



Inspector General  
United States  
Department of Defense

Evaluation of the  
DoD Safety Program

June 12, 2008  
Report No. IE-2008-009

DoD Guard & Reserves  
Safety Survey



# DEPARTMENT OF DEFENSE OFFICE OF INSPECTOR GENERAL

## MISSION STATEMENT

*The Office of the Inspector General promotes integrity, accountability, and improvement of Department of Defense personnel, programs and operations to support the Department's mission and to serve the public interest.*

### Senior Leader

Maj. Gen. John R. Vines, Commander Coalition Task Force 82, and Brig. Gen. C. William Fox, Deputy Chief Joint Staff 180, salute as the remains of an airman killed in action pass by them, during a ceremony held at Bagram Air Field, Afghanistan.

(U.S. Army photo by Sgt. 1st Class Milton H. Robinson)



### Active Duty

Aviation Ordnanceman Airman Brian Miller of Cleveland, Ohio, assigned to the "Mighty Shrikes" of Strike Fighter Squadron Nine Four secures the fins on an AIM-7 Sea Sparrow missile attached to an F/A-18E Super Hornet on the flight deck of the nuclear powered aircraft carrier USS Nimitz (CVN 68).

(U.S. Navy photo by Photographer's Mate 3rd Class Maebel Tinoko)

### Civilian

A civilian construction worker removes a nail from a board during construction of a new cement security wall, Incirlik Air Base, Turkey.

(U.S. Air Force photo by Senior Airman Matthew Hannen)



### Guard & Reserve

Pfc. Melissa M. Telaak, from 1st Platoon, 164th Military Police Company, pulls convoy security duty in Kabul, Afghanistan.

(This photo appeared on [www.army.mil](http://www.army.mil))

# NATIONAL SAFETY COUNCIL

## MISSION STATEMENT

*To educate, protect and influence society to adopt safety, health and environmental policies, practices and procedures that prevent and mitigate human suffering and economic losses.*

# Evaluation of the DoD Safety Program

Guard & Reserve Safety Survey Results

June 2008

**Inspections & Evaluations**  
A Crystal Focus Review



**VISION**

We will evolve into the premier Inspections & Evaluations organization

**MISSION**

The Directorate of Inspections and Evaluations conducts objective and independent customer-focused management and program inspections addressing areas of interest to Congress and the Department of Defense, and provides timely findings and recommendations leading to positive changes in programs.

## Purpose

On May 19, 2003, the Secretary of Defense instructed DoD senior leaders to reduce preventable accidents by 50 percent over a two-year period. That goal was subsequently revised in March 2004 to 75 percent by 2008. On August 9, 2004, the Deputy Under Secretary of Defense for Readiness requested this evaluation to assist DoD management develop strategies to improve the effectiveness of the DoD safety program and provide observations to help management reduce the Department's accident rate, as directed.

## Methodology and Scope

This report presents the results of the DoD Reserve Component safety perception survey, one of a four-part series of safety surveys. (The Reserve Component will also be referred to as Guard/Reserve in this report.) In April 2005, the DoD Office of the Inspector General entered into a contract arrangement with the National Safety Council (NSC) to assist the evaluation team to develop, administer, and analyze two separate safety surveys – a senior leader safety survey, and a safety perception survey administered to three distinct populations: active duty military, civilian, and reserve component military. The results for each population are published in separate reports, as are the results for the senior leader survey.

The senior leader survey was administered to all DoD flag officers and members of the Senior Executive Service. The perception survey was included in the Defense Manpower Data Center annual personnel survey sent to 330,000 DoD personnel. For Guard/Reserve personnel, approximately 211,000 received the survey and 64,415 responded -- a 36 percent (weighted) response rate. The survey had 50 items; 46 adapted from the NSC's Safety Barometer questionnaire and 4 customized to capture off-duty safety related issues. The items were grouped into six main safety program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

## Survey Results

Guard/Reserve survey responses were compared with responses from the NSC Safety Barometer database of 232 organizations to produce comparative percentile scores (benchmarks). The overall Guard/Reserve comparative percentile score was a moderate 57 out of a possible 100, meaning 43 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than Guard/Reserve personnel. Guard/Reserve comparative scores on the main safety program categories ranged from a moderately low 40 percent for Personnel Participation to a moderate 66 percent for Safety Support Climate. Guard/Reserve average response scores were above the mean (50 percent) for 24 of the 46 standard items in the survey. Overall, this ranks the perceptions of Guard and Reserve members at slightly above average.

The survey results in this report establish a baseline for future perception surveys. The offices of the Secretary of Defense, Combatant Commanders, and Services should review these survey results and perform additional analyses to best support the objectives of their safety programs.



INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
400 ARMY NAVY DRIVE  
ARLINGTON, VIRGINIA 22202-4704

June 12, 2008

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION,  
TECHNOLOGY AND LOGISTICS  
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND  
READINESS

SUBJECT: Evaluation of the DoD Safety Program: Guard and Reserves Safety Survey Results  
(Project No. D-2005-DIP0E2-0051)

The Department of Defense Office of the Inspector General is providing this report for your information and use.

On May 19, 2003, the Secretary of Defense instructed DoD senior leaders to reduce preventable accidents by 50 percent over a two-year period. That goal was subsequently revised in March 2004 to 75 percent by 2008. On August 9, 2004, the Deputy Under Secretary of Defense for Readiness requested this evaluation to assist DoD management develop strategies to improve the effectiveness of the DoD safety program and provide recommendations to help management reduce the Department's accident rate, as directed.

Integral to the evaluation process was a series of perception surveys administered to four population groups—Senior Leaders, Active Duty, DoD Civilians, and Guard and Reserves.

This report describes the safety evaluation process and the results of the Guard and Reserves Safety Survey. There are no recommendations in this report. Instead, we summarized our conclusions from the survey results and offer our analysis to safety managers, stakeholders and decision makers. Using the constructive engagement technique, the contents of this report were briefed to and discussed with the DoD leaders, Defense Safety Oversight Council officials, Services' Centers of Excellence for safety, and Joint Staff and Combatant Command safety representatives.

We forwarded this report to the Audit Follow-up Directorate as required by DoD Directive 7650.3, "Follow-up on General Accounting Office (GAO), DoD Inspector General (DoD IG), and Internal Audit Reports," June 3, 2004. The report is posted on the DoD Inspector General Website at [www.dodig.mil/Inspections/IE/Reports.htm](http://www.dodig.mil/Inspections/IE/Reports.htm). No management response is required. However, customer feedback is always welcome. E-mail comments to [crystalfocus@dodig.mil](mailto:crystalfocus@dodig.mil).

A handwritten signature in red ink, appearing to read "Wm Brem Morrison, III", is positioned above the printed name.

Wm Brem Morrison, III  
Assistant Inspector General  
for Inspections and Evaluations

## TABLE OF CONTENTS

### EVALUATION OF THE DoD SAFETY PROGRAM

#### PART 5 – GUARD AND RESERVE SAFETY SURVEY

1	Evaluation of the DoD Safety Program — Project Overview.....	1
1.1	Introduction.....	1
1.2	Evaluation Purpose.....	1
1.3	Historical Perception – A Chronology of Significant Events.....	1
1.4	Evaluation Context.....	3
1.5	Evaluation Process.....	3
1.5.1	Safety Surveys.....	4
1.5.1.1	Leveraging NSC’s Safety Barometer Survey Process.....	5
1.5.1.2	Other Partnerships.....	5
1.5.2	Data Analysis and Results.....	5
1.5.2.1	Data-set Benchmarking Analysis and Results.....	5
1.5.2.2	Results Communication.....	6
1.6	Prevention Model.....	6
2	Summary—Guard/Reserve Safety Survey.....	8
2.1	Overview.....	8
2.2	Results.....	8
2.2.1	Summary of Results.....	8
2.2.2	Use of Results.....	10
3	Guard/Reserve Safety Survey Results.....	11
3.1	Introduction.....	11
3.1.1	Background.....	11
3.1.2	Purpose.....	11
3.2	The National Safety Council Partnership.....	11
3.3	Survey Administration.....	12
3.3.1	Survey Form.....	12
3.3.2	Web-based Survey.....	12
3.4	Survey Analysis.....	12
3.4.1	Survey Questions.....	12
3.4.2	Survey Analysis.....	13
3.5	Results.....	13
3.5.1	Results for the Total Population as Compared to the NSC Database.....	14
3.5.2	Highest Performing Items.....	20
3.5.3	Lowest Performing Items.....	21
3.5.4	Average Response Scores of Customized Items.....	23
3.6	Percentile Scores of Program Categories.....	24
3.7	Comparison of Survey Responses by Personnel Subgroups.....	25
3.7.1	Comparison by Grade.....	25
3.7.2	Comparison by Work Location.....	27
3.7.3	Comparison by Reserve Component and Branch of Service.....	29
3.7.3.1	Standardized Items.....	29
3.7.3.2	Program Categories by Reserve Component.....	31
3.7.3.3	Work Locations by Reserve Component.....	32
3.7.3.4	Customized Items.....	35
3.8	Army Guard.....	37
3.9	Army Reserve.....	43
3.10	Navy Reserve.....	51
3.11	Marine Corps Reserve.....	56
3.12	Air Force Guard.....	63

