	0	.0%	1	12.5%	7	11.5%	8	11.0%	
	4 Disagree	0	.0%	0	.0%	3	4.9%	3	4.1%	
	5 Strongly disagree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	Total	4		8		61		73		2
Q28 Supervisors seldom act on worker sugg.	1 Strongly agree	0	.0%	2	25.0%	2	3.3%	4	5.5%	
	2 Agree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	3 Neutral	0	.0%	0	.0%	10	16.4%	10	13.7%	
	4 Disagree	1	25.0%	3	37.5%	31	50.8%	35	47.9%	
	5 Strongly disagree	3	75.0%	3	37.5%	16	26.2%	22	30.1%	
	Total	4		8		61		73		2
Q29 Emergency procedures rarely tested	1 Strongly agree	0	.0%	1	12.5%	3	4.9%	4	5.5%	
	2 Agree	0	.0%	0	.0%	8	13.1%	8	11.0%	
	3 Neutral	1	25.0%	3	37.5%	14	23.0%	18	24.7%	
	4 Disagree	2	50.0%	2	25.0%	20	32.8%	24	32.9%	
	5 Strongly disagree	1	25.0%	2	25.0%	16	26.2%	19	26.0%	
	Total	4		8		61		73		2
Q30 S&H committee improves safety	1 Strongly agree	0	.0%	4	50.0%	11	18.0%	15	20.5%	
	2 Agree	4	100.0%	2	25.0%	33	54.1%	39	53.4%	
	3 Neutral	0	.0%	0	.0%	12	19.7%	12	16.4%	
	4 Disagree	0	.0%	1	12.5%	4	6.6%	5	6.8%	
	5 Strongly disagree	0	.0%	1	12.5%	1	1.6%	2	2.7%	
	Total	4		8		61		73		2
Q31 Cmndr/mngr sets fine safety example	1 Strongly agree	2	50.0%	4	50.0%	12	19.7%	18	24.7%	
	2 Agree	2	50.0%	3	37.5%	32	52.5%	37	50.7%	
	3 Neutral	0	.0%	1	12.5%	12	19.7%	13	17.8%	
	4 Disagree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	3	4.9%	3	4.1%	
	Total	4		8		61		73		2
Q32 Sprvr fits safety into rediness process	1 Strongly agree	1	25.0%	4	50.0%	16	26.7%	21	29.2%	
	2 Agree	3	75.0%	3	37.5%	34	56.7%	40	55.6%	
	3 Neutral	0	.0%	0	.0%	5	8.3%	5	6.9%	
	4 Disagree	0	.0%	1	12.5%	4	6.7%	5	6.9%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.7%	1	1.4%	
	Total	4		8		60		72		3

		Organizational Position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q33 Preventive maintenance operates poorly	1 Strongly agree	0	.0%	1	12.5%	4	6.6%	5	6.8%	
	2 Agree	0	.0%	1	12.5%	6	9.8%	7	9.6%	
	3 Neutral	2	50.0%	1	12.5%	18	29.5%	21	28.8%	
	4 Disagree	2	50.0%	3	37.5%	23	37.7%	28	38.4%	
	5 Strongly disagree	0	.0%	2	25.0%	10	16.4%	12	16.4%	
	Total	4		8		61		73		2
Q34 Cmndr/mngr participates in safety activities	1 Strongly agree	2	50.0%	1	12.5%	8	13.1%	11	15.1%	
	2 Agree	2	50.0%	3	37.5%	35	57.4%	40	54.8%	
	3 Neutral	0	.0%	0	.0%	14	23.0%	14	19.2%	
	4 Disagree	0	.0%	4	50.0%	3	4.9%	7	9.6%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q35 Safety mngr/officer has high status	1 Strongly agree	1	25.0%	4	50.0%	8	13.1%	13	17.8%	
