



## 2019 SAFETY BAROMETER SURVEY RESULTS MARINE CORPS LOGISTICS BASE ALBANY – GARRISON COMMAND

**INTRODUCTION.** This report presents the results of a SAFETY BAROMETER employee perception survey conducted among *Marine Corps Logistics Base Albany – Garrison Command (MCLB - Albany)* employees in August 2019.

The Safety Barometer consists of 50 statements assessing six areas of safety excellence: Management Participation, Supervisor Participation, Employee Participation, Safety Support Activities, Safety Support Climate, and Organizational Climate.

**BENCHMARKING.** Employee responses were compared with 480 organizations in the NSC Database for each of the 50 SAFETY BAROMETER components and each of the six program categories.

NSC Database includes millions of employee responses from establishments across various industries and countries. The establishments in the NSC Database do not represent a national average. NSC Database establishments tend to be high performing, safety culture focused organizations with emerging and mature safety systems. Percentile scores calculated from this comparison are shown in Table 1, Figure 1, Table 2, and Figure 2.

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 480 organizations 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 organizations were lower than *MCLB - Albany*. A percentile score above 50, the NSC Database average, indicates above average performance, whereas a score below 50 indicates below average performance when compared to NSC Database organizations.

**RESULTS.** The standard 50 components, shown in both Table 1 and Figure 1, are listed in order of decreasing percentile score. Components at the top of Table 1 and Figure 1 are the most highly ranked components at *MCLB - Albany*, when compared with other organizations in the NSC Database. Components at the bottom are those that were evaluated less positively and are top priority for action planning and continuous improvement efforts.

Table 1 shows the percent distribution of responses to the survey (e.g., the percentage of employees who responded positively or negatively to each item), as well as percentile scores and average response scores.

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.

Figure 1 is color-coded with the top quartile (76-100) colored green, the second quartile (50-75) colored yellow, the third quartile (25-49) colored orange, and the bottom quartile (0-24) colored red.



As shown in Table 1 and Figure 1, the ten highest-rated components at *MCLB - Albany* are:

- *Presence of personnel well trained in emergency practices*
- *Supervisors integrating safety into the operational readiness process*
- *Belief that personnel understand safety and health regulations*
- *Supervisors enforcing safe job procedures*
- *Supervisors maintaining a high safety performance standard*
- *Supervisors reducing personnel fear of reporting safety problems*
- *Occurrence of emergency response procedures testing*
- *Supervisors understanding personnel job safety problems*
- *Commander/managers including safety in job promotion reviews*
- *Safety standard level relative to job tasks/duties standard level*

The ten lowest-scoring components (from lowest to highest percentile score) at *MCLB - Albany* are:

- *Belief that commander/managers does more than law requires*
- *Personnel following lockout/tagout procedures*
- *Commander/manager stressing the importance of safety in communications*
- *Presence of safety training in new personnel orientation*
- *Commander/managers setting annual safety goals*
- *Frequency of safety meeting occurrence*
- *Supervisors acting on personnel safety suggestions*
- *Personnel identifying and eliminating hazards*

- *Stability of workforce*
- *Perception that medical resources are sufficient*

Table 2 shows the percentile score for each survey item from the 2011, 2013, 2016, and 2019 surveys, as well as the change in percentile score since the last survey. Since the 2016 survey, 23 of the 50 standard components achieved increases in scores, three of the components stayed the same, and 24 of the components decreased in scores.

Overall and program category percentile scores for *MCLB - Albany* for 2010, 2011, 2013, 2016, and 2019 are shown in Figure 2. The letter “N” represents the total valid number of respondents at *MCLB - Albany*. As seen in the figure, all six program category percentile scores are well above average in 2019. The program category percentile scores for *MCLB - Albany* ranged from a very high score of 95 for Safety Support Climate to an outstanding score of 100 for Supervisor Participation in 2019.

The overall SAFETY BAROMETER percentile score is a very high score of 98, a decrease of -1 percentile point since 2016. This indicates that only 2% of the organizations in the NSC Database achieved a higher overall score than did *MCLB - Albany* in 2019.