3.13 Air Force Reserve .....	68
4 Conclusions.....	73
4.1 Overview.....	73
4.2 Path Forward.....	73
4.3 List of Report Conclusions .....	74
Appendices	
Appendix A    Source Documents .....	77
A-1 SecDef Memorandum Directing a 50% Reduction in Preventable Accidents.....	77
A-2 Defense Safety Oversight Council Charter as Amended .....	78
A-3 Strategic Planning Guidance Directing a 75% Reduction in Accidents .....	81
A-4 Signed Announcement Memorandum .....	82
A-5 SecDef Memorandum (Jun 06) .....	83
A-6 USD (AT&L) Memorandum (Nov 06) .....	84
A-7 SecDef Memorandum on Zero Preventable Accidents (May 07) .....	85
Appendix B    Scope and Methodology.....	86
Appendix C    Safety Barometer Survey Form.....	87
Appendix D    Response Frequency and Percentage Distributions .....	91
Appendix E    NSC Methods and Data Analysis.....	99
Appendix F    Response Distributions by Grade.....	102
Appendix G    Response Distributions by Work Locations.....	108
Appendix H    Response Distributions by Reserve Component .....	119
Appendix I    Acronyms .....	128
Appendix J    Report Distribution.....	129

# 1 Evaluation of the DoD Safety Program--Project Overview

## 1.1 Introduction

The Deputy Under Secretary of Defense for Readiness (DUSD [R]) requested this evaluation of the Department of Defense (DoD) safety program. In support of the overall objective, the Office of the Inspector General (OIG) surveyed personnel perceptions of the DoD safety program. The results of the surveys are described in four separate documents:

- Senior Leader Safety Survey (Report No. IE-2008-006)
- Active Duty Safety Survey (Report No. IE-2008-007)
- DoD Civilians Safety Survey (Report No. IE-2008-008)
- Guard and Reserve Forces Safety Survey (Report No. IE-2008-009)

This report describes the perceptions of DoD reserve component<sup>1</sup> personnel in regard to safety responsibilities, performance, and climate in their organizations.

## 1.2 Evaluation Purpose

The purpose of this evaluation was to assist DoD management with developing strategies to improve the effectiveness of the DoD safety program and reduce the Department's accident rate.

## 1.3 Historical Perspective—A Chronology of Significant Events

- October 2001: The Secretary of Defense (SecDef) sent the first of a series of personal notes expressing his concerns regarding safety in DoD. The Secretary:
  - Ordered an executive assessment of the DoD safety program;
  - Declared DoD senior leaders must be personally involved in safety.
- May 2003: SecDef issued a memorandum (App A-1) challenging senior leaders to “reduce the number of mishaps and accident rates by at least 50% in the next two years.” The memorandum directed the Under Secretary of Defense for Personnel and Readiness (USD [P&R]) to lead the effort.
- June 2003: USD (P&R) established the Defense Safety Oversight Council (DSOC), which includes a DoD IG representative as an associate (non-voting) member. The overall purpose of the DSOC is to provide governance of DoD-wide efforts to reduce preventable mishaps (App A-2). The primary tasks of the DSOC are to:
  - Establish and monitor metrics to reduce accidents and injuries for each Military Department and DoD Agency by 50 percent by the end of 2005 (later increased to

---

<sup>1</sup> The terms reserve component, Guard and Reserve, and Guard/Reserve are used interchangeably in this report.

- 75 percent by the end of FY 2008), using FY 2002 as a baseline.
- Assess, review, and advise to improve DoD-wide safety and injury prevention information management systems.
- Promote the development and implementation of safety initiatives.
- Make recommendations for improving policies, programs, and investments.
- March 2004: SecDef adjusted the objective to reduce accident rates from 50 percent to 75 percent by the end of 2008, as stated in the FY 06-11 Strategic Planning Guidance (App A-3).
- August 2004: On behalf of the USD (P&R) and the DSOC, the DUSD (R) requested the Inspections and Evaluations Directorate (I&E) of the DoD OIG evaluate the DoD safety program and Department efforts to achieve the SecDef's mishap and accident reduction goal.
- November 2004: I&E announced the formation of a safety evaluation team (the Team) and initiation of an OIG evaluation of the DoD safety program (App A-4). The Team's objectives were:
  - Evaluate the DoD safety program and provide observations to help achieve a reduction in accidents, as directed by the SecDef;
  - Identify safety issues within DoD and provide a roadmap for change to improve the Department's safety program.
- April 2005: I&E contracted with the National Safety Council (NSC) to assist the Team administer, conduct, and evaluate safety perception surveys.
- March 2006: I&E briefed the DSOC on the outcomes of the Leadership and Perception Safety Surveys, and suggested four preliminary recommendations.
- June 2006: SecDef issued a memorandum (App A-5) on reducing preventable accidents. He stated, "We will not simply accept the status quo" and "We can no longer consider safety as nice-to-have."
- October 2006: I&E briefed the DoD Safety and Health Forum on options to improve installation and command safety and health programs; I&E also briefed the National Safety Congress on the safety evaluation's progress and achievements.
- November 2006: In response to the June 2006 SecDef memorandum, the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD [AT&L]) addressed safety over the entire life cycle of systems by directing changes to DoD Instructions 5000.2 and 6055.7 to reduce preventable accidents (App A-6).

- March 2007: I&E engaged both the European Tri-Service Safety Conference and the Joint Service Safety Congress on the preliminary results and recommendations of the evaluation.
- May 2007: The new SecDef issued a memorandum (App A-7) stating he remains committed to the 75 percent accident reduction target by 2008, and setting a new goal of “zero preventable accidents.”
- July 2007: I&E briefed the Joint Planning Development Office (JPDO) working group of the Next Generation Aviation Transport System program on a comparative analysis of Safety Management Systems (analysis is at <http://www.nsc.org/resources/dod-matrix.htm>). The JPDO is a unique partnership of government agencies (the Departments of Commerce, Defense, Homeland Security, and Transportation; the Federal Aviation and National Aeronautical and Space Administrations; and the White House Office of Science and Technology Policy) and commercial and general aviation.
- April 2008: In response to a request from the Director of the Joint Staff, USD(AT&L) developed and issued Change 1 to DoD Instruction 6055.07, establishing policy for mishap investigations of friendly fire events.

## 1.4 Evaluation Context

The evaluation addresses the SecDef’s memo that established the DoD mishap and accident reduction goal. This goal applies to military personnel – active duty, Guard, and Reserve – as well as over 700,000 Department civilians in both appropriated and nonappropriated positions. The evaluation does not examine combat-related mishap and accident data, allowing for comparative analysis with any business enterprise inside or outside DoD. However, this limitation is not intended to minimize the importance of safety and accident prevention in areas of ongoing operations.

It is important to remember that all accidents and mishaps, regardless of whether they occur on or off duty, affect readiness and the Department’s capability to accomplish its mission.

## 1.5 Evaluation Process

Figure 1 illustrates the evaluation process and the specific safety program elements that were evaluated: culture and climate, organizational structure, resources, and policy. Throughout the project the Team captured exceptional practices.