	2 Agree	2	50.0%	2	25.0%	26	42.6%	30	41.1%	
	3 Neutral	1	25.0%	2	25.0%	22	36.1%	25	34.2%	
	4 Disagree	0	.0%	0	.0%	4	6.6%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q36 Hazards not fixed quickly are ignored	1 Strongly agree	0	.0%	0	.0%	4	6.6%	4	5.5%	
	2 Agree	0	.0%	0	.0%	6	9.8%	6	8.2%	
	3 Neutral	1	25.0%	1	12.5%	12	19.7%	14	19.2%	
	4 Disagree	1	25.0%	5	62.5%	29	47.5%	35	47.9%	
	5 Strongly disagree	2	50.0%	2	25.0%	10	16.4%	14	19.2%	
	Total	4		8		61		73		2
Q37 Personnel take part in accident invest.	1 Strongly agree	0	.0%	1	12.5%	7	11.5%	8	11.0%	
	2 Agree	3	75.0%	5	62.5%	39	63.9%	47	64.4%	
	3 Neutral	1	25.0%	0	.0%	12	19.7%	13	17.8%	
	4 Disagree	0	.0%	2	25.0%	2	3.3%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q38 Training by Supervisor helps job safety	1 Strongly agree	2	50.0%	4	50.0%	12	19.7%	18	24.7%	
	2 Agree	2	50.0%	3	37.5%	36	59.0%	41	56.2%	
	3 Neutral	0	.0%	0	.0%	8	13.1%	8	11.0%	
	4 Disagree	0	.0%	1	12.5%	4	6.6%	5	6.8%	
	5 Strongly disagree	0	.0%	0	.0%	1	1.6%	1	1.4%	
	Total	4		8		61		73		2
Q39 Medical facilities are sufficient	1 Strongly agree	0	.0%	1	12.5%	11	18.0%	12	16.4%	
	2 Agree	3	75.0%	3	37.5%	28	45.9%	34	46.6%	
	3 Neutral	0	.0%	3	37.5%	15	24.6%	18	24.7%	
	4 Disagree	1	25.0%	1	12.5%	4	6.6%	6	8.2%	
	5 Strongly disagree	0	.0%	0	.0%	3	4.9%	3	4.1%	
	Total	4		8		61		73		2
Q40 Cmndr/mngr ignore safety during promotions	1 Strongly agree	0	.0%	0	.0%	3	4.9%	3	4.1%	
	2 Agree	0	.0%	0	.0%	4	6.6%	4	5.5%	
	3 Neutral	1	25.0%	2	25.0%	15	24.6%	18	24.7%	
	4 Disagree	0	.0%	4	50.0%	25	41.0%	29	39.7%	
	5 Strongly disagree	3	75.0%	2	25.0%	14	23.0%	19	26.0%	
	Total	4		8		61		73		2

		Organizational Position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q41 Safety mngr/officer is readily available	1 Strongly agree	1	25.0%	5	62.5%	17	27.9%	23	31.5%	
	2 Agree	3	75.0%	1	12.5%	31	50.8%	35	47.9%	
	3 Neutral	0	.0%	2	25.0%	8	13.1%	10	13.7%	
	4 Disagree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	5 Strongly disagree	0	.0%	0	.0%	3	4.9%	3	4.1%	
	Total	4		8		61		73		2
Q42 This installation has a stable workforce	1 Strongly agree	0	.0%	3	37.5%	11	18.0%	14	19.2%	
	2 Agree	3	75.0%	3	37.5%	33	54.1%	39	53.4%	
	3 Neutral	0	.0%	0	.0%	8	13.1%	8	11.0%	
	4 Disagree	1	25.0%	1	12.5%	6	9.8%	8	11.0%	
	5 Strongly disagree	0	.0%	1	12.5%	3	4.9%	4	5.5%	
	Total	4		8		61		73		2
Q43 Personnel afraid to report problems	1 Strongly agree	0	.0%	1	12.5%	2	3.3%	3	4.1%	