Figures 3, 4, and 5 compare average response scores (not percentile scores) by the length of time at installation, position, and division/sector. If substantial disparity ( $\geq 0.30$ ) exists among subgroups, targeted efforts to strengthen SMS components among subgroups with less positive perceptions may elevate their safety perceptions, while reducing large levels of disparity.



In order to avoid making inaccurate generalizations based on an inadequate sample size, average response score comparisons were not computed for groups with fewer than five respondents.

**Path Forward.** It is recommended that *MCLB - Albany* use these results as a catalyst and guide for making current safety management system improvements. This report identifies lower-scoring priority components and problem areas for *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 employees should be identified with specific responsibility to further understand survey results and implement the previously described three-step results interpretation process
- results interpretation team(s) should include employees from all levels of the organization
- 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 reimplementation of the survey instrument, for which a timetable commitment should be determined as far in advance as possible
- feedback of survey results and accompanying action plans should be communicated to those who participated in the survey and to a wider distribution within the *Marine Corps* community as appropriate.

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

2019 SAFETY BAROMETER SURVEY RESULTS  
MARINE CORPS LOGISTICS BASE ALBANY – GARRISON COMMAND

Category <sup>1</sup>	Statement Number and Component	Percentile Score <sup>2</sup>	Percent Distribution of Responses					Average Response Score <sup>3</sup>
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
SSA	13 Presence of personnel well trained in emergency practices	100	45.9%	43.2%	8.1%	1.4%	1.4%	1.311
SP	32 Supervisors integrating safety into the operational readiness process	100	38.4%	50.7%	6.8%	4.1%	0.0%	1.233
EP	18 Belief that personnel understand safety and health regulations	99	52.7%	44.6%	2.7%	0.0%	0.0%	1.500
SP	19 Supervisors enforcing safe job procedures	99	51.4%	37.8%	8.1%	2.7%	0.0%	1.378
SP	5 Supervisors maintaining a high safety performance standard	99	54.1%	33.8%	6.8%	4.1%	1.4%	1.351
SP	43 Supervisors reducing personnel fear of reporting safety problems	99	43.2%	41.9%	10.8%	2.7%	1.4%	1.230
SSA	29 Occurrence of emergency response procedures testing	99	44.6%	41.9%	4.1%	6.8%	2.7%	1.189
SP	24 Supervisors understanding personnel job safety problems	99	40.5%	41.9%	12.2%	4.1%	1.4%	1.162
MP	40 Commander/managers including safety in job promotion reviews	99	37.8%	36.5%	16.2%	5.4%	4.1%	0.986
SSC	23 Safety standard level relative to job tasks/duties standard level	99	25.7%	40.5%	21.6%	8.1%	4.1%	0.757
SP	12 Supervisors behaving in accord with safe job procedures	98	58.1%	28.4%	9.5%	4.1%	0.0%	1.405
EP	20 Personnel using standardized precautions for hazardous materials	98	42.5%	39.7%	16.4%	1.4%	0.0%	1.233
SP	38 Supervisors providing helpful safety training	98	40.5%	43.2%	13.5%	2.7%	0.0%	1.216
SSC	3 Priority of safety relative to production	97	41.9%	43.2%	5.4%	8.1%	1.4%	1.162
SSA	41 Availability of safety manager/officer to provide assistance	97	41.9%	36.5%	17.6%	2.7%	1.4%	1.149