**Figure 1. Process Diagram for Evaluation of the DoD Safety Program**



During and following information collection activities, the Team analyzed perception survey data, reviewed safety programs of other organizations to identify benchmarks, and studied various models of safety management systems.

### 1.5.1 Safety Surveys

The Team partnered with the National Safety Council (<http://www.nsc.org/>) and the Defense Manpower Data Center (<http://www.dmdc.osd.mil/>) to develop, administer, and analyze two safety surveys. The targeted populations for these surveys were:

- Senior Leader Survey – administered to DoD senior leaders (flag officers and senior executive service (SES) members).
- Safety Perception Survey – administered to:
  - Active Duty Personnel (enlisted and officers O-6 and below, all Services).
  - DoD Civilian Personnel (all grades below SES).
  - Guard and Reserve Personnel (enlisted and officers O-6 and below, all Services).

The objectives of the surveys were to:

- Measure the current perception of the safety culture throughout DoD; and,
- Establish a safety climate baseline against which DoD can measure improvement.

**Safety Culture** consists of values, attitudes, perceptions, competencies and behavior of the people that make up the organization. In an organization with a positive safety culture there are high levels of trust; people agree that safety is important and that safety management systems are effective.

**Safety Climate** consists of attitudes and perceptions but does not contain values, competencies and behavior. It differs from safety culture since it is specific to one time and location. It can be used as an indicator of the underlying safety culture.

These definitions indicate that safety climate is a sub-set of safety culture, which is a broader, more enduring organizational feature.

“PRISM FG1 Safety Culture Application Guide” – Final Version 1.1 – 8 August 2003. [www.keilcentre.co.uk](http://www.keilcentre.co.uk).

The senior leader survey included 10 items and 2 open-ended questions. It was designed to measure how DoD flag officers and members of the Senior Executive Service viewed themselves as safety advocates and to collect their opinions of the safety program. The perception survey consisted of 50 items: 46 were adapted from NSC’s Safety Barometer and 4 were customized to accommodate DoD special interest issues. The survey results provide an excellent empirical picture of the DoD safety climate and identified specific areas for further study and improvement. The survey response rates were: active duty – 48 percent, senior leader – 37 percent, civilian – 63 percent, and Guard and Reserve – 36 percent. The Guard and Reserve perception survey presented in this part of the report was sent to 211,003 Guard and Reserve members in the grades of O-6 and below, as identified in the Defense Manpower Data Center (DMDC) Active Duty Master Edit File.

### **1.5.1.1 Leveraging NSC's Safety Barometer Survey Process**

The NSC Safety Barometer survey elicits opinions about a broad spectrum of elements that contribute to successful safety management. At the time of data analysis, 232 organizations (government and non-government) had taken the NSC Safety Barometer survey. The NSC maintains their responses in a database. To the extent possible, the DoD safety surveys were based on the NSC Safety Barometer survey to allow the evaluation team to benchmark results against the NSC database by generating comparative percentile scores on a scale of 0 to 100. A further benefit of this approach was the ability to prioritize a list of problem areas based on the percentile scores.

### **1.5.1.2 Other Partnerships**

In addition to partnering with NSC and DMDC, the Team worked with the DoD IG Quantitative Methods Directorate (<http://www.dodig.mil/inspections/qmd/index.htm>) for the administration and validation of the survey questionnaires. The Quantitative Methods Directorate also independently reviewed the survey data.

## **1.5.2 Data Analysis and Results**

This evaluation was designed and executed to comprehensively identify broad, crosscutting issues within DoD, and suggest changes to guide DoD leadership in making systemic changes in the DoD safety program that would yield program improvements. Two aspects of the evaluation process warrant specific discussion: data-set benchmarking and results communication.

### **1.5.2.1 Data-Set Benchmarking Analysis and Results**

As mentioned above, use of the NSC Safety Barometer survey as the basis for the surveys allowed the Team to benchmark results against the NSC database of government and non-government organizations. Reports IE-2008-007 through -009 describe the results of this benchmarking in detail.

The Team also analyzed large, private sector companies (with 30,000-60,000 employees) that were recipients of the Occupational Hazards Magazine's award for excellence in safety performance. The Team reviewed organizations with excellent safety records, such as DuPont, Texas Instruments, and Delta Airlines to identify essential safety program practices. Additionally, the Team studied the United States Postal Service (USPS), an organization that employs approximately 800,000 people and has similar structural challenges as DoD.

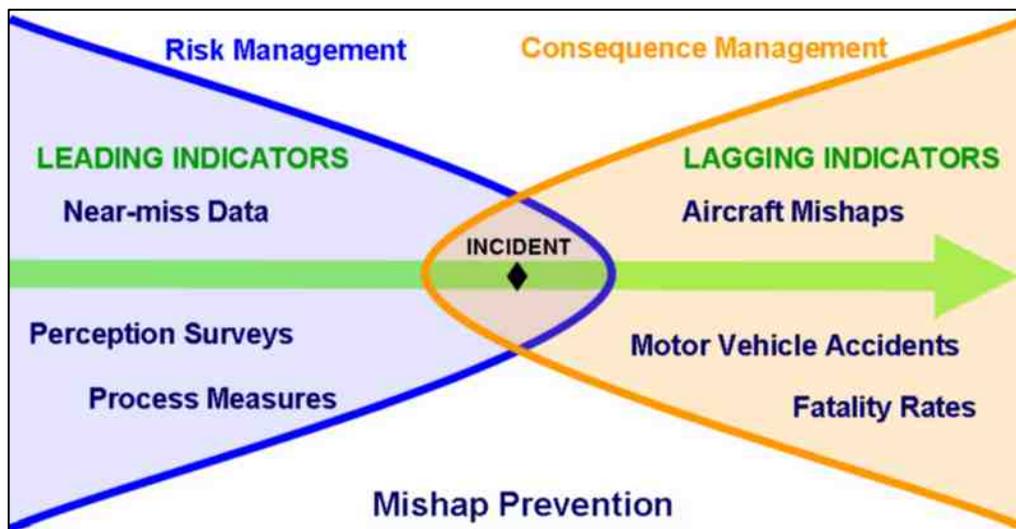
### 1.5.2.2 Results Communication

The Team practiced “constructive engagement” as a communication technique to keep stakeholders informed of project status and findings. This process included briefing our observations to DoD management and providing progress reports on the safety evaluation throughout the project. We posed questions during interviews to stimulate introspection by senior officials and encourage dialogue among diverse organizations. This approach encouraged decision makers and safety program managers to initiate program improvements immediately following an engagement, well before release of completed reports.

### 1.6 Prevention Model

Figure 2 graphically depicts the continuum of activities associated with the DoD safety program centered around a decision, mishap, or other event (incident). Risk management should focus on prevention programs, while consequence management efforts should identify and fix mishap root causes. The Team believes a balanced approach between risk management and consequence management is a necessary condition to achieve the SecDef’s accident reduction goal. The results of this survey provide stakeholders with a compendium of leading indicators that should be considered to improve safety program risk management.

**Figure 2. Prevention Parabola Model**



The illustration is constructed around an incident, which represents a management decision, policy release, mishap, or other event affecting safety performance. The green arrow along the center axis shows the time preceding and following the incident.

The blue parabola (left side) encompasses actions taken and data generated prior to the incident. Influencing incidents prior to the event requires leaders and managers to collect and analyze

leading indicators. The chart lists several methods for obtaining leading indicators, including gathering near-miss data, conducting perception surveys, and analyzing current processes. Leading indicators focus on risk reduction by measuring, reporting, and managing safe behaviors. The left side of the chart emphasizes prevention programs and leading indicators.

The orange parabola (right side) represents actions taken and data generated after the incident. Investigations, inspections, and analysis of mishap data allow leaders and managers to influence behavior subsequent to an occurrence. Today's DoD safety program emphasizes lagging indicators as the common measurement for safety performance. Discovering the root causes and managing the consequences of mistakes and poor decisions has generated a measure of success in safety programs across the board. However, overemphasis on after-the-fact metrics may detract attention and resources from prevention activities.