	2 Agree	0	.0%	0	.0%	3	4.9%	3	4.1%	
	3 Neutral	2	50.0%	1	12.5%	5	8.2%	8	11.0%	
	4 Disagree	0	.0%	4	50.0%	33	54.1%	37	50.7%	
	5 Strongly disagree	2	50.0%	2	25.0%	18	29.5%	22	30.1%	
	Total	4		8		61		73		2
Q44 Supervisors always investigate accidents	1 Strongly agree	3	75.0%	2	25.0%	6	10.0%	11	15.3%	
	2 Agree	1	25.0%	4	50.0%	25	41.7%	30	41.7%	
	3 Neutral	0	.0%	2	25.0%	22	36.7%	24	33.3%	
	4 Disagree	0	.0%	0	.0%	5	8.3%	5	6.9%	
	5 Strongly disagree	0	.0%	0	.0%	2	3.3%	2	2.8%	
	Total	4		8		60		72		3
Q45 Environmental cond. kept at good levels	1 Strongly agree	0	.0%	2	25.0%	9	14.8%	11	15.1%	
	2 Agree	4	100.0%	5	62.5%	41	67.2%	50	68.5%	
	3 Neutral	0	.0%	0	.0%	6	9.8%	6	8.2%	
	4 Disagree	0	.0%	0	.0%	3	4.9%	3	4.1%	
	5 Strongly disagree	0	.0%	1	12.5%	2	3.3%	3	4.1%	
	Total	4		8		61		73		2
Q46 Many workers dont use necessary PPE	1 Strongly agree	0	.0%	0	.0%	0	.0%	0	.0%	
	2 Agree	0	.0%	1	12.5%	5	8.2%	6	8.2%	
	3 Neutral	0	.0%	1	12.5%	10	16.4%	11	15.1%	
	4 Disagree	1	25.0%	3	37.5%	35	57.4%	39	53.4%	
	5 Strongly disagree	3	75.0%	3	37.5%	11	18.0%	17	23.3%	
	Total	4		8		61		73		2
Q47 Job stress is significant problem for me	1 Strongly agree	0	.0%	1	12.5%	7	11.5%	8	11.0%	
	2 Agree	1	25.0%	1	12.5%	15	24.6%	17	23.3%	
	3 Neutral	2	50.0%	1	12.5%	14	23.0%	17	23.3%	
	4 Disagree	0	.0%	4	50.0%	20	32.8%	24	32.9%	
	5 Strongly disagree	1	25.0%	1	12.5%	5	8.2%	7	9.6%	
	Total	4		8		61		73		2
Q48 Cmndr/mngr insist supervisor think safety	1 Strongly agree	2	50.0%	5	62.5%	15	24.6%	22	30.1%	
	2 Agree	2	50.0%	3	37.5%	35	57.4%	40	54.8%	
	3 Neutral	0	.0%	0	.0%	7	11.5%	7	9.6%	
	4 Disagree	0	.0%	0	.0%	4	6.6%	4	5.5%	
	5 Strongly disagree	0	.0%	0	.0%	0	.0%	0	.0%	
	Total	4		8		61		73		2

		Organizational Position								
		Management		Supervisory		Employee		Total		
		Count	%	Count	%	Count	%	Count	%	Missing
Q49 Cmndr/mngr sets goals-hold all accountable	1 Strongly agree	1	25.0%	1	12.5%	6	9.8%	8	11.0%	
	2 Agree	2	50.0%	5	62.5%	30	49.2%	37	50.7%	
	3 Neutral	1	25.0%	2	25.0%	18	29.5%	21	28.8%	
	4 Disagree	0	.0%	0	.0%	5	8.2%	5	6.8%	
	5 Strongly disagree	0	.0%	0	.0%	2	3.3%	2	2.7%	
	Total	4		8		61		73		2
Q50 Personnel rarely dev. safety requirements	1 Strongly agree	0	.0%	0	.0%	0	.0%	0	.0%	
	2 Agree	0	.0%	0	.0%	4	6.6%	4	5.5%	
	3 Neutral	1	25.0%	1	12.5%	12	19.7%	14	19.2%	
	4 Disagree	1	25.0%	7	87.5%	34	55.7%	42	57.5%	
	5 Strongly disagree	2	50.0%	0	.0%	11	18.0%	13	17.8%	
	Total	4		8		61		73		2