SSA	30 Effectiveness of safety committee in improving safety conditions	97	31.5%	47.9%	17.8%	2.7%	0.0%	1.082
MP	31 Commander/managers setting a positive safety example	97	30.1%	53.4%	9.6%	6.8%	0.0%	1.068
EP	37 Personnel take part when accident or incident investigations occur	97	25.7%	51.4%	20.3%	2.7%	0.0%	1.000
SSC	36 Belief that hazards not fixed right away will still be addressed	97	32.9%	35.6%	20.5%	5.5%	5.5%	0.849
OC	16 Condition of personnel morale	97	31.1%	29.7%	24.3%	8.1%	6.8%	0.703
MP	14 Commander/managers publishing a policy on the value of personnel safety	96	44.6%	36.5%	14.9%	4.1%	0.0%	1.216
OC	9 Condition of departmental teamwork	96	31.1%	43.2%	17.6%	5.4%	2.7%	0.946
SSA	22 Effectiveness of award programs in promoting safe behavior	96	24.3%	37.8%	25.7%	6.8%	5.4%	0.689
SSC	27 Belief that commander/managers are sincere in safety efforts	95	41.9%	47.3%	8.1%	2.7%	0.0%	1.284
MP	21 Command/management providing adequate safety staff	95	32.4%	43.2%	17.6%	5.4%	1.4%	1.000
EP	50 Personnel taking part in the development of safety requirements	95	28.4%	35.1%	23.0%	6.8%	6.8%	0.716
SSA	15 Thoroughness of near miss incident investigations	94	35.6%	35.6%	23.3%	2.7%	2.7%	0.986
SSC	35 Perception that the safety manager/safety office has high status	94	34.2%	28.8%	28.8%	6.8%	1.4%	0.877
SSC	45 Perception that good environmental conditions are kept	94	29.7%	40.5%	17.6%	6.8%	5.4%	0.824
SSC	48 Belief that commander/managers insists supervisors think about safety	93	35.1%	47.3%	14.9%	2.7%	0.0%	1.149
SSA	6 Frequency of detailed and regularly scheduled inspections	93	32.9%	46.6%	13.7%	6.8%	0.0%	1.055
EP	46 Personnel using necessary personal protective equipment	93	29.7%	43.2%	14.9%	9.5%	2.7%	0.878
MP	34 Commander/managers participating in safety activities on a regular basis	92	27.4%	46.6%	17.8%	6.8%	1.4%	0.918
SSA	33 Quality of preventive maintenance system operation	92	23.0%	33.8%	25.7%	13.5%	4.1%	0.581
OC	47 Significance of job stress for personnel	92	10.8%	33.8%	24.3%	14.9%	16.2%	0.081
OC	2 Frequency of personnel/management interactions	91	43.8%	31.5%	15.1%	5.5%	4.1%	1.055
EP	4 Personnel being involved in safety and health practices	89	18.9%	50.0%	24.3%	5.4%	1.4%	0.797
SP	44 Supervisors investigating lost work day cases	89	22.2%	27.8%	48.6%	1.4%	0.0%	0.708
EP	11 Personnel believing that their actions can protect coworkers	88	51.4%	44.6%	2.7%	1.4%	0.0%	1.459
SSC	10 Belief that commander/managers shows it cares for personnel safety	86	43.2%	33.8%	16.2%	5.4%	1.4%	1.122
SSC	39 Perception that medical resources are sufficient	86	25.7%	43.2%	18.9%	5.4%	6.8%	0.757
OC	42 Stability of workforce	80	24.3%	45.9%	20.3%	6.8%	2.7%	0.824
EP	1 Personnel identifying and eliminating hazards	79	45.9%	40.5%	5.4%	6.8%	1.4%	1.230
SP	28 Supervisors acting on personnel safety suggestions	79	30.1%	37.0%	16.4%	11.0%	5.5%	0.753
SSA	8 Frequency of safety meeting occurrence	76	24.3%	43.2%	14.9%	16.2%	1.4%	0.730
MP	49 Commander/managers setting annual safety goals	75	28.8%	27.4%	38.4%	5.5%	0.0%	0.795
SSA	26 Presence of safety training in new personnel orientation	70	34.2%	50.7%	11.0%	4.1%	0.0%	1.151
MP	7 Commander/manager stressing the importance of safety in communications	64	31.1%	31.1%	10.8%	17.6%	9.5%	0.568
EP	25 Personnel following lockout/tagout procedures	47	24.3%	36.5%	29.7%	8.1%	1.4%	0.743
SSC	17 Belief that commander/managers does more than law requires	32	13.9%	27.8%	25.0%	18.1%	15.3%	0.069