## **2 Summary – Guard/Reserve Safety Survey**

### **2.1 Overview**

The DoD safety perception survey was a Web-based survey sent to 330,000 DoD active duty, civilian, and reserve component personnel in the spring of 2005 as part of the Defense Manpower Data Center annual personnel survey. Of the approximately 211,000 guard and reserve personnel selected to receive the survey, 64,415 eligible respondents completed the survey. The weighted response rate was 36 percent.

This survey was designed to assess the overall safety climate of the Department of Defense as perceived by the Department of Defense member. The survey had 50 items; 46 were adapted from the NSC's Safety Barometer questionnaire and 4 were customized to capture off-duty safety related issues. The 50 items were grouped into six standard program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate. Full analysis was not performed on the Organizational Climate category because only two survey items addressed this category.

### **2.2 Results**

#### **2.2.1 Summary of Results**

Personnel who participated in this survey were asked to indicate their level of agreement or disagreement with a variety of safety and work-related statements. Respondents replied on a 5-point scale from strongly agree to strongly disagree.

Guard/Reserve survey responses were compared with responses from the 232 participating organizations in the National Safety Council (NSC) database to produce comparative percentile values. The overall Guard/Reserve percentile score was a moderate 57 out of a possible 100, meaning 43 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than Guard/Reserve respondents. Guard/Reserve scores on the five standard safety program categories ranged from a moderately low 40 percent for Personnel Participation to a moderate 66 percent for Safety Support Climate. Guard/Reserve average response scores were above the mean (50 percent) for 24 of the 46 standard items in the survey.

The safety program items with comparative percentile scores below 50 percent should receive attention. Guard/Reserve scored below the mean on the 22 Safety Barometer items listed below. They are presented in order from lowest (15) to highest (48) percentile score.

- ◆ *Personnel following lockout/tagout procedures*
- ◆ *Personnel identifying and eliminating hazards*
- ◆ *Effectiveness of command safety officer in improving safety conditions*
- ◆ *Leadership publishing a policy on the value of personnel safety*
- ◆ *Presence of safety training in new personnel orientation*
- ◆ *Leadership participating in safety activities on a regular basis*
- ◆ *Personnel believing that their actions can protect other personnel*
- ◆ *Frequency of detailed and regularly scheduled inspections*
- ◆ *Leadership setting annual safety goals*
- ◆ *Leadership stressing the importance of safety in communications*
- ◆ *Availability of safety officer to provide assistance*
- ◆ *Frequency of safety meeting occurrence*
- ◆ *Personnel being involved in safety practices*
- ◆ *Supervisors acting on personnel safety suggestions*
- ◆ *Supervisors reducing personnel's fear of reporting safety problems*
- ◆ *Belief that personnel understand safety regulations*
- ◆ *Perception that the safety officer has high status*
- ◆ *Belief that leadership does more than law requires*
- ◆ *Personnel taking part in the development of safety requirements*
- ◆ *Supervisors understanding personnel's job safety problems*
- ◆ *Supervisors maintaining a high safety performance standard.*
- ◆ *Belief that leadership is sincere in safety efforts*

Regarding Customized survey items on the topic of off-duty safety, nearly 65 percent of respondents believed their supervisor is concerned for their welfare and safety off-duty as well as on-duty. Over half the respondents felt it is the responsibility of DoD to be concerned about off-duty safety for personnel and their families, and over 45 percent felt most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training. Nearly 15 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty.

For all program categories and overall, the highest grades, O4-O6, had substantially more positive perceptions than lower grades. Those in the E1-E4 grade had the lowest perceptions. Substantial variation in perceptions among work locations were found, with those in flightline having the most positive perceptions and those in outdoor/field and other location having the least positive perceptions. Analysis by Reserve Component showed the Air Force-Guard and Air Force-Reserve generated the most positive safety program perceptions (with overall percentile scores of 90 and 89, respectively), followed by the Navy-Reserve and the Marine Corps-Reserve with overall scores of 70 and 59, respectively. Army-Guard had an overall score of 44, while the Army-Reserve generated the lowest overall score of 37.

### **2.2.2 Use of Results**

The findings in this report should be used as a guide for making safety program improvements. The comparative percentile scores may aid in establishing improvement priorities in DoD overall, as well as tailoring improvements to specific subgroups with low scores. The data should also be used as a baseline against which to measure future progress.

## **3 Guard/Reserve Safety Survey Results**

### **3.1 Introduction**

This report documents the results of the Guard/Reserve portion of the DoD Safety Perception Survey. This survey was designed to assess the overall safety climate of the Armed Services, both on- and off-duty, including active duty (Report IE 2008-007), civilian (Report IE 2008-008), and reserve component members.

#### **3.1.1 Background**

In May 2003, the Secretary of Defense (SecDef) issued a memorandum stating “world-class organizations do not tolerate preventable accidents.” He challenged the Secretaries of the Military Departments to reduce the number of mishaps and accident rates by at least 50 percent in the next two years. The SecDef asked the Under Secretary of Defense for Personnel and Readiness (USD [P&R]) to lead the department-wide effort to reduce accidents.

On August 9, 2004, the Deputy Under Secretary of Defense for Readiness (DUSD[R]) requested the Office of Inspector General (OIG) conduct an evaluation of the DoD Safety Program. The OIG evaluation included establishing a safety climate baseline using a safety perception survey; evaluating the planning, programming and budgeting process in OSD and the Military Departments; and evaluating the policy and organization within OSD and the Military Departments’ safety programs.

#### **3.1.2 Purpose**

The purpose of this evaluation is to assist DoD management develop strategies to improve the effectiveness of the DoD safety program and reduce the Department’s accident rate as directed.

### **3.2 The National Safety Council Partnership**

In April 2005, the DoD IG entered into a contract arrangement with the National Safety Council (NSC) to assist the evaluation team develop, administer, and analyze the safety perception surveys. To the extent possible, the survey design was based on the NSC Safety Barometer survey, which allowed the evaluation team to benchmark results against the NSC database of responses from 232 government and non-government organizations. A further benefit of this approach was the capability to generate a prioritized list of problem areas based on the comparison.

The analyses that follow compare Guard/Reserve responses to other organizations’ responses in the NSC database by using comparative percentile scores. Responses by personnel subgroups

were also compared so we could develop a more specific understanding of each subgroup's assessment, with priorities customized and targeted for each group. The results can be used to facilitate management decisions to improve the safety program and reduce mishap and accident rates.

### **3.3 Survey Administration**

#### **3.3.1 Survey Form**

To take advantage of the NSC data base, the questions and responses were adapted to be compatible with the Safety Barometer survey and used a 5-point scale from strongly agree to strongly disagree. Both standardized and customized items were used in the 50-item survey. The 46 standardized items were based on climate-related statements in the Safety Barometer survey, with slight wording changes to adapt the statements to DoD terminology. They represent six fundamental safety program categories as follows:

- ◆ Leadership Participation
- ◆ Supervisor Participation
- ◆ Personnel Participation
- ◆ Safety Support Activities
- ◆ Safety Support Climate
- ◆ Organizational Climate

Full analysis was not performed on Organizational Climate since only two items addressed this category. The evaluation team added four customized items to capture off-duty safety concerns. Also, respondents completed a demographics section to identify their population subgroup by Rank, Service, and Organization. The survey form is provided at Appendix C.

#### **3.3.2 Web-Based Survey**

The Defense Manpower Data Center (DMDC) conducted this survey via the Web as part of an annual personnel survey. The process began on February 14, 2005, when notification letters went out instructing recipients to take the survey on the Web. DMDC collected data between February 25 and April 11, 2005, and provided a consolidated data-set to the NSC. See Appendix B for methodology.

### **3.4 Survey Analysis**

#### **3.4.1 Survey Questions**

Items in the survey present either a positive or negative description or perception of the safety program. For example, "Good teamwork exists within our unit" is a positive item, while "Safety takes a back seat to performing duties" is a negative item. Interspersing negative and positive items helps ensure respondents focus on the topic of the questions, rather than give a blanket response for all items.

### **3.4.2 Survey Analysis**

For each item, an average response score is determined 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; -2 for a strongly negative response; and then calculating the average value of all responses for that item. For example, a survey response of “Strongly Agree” is scored +2 for a positive item such as “Good teamwork exists within our unit.” However, a response of “Strongly Agree” is scored -2 for “Safety takes a back seat to performing duties,” because it is a strongly negative response. In order to compare items and rank order their average response scores, all statements must be construed as positive. A higher average response score then indicates a more favorable response than a lower average response score, and items can be compared as apples to apples. For the scores to make sense as presented in the following figures, negative items such as ‘Safety takes a back seat...’ are changed to, “Priority of safety issues relative to performing duties...” a positive rephrasing. See Appendix E for more information regarding methods of analysis.

Using standardized items on the survey form allows for benchmarking against the NSC database. Inclusion of benchmarked data offers an additional perspective to understand population perceptions.

The tables, figures, and charts to follow present safety program issues ranked by priority. Analyzing data from demographic subgroup identifiers allows for comparing responses across personnel categories, and ultimately, setting priorities at the subgroup level. Inferences regarding the prioritization of problem areas can be made from these graphics.

Response frequency and percent distribution of responses for all survey items are shown in Appendix D. Response frequency and percentage distributions by grade, work location, and Reserve Component are presented in appendixes F, G, and H, respectively. Appendix I is the list of acronyms, and Appendix J is the report distribution list.

## **3.5 Results**

### **3.5.1 Results for the Total Population as Compared to the NSC Database**

Table 1 shows the percent distribution of responses, the average response score, and a comparative percentile score (first column of numbers) for each item. The comparative percentile score measures how Guard/Reserve survey participants’ opinions compare to the 232 organizations in the NSC database for each of the 46 standard Safety Barometer items. A comparative percentile score expresses the percentage of database companies with a lower average response score than DoD Guard/Reserve respondents.

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

Category <sup>1</sup>	Item Letter and Statement	Comparative Percentile Score <sup>2</sup>	Percent Distribution of Responses					Average Response Score <sup>3</sup>
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
OC	I Condition of unit teamwork	95	21.7%	48.8%	18.8%	7.2%	3.6%	0.78
SSC	AP Perception that good environmental conditions are kept	84	10.0%	31.9%	48.5%	7.2%	2.4%	0.56
SSC	C Priority of safety issues relative to performing duties	79	19.5%	22.3%	45.0%	10.3%	2.9%	0.68
SSA	AF Quality of preventative maintenance system operation	77	8.4%	35.0%	40.9%	12.6%	3.1%	0.33
SSC	AI Belief that hazards not fixed right away will still be addressed	75	9.1%	35.8%	42.4%	10.2%	2.5%	0.39
LP	AD Leadership setting a positive safety example	74	13.4%	45.3%	33.3%	5.4%	2.6%	0.62
SP	AO Supervisors investigating safety incidents	74	10.6%	41.1%	42.5%	4.6%	1.2%	0.55
LP	AL Leadership including safety in job promotion reviews	72	9.2%	32.4%	44.4%	10.4%	3.5%	0.33
SP	AE Supervisors integrating safety into the performance of duties	68	12.9%	47.7%	33.6%	4.4%	1.4%	0.66
SP	AK Supervisors providing helpful safety training	65	11.3%	46.7%	35.5%	4.9%	1.5%	0.61
PP	AJ Personnel take part when accident or incident investigations occur	64	7.8%	41.5%	44.6%	5.0%	1.1%	0.50
LP	T Leadership providing adequate safety staff	63	13.4%	45.1%	33.4%	6.1%	1.9%	0.62
OC	B Frequency of personnel/leadership interactions	63	15.4%	49.8%	19.5%	11.0%	4.2%	0.61
SSC	V Safety standard level relative to standard duty performance level	63	4.7%	25.1%	48.6%	18.0%	3.6%	0.09
SP	R Supervisors enforcing safe job procedures	60	17.6%	54.6%	23.7%	3.0%	1.1%	0.85
SSA	O Thoroughness of near miss accident/incident investigation	60	11.1%	35.0%	44.3%	7.0%	2.6%	0.45
PP	S Personnel using standardized precautions for hazardous materials	59	17.2%	49.2%	30.4%	2.3%	0.9%	0.79
SSC	J Belief that leadership shows it cares about personnel safety	57	20.7%	48.4%	21.9%	5.6%	3.4%	0.77
SSC	AR Belief that leadership insists supervisors think safety	57	14.8%	47.6%	33.3%	3.3%	1.0%	0.72
SSA	M Presence of personnel well-trained in emergency response	56	12.8%	43.4%	33.2%	8.4%	2.1%	0.57
PP	AQ Personnel using necessary personal protective equipment	55	8.8%	35.9%	39.1%	13.8%	2.4%	0.35
SSA	AB Occurrence of emergency response procedures testing	55	7.3%	29.6%	44.3%	15.4%	3.4%	0.22
SP	L Supervisors behaving in accord with safety procedures	54	21.7%	48.8%	22.2%	5.6%	1.8%	0.83
SSA	U Effectiveness of recognition programs in promoting safe behavior	54	5.8%	24.2%	48.3%	16.9%	4.7%	0.09
SSC	Z Belief that leadership is sincere in safety efforts	48	19.3%	51.4%	23.4%	4.0%	1.9%	0.82
SP	E Supervisors maintaining a high safety performance standard	48	19.7%	47.5%	26.2%	4.5%	2.0%	0.78
SP	W Supervisors understanding personnel's job safety problems	46	11.6%	49.8%	33.6%	3.5%	1.4%	0.67
PP	AT Personnel taking part in the development of safety requirements	45	5.6%	30.5%	46.6%	14.9%	2.4%	0.22
SSC	P Belief that leadership does more than law requires	43	7.4%	30.5%	39.9%	18.4%	3.7%	0.20
SSC	AH Perception that the safety officer has high status	42	7.6%	27.1%	52.3%	9.8%	3.2%	0.26
PP	Q Belief that personnel understand safety regulations	40	21.0%	62.5%	14.3%	1.7%	0.4%	1.02
SP	AN Supervisors reducing personnel's fear of reporting safety problems	39	13.5%	40.4%	37.1%	7.2%	1.9%	0.56
SP	AA Supervisors acting on personnel safety suggestions	38	9.0%	40.5%	39.2%	9.3%	2.0%	0.45
PP	D Personnel being involved in safety practices	38	7.8%	41.4%	36.4%	11.8%	2.6%	0.40
SSA	H Frequency of safety meeting occurrence	37	8.1%	32.1%	37.3%	18.7%	3.8%	0.22
SSA	AM Availability of safety officer to provide assistance	35	9.7%	35.5%	44.3%	7.6%	3.0%	0.42
LP	G Leadership stressing the importance of safety in communications	34	10.8%	37.8%	27.7%	19.2%	4.4%	0.31
LP	AS Leadership setting annual safety goals	30	9.0%	32.2%	48.8%	7.7%	2.3%	0.38
SSA	F Frequency of detailed and regularly scheduled inspections	28	8.8%	38.0%	40.6%	9.6%	3.0%	0.40
PP	K Personnel believing that their actions can protect other personnel	26	30.9%	57.7%	10.1%	0.9%	0.4%	1.18
LP	AG Leadership participating in safety activities on a regular basis	23	8.1%	35.2%	46.6%	7.9%	2.2%	0.39
SSA	Y Presence of safety training in new personnel orientation	21	13.3%	39.5%	35.0%	9.4%	2.8%	0.51
LP	N Leadership publishing a policy on the value of personnel safety	19	11.8%	41.1%	36.0%	8.6%	2.5%	0.51
SSA	AC Effectiveness of command safety officer in improving safety conditions	18	8.5%	34.8%	48.7%	5.8%	2.1%	0.42
PP	A Personnel identifying and eliminating hazards	15	17.4%	51.5%	24.2%	5.7%	1.2%	0.78
PP	X Personnel following lockout/tagout procedures	15	7.9%	27.0%	57.2%	5.8%	2.1%	0.33
CUS	AX Supervisor concern for personnel safety off-duty	N/A	20.0%	44.0%	28.6%	4.5%	2.8%	0.74
CUS	AW DoD's responsibility concerning off-duty safety	N/A	16.9%	34.2%	33.6%	11.5%	3.8%	0.49
CUS	AV Off-duty vehicular accidents due to bad decisions, not safety training	N/A	11.1%	34.6%	42.5%	8.8%	3.0%	0.42
CUS	AU Stress level/operations tempo increasing accidents off-duty	N/A	6.4%	31.0%	48.2%	12.0%	2.5%	0.27

<sup>1</sup> LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate, CUS=Customized Items.