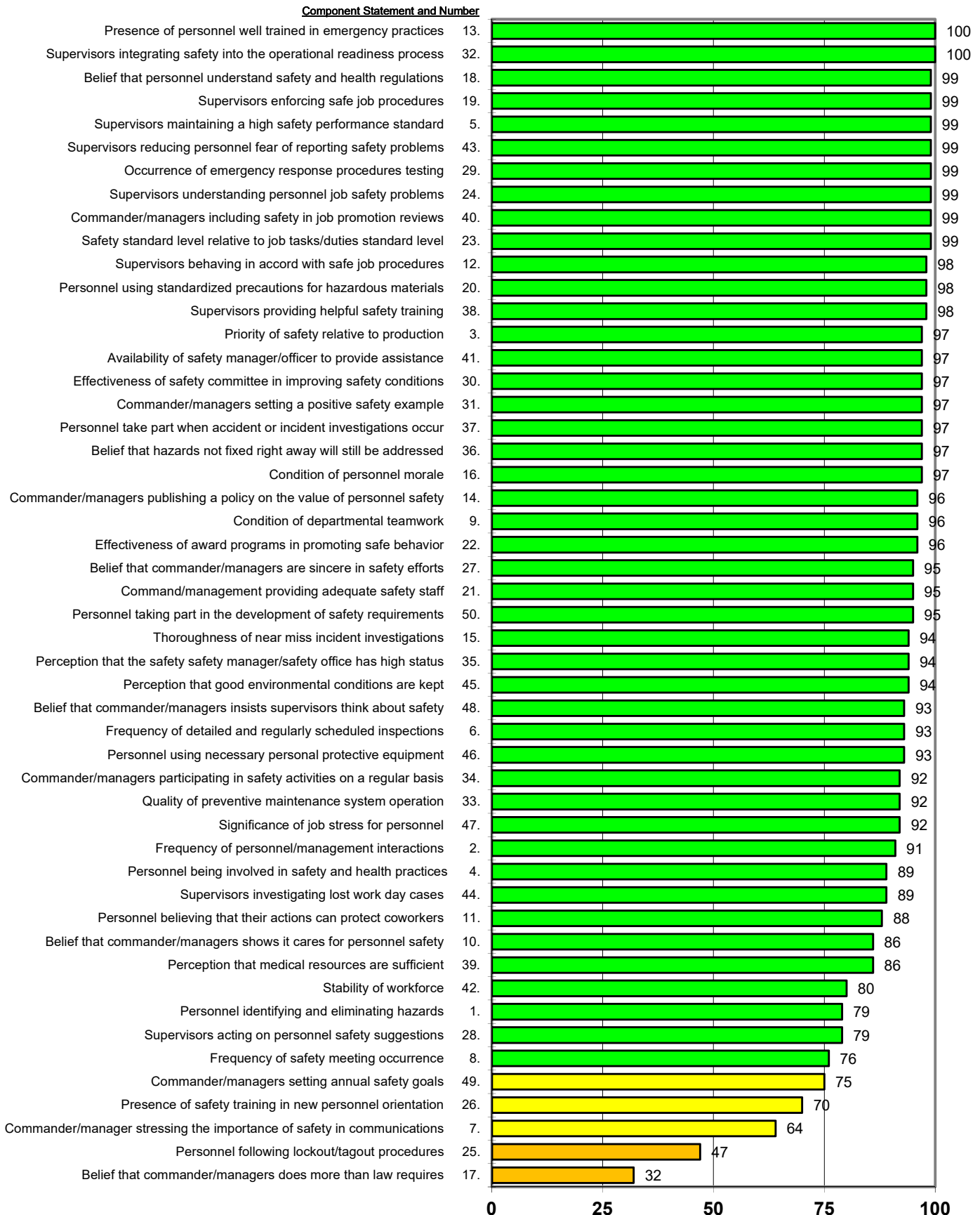
<sup>1</sup> MP=Management Participation, SP=Supervisor Participation, EP=Employee Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate.

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

<sup>3</sup> 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.