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

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

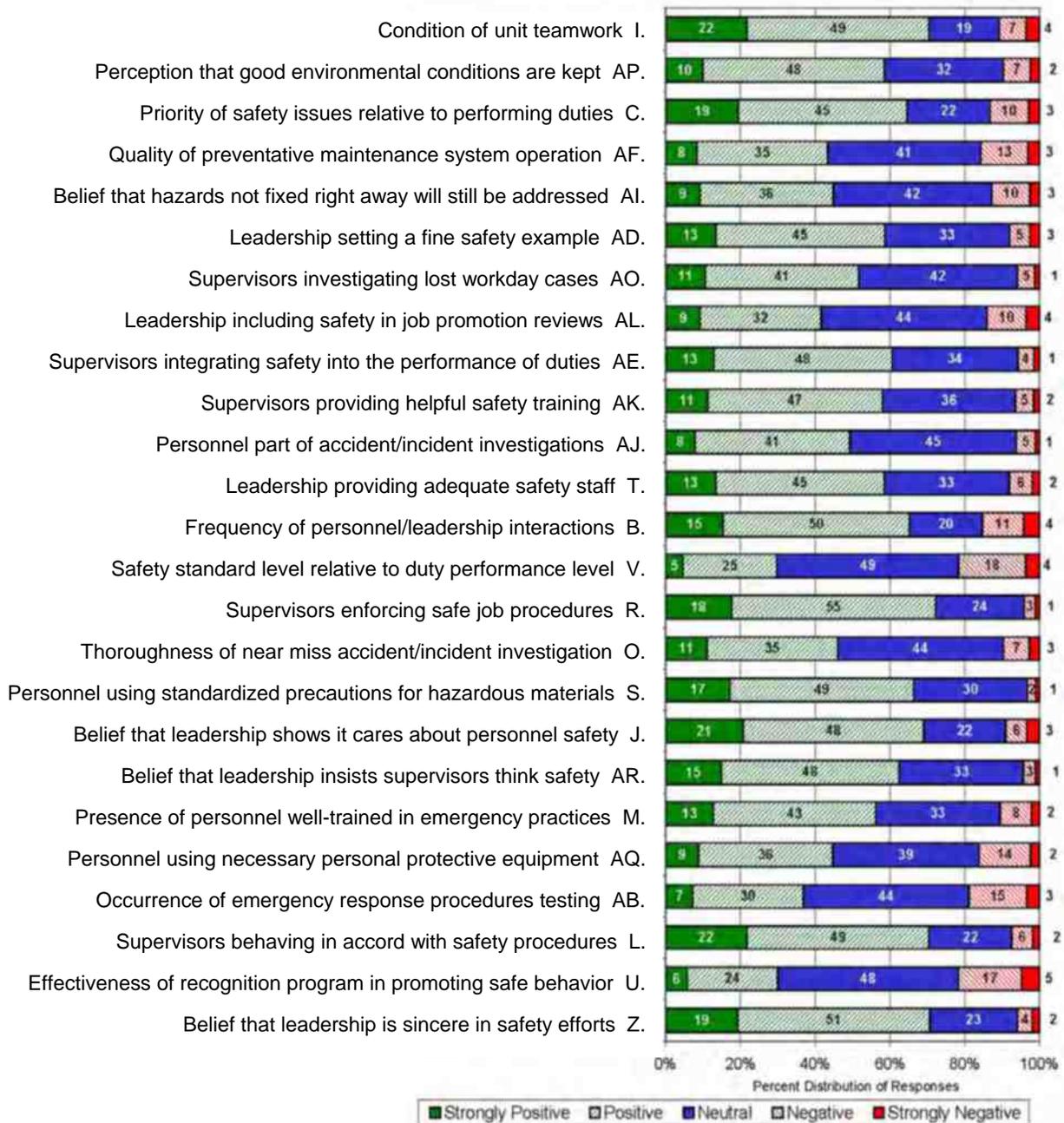
N/A Because Customized Items are not included in the NSC Database, comparative percentile scores can not be generated for these items.

Comparative percentile scores range from 0 to 100, with 0 representing the lowest score compared to the database and 100 representing the highest. For example, a comparative percentile score of 100 indicates that all of the 232 organizations in the NSC database had a lower average response score than Guard/Reserve respondents. A comparative percentile score of 50 indicates that half (or 116) of the 232 organizations scored lower than Guard/Reserve respondents.

Items with the highest average response scores are not necessarily the best performing items. Comparing average response scores with those of other organizations provides a valuable frame of reference. Since some statements tend to be answered more positively or negatively than others, comparing results against the NSC database automatically adjusts for the varying difficulty of the survey statements. A rank order of comparative percentile scores better illustrates where problem areas lie than a rank order of average response scores.

Items in Table 1 and Figure 3A/3B are listed in order of decreasing comparative percentile score. Items with identical comparative percentile scores are ordered by average response score, from best to worst. DoD customized items (AU-AX) are at the bottom of the table and do not have a comparative percentile score because they are not part of the NSC database.