# FIGURE 1 Percentile Scores of Safety Program Components

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MARINE CORPS LOGISTICS BASE ALBANY – GARRISON COMMAND



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

**TABLE 2**  
**Percentile Scores of Program Components by Survey Year**

2019 SAFETY BAROMETER SURVEY RESULTS  
MARINE CORPS LOGISTICS BASE ALBANY – GARRISON COMMAND

Category <sup>2</sup>	Statement Number and Component	Percentile Scores <sup>1</sup>				Percentile Change
		2019	2016	2013	2011	2016 to 2019
SP	● 44 Supervisors investigating lost work day cases	89	42	93	78	+47
SSC	● 36 Belief that hazards not fixed right away will still be addressed	97	81	100	88	+16
EP	● 37 Personnel take part when accident or incident investigations occur	97	83	96	91	+14
SSA	● 15 Thoroughness of near miss incident investigations	94	81	97	63	+13
MP	21 Command/management providing adequate safety staff	95	85	100	78	+10
SSA	● 33 Quality of preventive maintenance system operation	92	83	100	84	+9
MP	40 Commander/managers including safety in job promotion reviews	99	93	99	96	+6
EP	46 Personnel using necessary personal protective equipment	93	87	97	95	+6
SP	24 Supervisors understanding personnel job safety problems	99	94	100	92	+5
EP	20 Personnel using standardized precautions for hazardous materials	98	93	99	92	+5
OC	16 Condition of personnel morale	97	92	98	82	+5
SP	5 Supervisors maintaining a high safety performance standard	99	95	100	91	+4
SSC	23 Safety standard level relative to job tasks/duties standard level	99	95	97	91	+4
SP	32 Supervisors integrating safety into the operational readiness process	100	97	100	95	+3
SP	43 Supervisors reducing personnel fear of reporting safety problems	99	96	100	93	+3
OC	9 Condition of departmental teamwork	96	93	96	83	+3
SP	12 Supervisors behaving in accord with safe job procedures	98	96	100	98	+2
SSA	22 Effectiveness of award programs in promoting safe behavior	96	94	95	74	+2
SSA	● 13 Presence of personnel well trained in emergency practices	100	99	99	80	+1
SP	● 19 Supervisors enforcing safe job procedures	99	98	99	93	+1
EP	● 18 Belief that personnel understand safety and health regulations	99	98	99	91	+1
SSA	30 Effectiveness of safety committee in improving safety conditions	97	96	99	83	+1
MP	● 49 Commander/managers setting annual safety goals	75	74	91	52	+1
SSA	● 29 Occurrence of emergency response procedures testing	99	99	98	77	0
SP	38 Supervisors providing helpful safety training	98	98	98	92	0
SSA	41 Availability of safety manager/officer to provide assistance	97	97	100	93	0
SSC	35 Perception that the safety manager/safety office has high status	94	95	99	86	-1
MP	● 31 Commander/managers setting a positive safety example	97	99	100	89	-2
SSC	27 Belief that commander/managers are sincere in safety efforts	95	97	98	77	-2
EP	● 25 Personnel following lockout/tagout procedures	47	49	58	36	-2
SSC	● 3 Priority of safety relative to production	97	100	100	88	-3
MP	● 14 Commander/managers publishing a policy on the value of personnel safety	96	99	97	63	-3
SSC	39 Perception that medical resources are sufficient	86	89	90	74	-3
OC	● 42 Stability of workforce	80	83	96	65	-3
EP	● 50 Personnel taking part in the development of safety requirements	95	99	99	98	-4
SSC	45 Perception that good environmental conditions are kept	94	98	98	95	-4
SSA	6 Frequency of detailed and regularly scheduled inspections	93	97	99	92	-4
MP	34 Commander/managers participating in safety activities on a regular basis	92	96	95	77	-4
SSC	● 48 Belief that commander/managers insists supervisors think about safety	93	98	99	91	-5
OC	47 Significance of job stress for personnel	92	98	99	91	-6
OC	2 Frequency of personnel/management interactions	91	97	99	83	-6
EP	4 Personnel being involved in safety and health practices	89	95	97	87	-6
SSC	10 Belief that commander/managers shows it cares for personnel safety	86	93	96	85	-7
EP	● 11 Personnel believing that their actions can protect coworkers	88	98	98	88	-10
SSA	● 26 Presence of safety training in new personnel orientation	70	80	89	45	-10
SP	28 Supervisors acting on personnel safety suggestions	79	93	100	96	-14
SSA	8 Frequency of safety meeting occurrence	76	92	97	81	-16
EP	1 Personnel identifying and eliminating hazards	79	96	98	73	-17
MP	7 Commander/manager stressing the importance of safety in communications	64	90	95	81	-26
SSC	● 17 Belief that commander/managers does more than law requires	32	70	20	42	-38

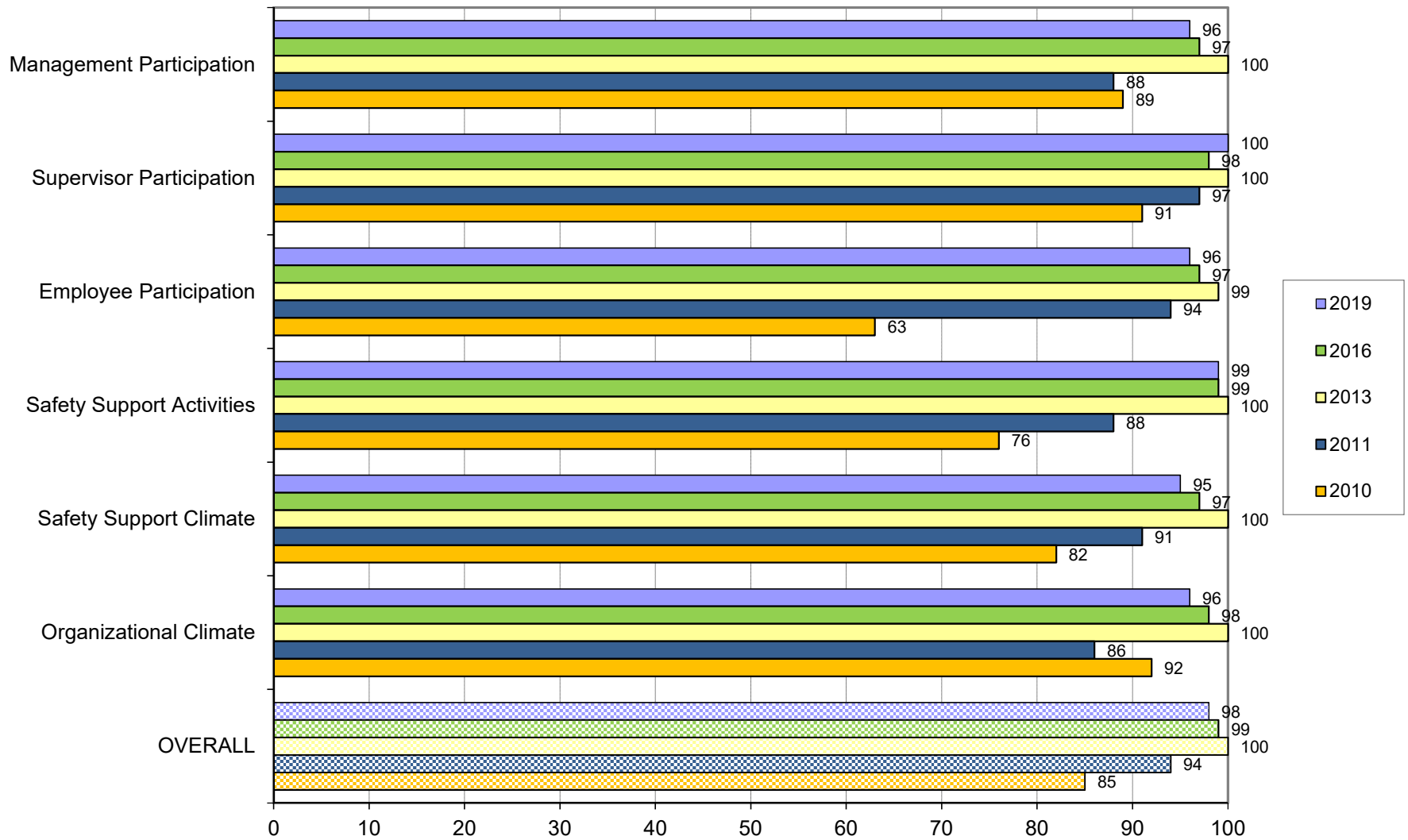
<sup>1</sup> A percentile score expresses the percentage of organizations in the NSC Database with lower average response scores. The percentile score range is from 0 to 100.

● indicates one of the ten highest-performing components from the previous survey, whereas ● indicates one of the ten lower-performing priority components from the previous survey.

<sup>2</sup> Program category abbreviations are consistent with footnote 1 found on Table 1.