**Figure 3A. Percent Distribution of Responses**



**Figure 3B. Percent Distribution of Responses (continued)**

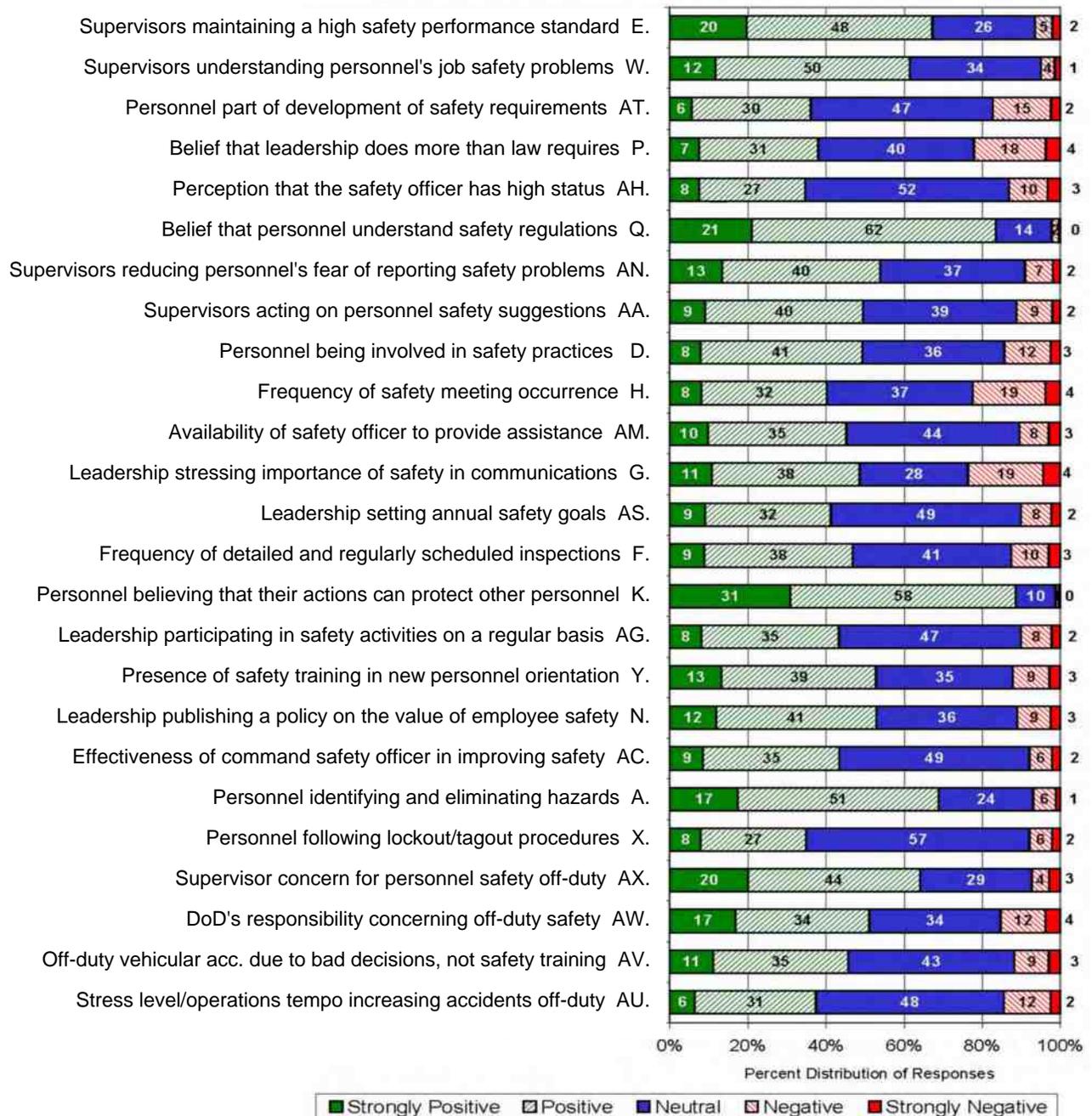
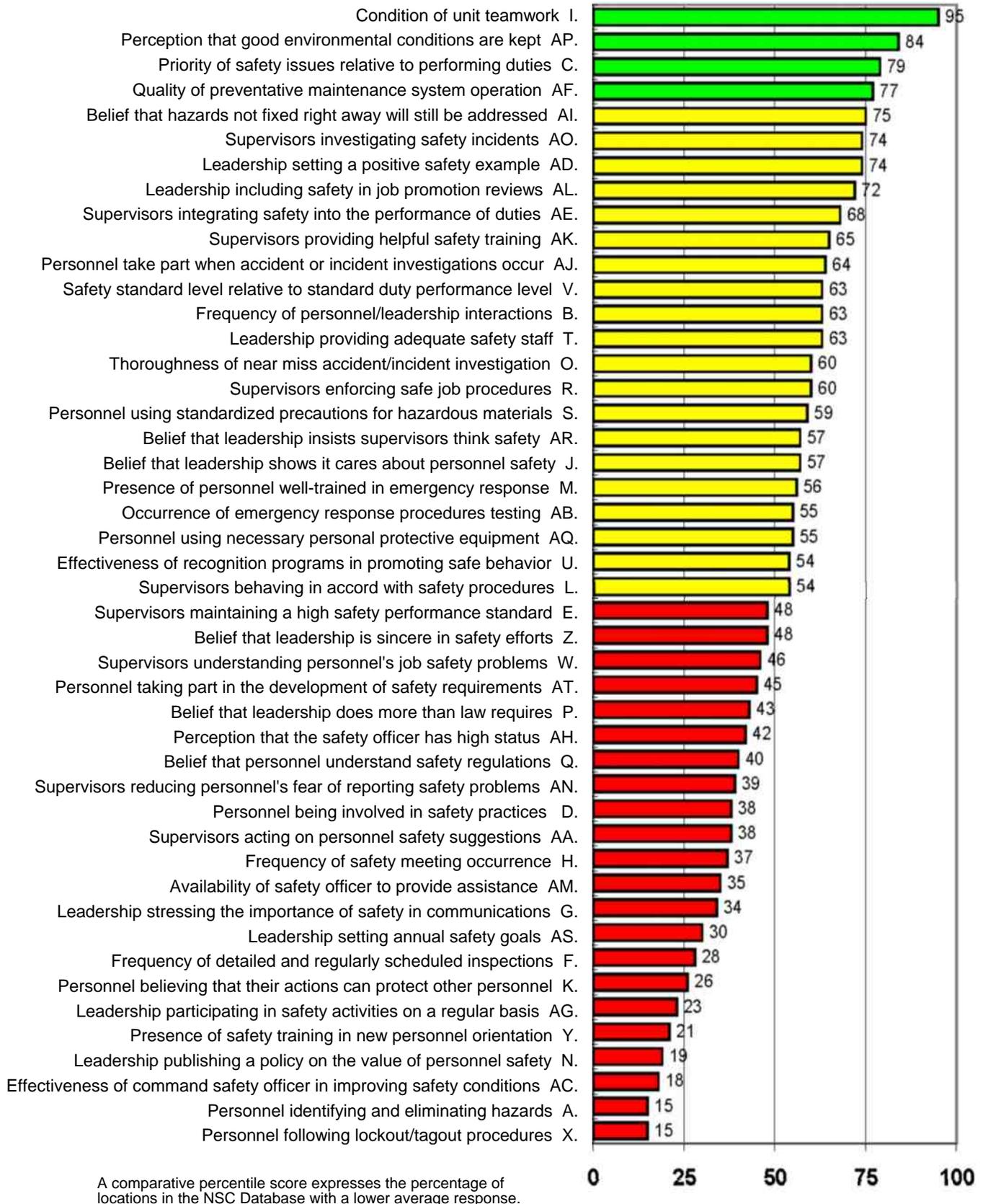


Figure 4 is a graphic representation of the comparative percentile scores. The vertical line at the 50<sup>th</sup> percentile marks the mean score, which shall be considered as average performance in this report. Therefore, items with bars that meet or surpass this mark are performing at or above average compared to the 232 establishments in the NSC database. Bars shaded green have comparative percentile scores above 75; those shaded yellow are in the 50<sup>th</sup> to 75<sup>th</sup> percentile range. Items that fall short of the 50<sup>th</sup> percentile are performing below average and shaded red. Among these below average items, those with the lowest comparative percentile scores represent priority items for DoD safety program improvement efforts.

**Figure 4. Comparative Percentile Scores of Safety Program Items**



The majority of Guard/Reserve respondents' opinions regarding the DoD safety program were moderate compared to the NSC database participants. Of the 46 standard items, 24 received above average comparative percentile scores of 50 or above, while 22 received below average scores. One item achieved a very high percentile score above 90, Item I "Good teamwork exists within our unit." Only one other item achieved a high score above 80, Item AP "Ventilation, lighting, noise, and other environmental conditions are kept at good levels." Four items generated very low comparative percentile scores below 20: Item N "Leadership has published a written policy that expresses their attitude about personnel safety" (19), Item AC "The work of the command safety officer improves safety in my unit" (18), Item A "It is common for personnel to take part in identifying and eliminating worksite hazards" (15), and Item X "Personnel follow a regular lockout/tagout procedure" (15).

The following two sections analyze the survey results in two ways. The comparative percentile scores and the percent distribution of responses (that is, how many answered strongly positive, etc.) are used to provide two perspectives on how the respondents viewed safety within DoD.

### **3.5.2 Highest Performing Items**

As shown in Table 1, the 10 highest performing items received comparative percentile scores of 65 and above. These consist of three items each for the Supervisor Participation and Safety Support Climate categories, two Leadership Participation items, and one item each for Organizational Climate and Safety Support activities categories.

The most highly rated items in the Leadership Participation and Supervisor Participation categories (with their comparative percentile scores) are:

- AD Leadership setting a positive safety example (74)***
- AO Supervisors investigating safety incidents (74)***
- AL Leadership including safety in job promotion reviews (72)***
- AE Supervisors integrating safety into the performance of duties (68)***
- AK Supervisors providing helpful safety training (65)***

In Figure 3A, for these two categories (LP and SP) the most highly rated items are 61 percent of respondents indicated supervisors integrate safety into the performance of duties (AE), 58 percent felt leadership sets a positive safety example through their words and actions (AD), and 58 percent felt supervisors provide helpful safety training (AK). Over 50 percent of respondents reported supervisors always investigate safety incidents (AO). Over 40 percent of Guard/Reserve respondents indicated leadership considers a person's safety performance when determining promotions (AL). For all five of these items, an additional 33-44 percent of respondents provided neutral "neither agree nor disagree" responses. High rates of neutral responses (above 30 percent) are usually associated with low-ranking program items, rarely with

the upper percentiles. Although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate an item was not sufficiently visible from the perspective of personnel, or the item was not considered relevant by personnel.

The highly rated items in the Safety Support Activities and Safety Support Climate categories are:

- AP Perception that good environmental conditions are kept (84)***
- C Priority of safety issues relative to performing duties (79)***
- AF Quality of preventative maintenance system operation (77)***
- AI Belief that hazards not fixed right away will still be addressed (75)***

Nearly 65 percent of respondents felt safety does not take a back seat to performing duties (C). Nearly 60 percent indicated ventilation, lighting, noise, and other environmental conditions are kept at good levels (AP). Nearly 45 percent of respondents believed hazards that are not fixed right away by supervisors are not ignored (AI), and the system of preventive maintenance for facilities, tools, and machinery operates at a good level (AF).