## FIGURE 2 Percentile Scores by Program Category

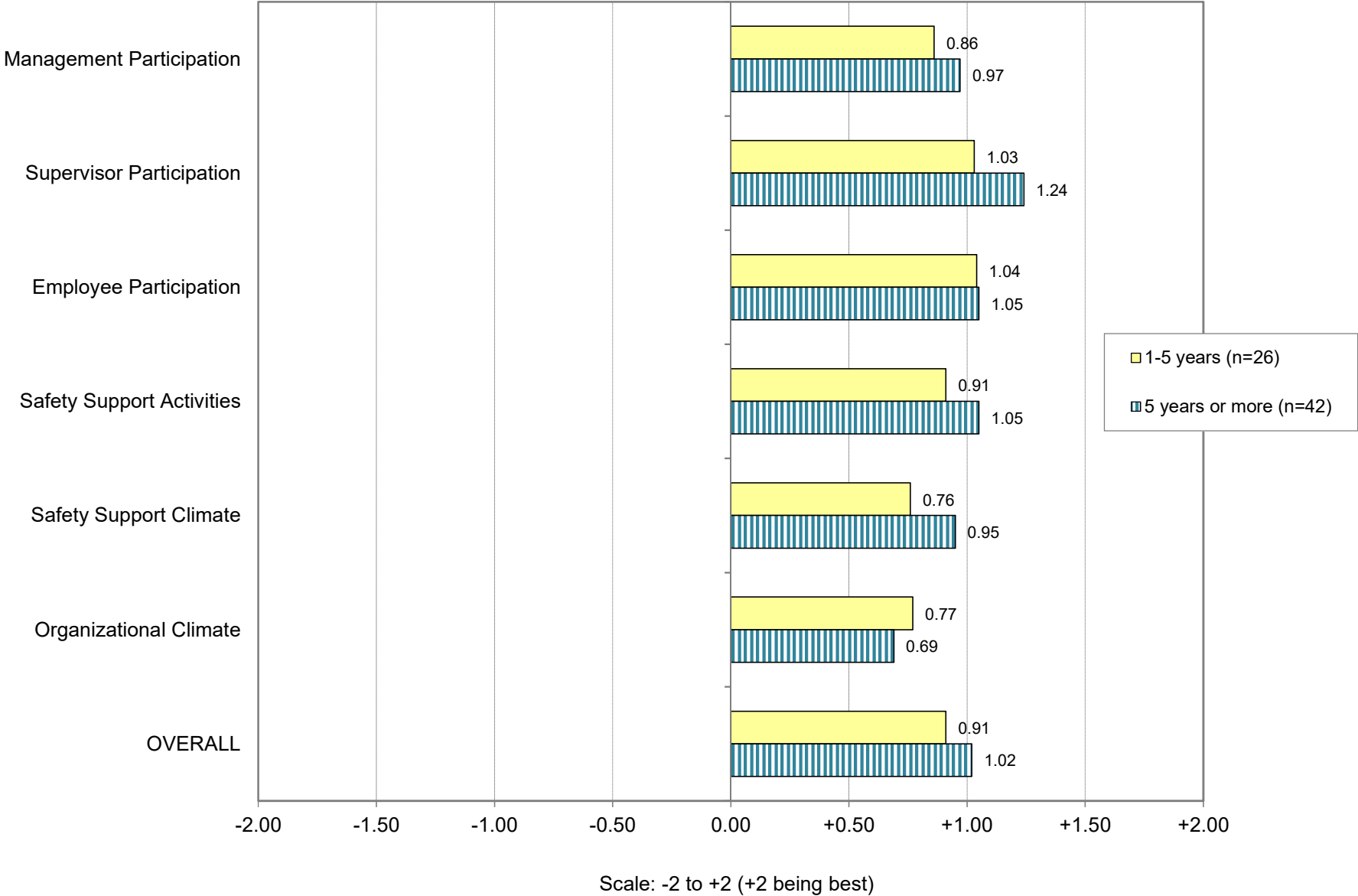
2019 SAFETY BAROMETER SURVEY RESULTS  
MARINE CORPS LOGISTICS BASE ALBANY – GARRISON COMMAND (N=74)



Scale: 0 to 100 (100 being best)

**FIGURE 3**  
**Average Response Scores by Length of Time at Installation**

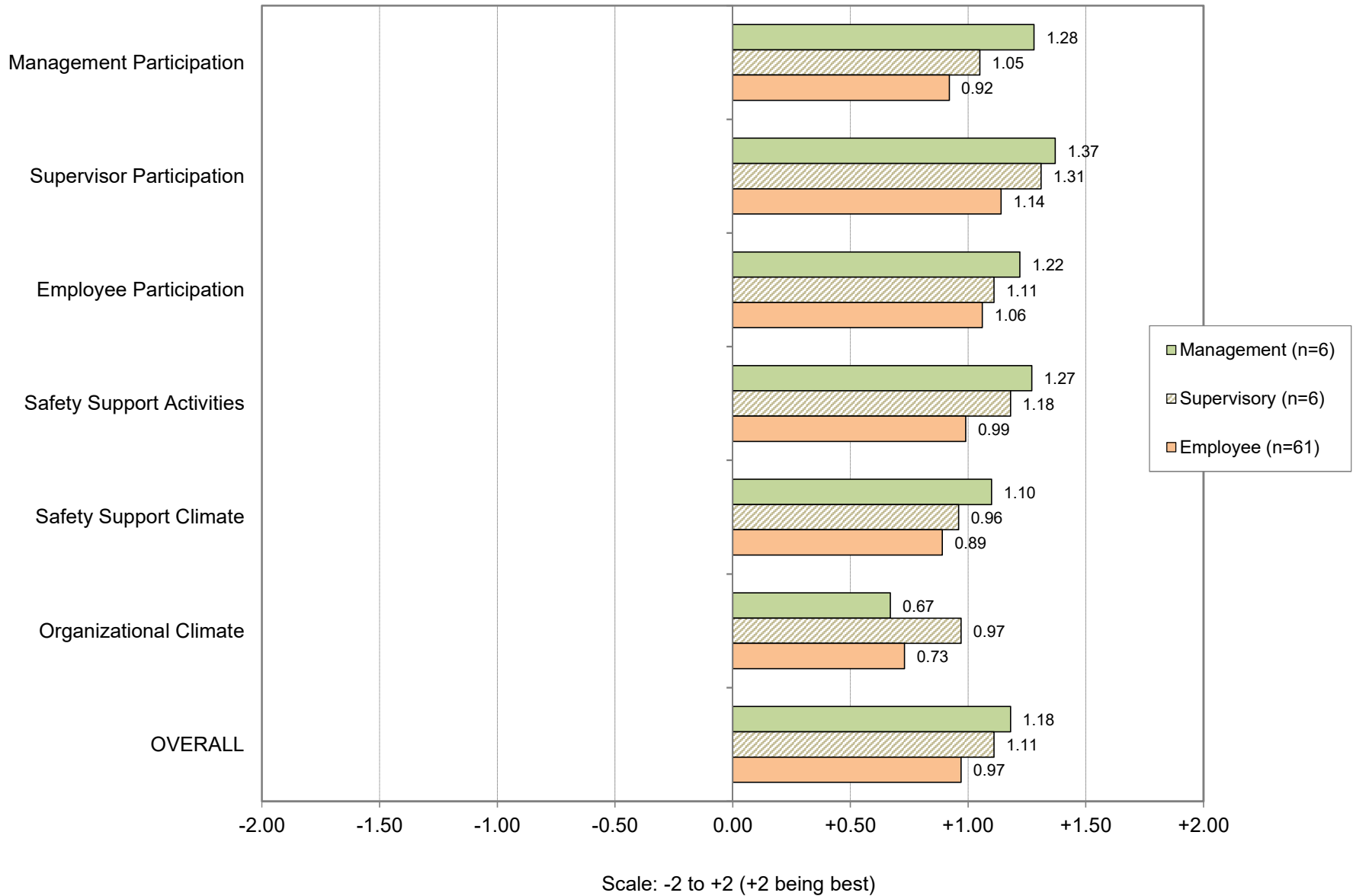
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**FIGURE 4**  
**Average Response Scores by Position**

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**FIGURE 5**  
**Average Response Scores by Division/Sector**

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