Except for priority of safety issues relative to performing duties (C), these items also generated more than 30 percent neutral “neither agree nor disagree” responses. Again, elevated neutral responses often indicate an item was not sufficiently visible from the personnel perspective.

The Organizational Climate item rated most highly is:

- I Condition of unit teamwork (95)***

Over 70 percent of respondents felt good teamwork exists within their unit (I).

### **3.5.3 Lowest Performing Items**

As shown in Figure 4, 22 items received comparative percentile scores below the average (mean) score of 50. Items with scores below 50 are potential target areas that should be used to establish improvement priorities for the DoD safety program.

Low ranking items in the Leadership Participation category (listed from lowest comparative percentile score) are:

- N Leadership publishing a policy on the value of personnel safety (19)***
- AG Leadership participating in safety activities on a regular basis (23)***
- AS Leadership setting annual safety goals (30)***

**G Leadership stressing the importance of safety in communications (34)**

Among these, the highest rate of negative responses (Fig. 3B) was nearly 25 percent of respondents indicating leadership's views on the importance of safety are seldom stressed in personnel communications (G).

The below average items in the Supervisor Participation category are:

- AA Supervisors acting on personnel safety suggestions (38)**
- AN Supervisors reducing personnel's fear of reporting safety problems (39)**
- W Supervisors understanding personnel's job safety problems (46)**
- E Supervisors maintaining a high safety performance standard (48)**

Among these, over 10 percent of respondents did not believe supervisors act on personnel safety suggestions (AA).

The Personnel Participation items with below average comparative percentile scores are:

- X Personnel following lockout/tagout procedures (15)**
- A Personnel identifying and eliminating hazards (15)**
- K Personnel believing that their actions can protect other personnel (26)**
- D Personnel being involved in safety practices (38)**
- Q Belief that personnel understand safety regulations (40)**
- AT Personnel taking part in the development of safety requirements (45)**

Over 15 percent reported personnel rarely take part in the development of safety requirements for their jobs (AT).

The below average Safety Support Activities items are:

- AC Effectiveness of command safety officer in improving safety conditions (18)**
- Y Presence of safety training in new personnel orientation (21)**
- F Frequency of detailed and regularly scheduled inspections (28)**
- AM Availability of safety officer to provide assistance (35)**
- H Frequency of safety meeting occurrence (37)**

Among these items, over 20 percent of respondents indicated safety meetings are held less often than they should be (H).

The below average Safety Support Climate items are:

- AH Perception that the safety officer has high status (42)**
- P Belief that leadership does more than law requires (43)**
- Z Belief that leadership is sincere in safety efforts (48)**

Among these items, over 20 percent of respondents believed leadership does no more than the law requires to keep personnel safe (P).

There were no Organizational Climate items with below average percentile scores.

Many of these lower rated priority items for Guard/Reserve respondents generated elevated neutral responses (over 30 percent). Again, although neutral responses are not necessarily negative, the elevated neutral response rates may indicate these items or their related programs were not sufficiently visible from the personnel perspective or the item was not considered relevant by personnel.

#### **3.5.4 Average Response Scores Of Customized Items**

Four customized items were created to address off-duty safety, a special concern to the Department of Defense. The bottom of Table 1 presents the DoD customized items with the percent distribution of responses and the average response score for each customized 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 E for more information regarding methods of analysis. The customized items are listed in Table 1 from highest to lowest average response score. Because these items are customized, they cannot be compared with the Safety Barometer database and there is no comparative percentile score.

Among DoD custom items, only supervisor concern for personnel safety off-duty (AX) generated a relatively strong average response score above 0.50, while the perception of stress level/operations tempo contributing to accidents off-duty (AU) generated the least positive score.

Nearly 65 percent of respondents believed their supervisor is concerned for their welfare and safety off-duty as well as on-duty (AX). Over half of the respondents felt it is the responsibility of DoD to be concerned about off-duty safety for personnel and their families (AW). Over 45 percent felt most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training (AV). Nearly 15 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty (AU), while over 35 percent did not relate increased stress/tempo with increased off-duty accidents.

Three of the four customized items generated elevated (>30 percent) neutral "neither agree nor disagree" response levels. As previously discussed, although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate an item is not sufficiently visible from the personnel perspective or the item is not considered relevant by personnel.

### 3.6 Percentile Scores of Program Categories

Guard/Reserve average response scores for the five standard Safety Barometer program categories were compared with organizations in the NSC database. As shown in Table 2 and graphically in Figure 5, percentile scores for program categories are moderate. Two of the five program categories received percentile scores above 50, indicating above average performance in that area. The Safety Support Climate category generated the highest program category percentile score with a moderate 66. Personnel Participation received the lowest category score of 40, while Leadership Participation, Supervisor Participation, and Safety Support Activities generated percentile scores within a few points of the database average. Finally, the overall Safety Barometer percentile score was a moderate 57, indicating 43 percent of the database organizations achieved a higher overall score than did Guard/Reserve respondents.

**Table 2. Average Response Scores and Percentile Scores by Program Category**

Program Category	NSC Database <sup>1</sup>	ALL RESPONDENTS	
	Average Response Score <sup>2</sup>	Average Response Score <sup>2</sup>	Comparative Percentile Score <sup>3</sup>
Leadership Participation	0.50	0.45	45
Supervisor Participation	0.63	0.66	56
Personnel Participation	0.66	0.62	40
Safety Support Activities	0.41	0.36	44
Safety Support Climate	0.39	0.50	66
Customized Items*	n/a	0.48	n/a
<b>OVERALL</b>	<b>0.48</b>	<b>0.53</b>	<b>57</b>

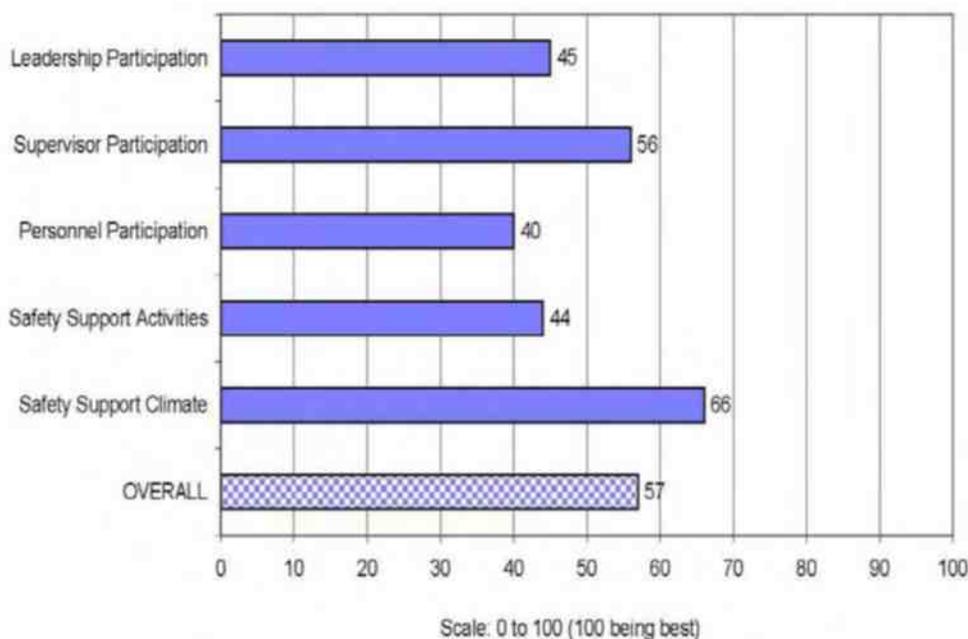
<sup>1</sup> National Safety Council (NSC) Database consists of the 232 organizations that have participated in an NSC safety perception survey.

<sup>2</sup> Average Response Scores have a range from -2 to +2 (+2 being most positive).

<sup>3</sup> A comparative 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.

\* Customized Items are not included in the NSC Database; there are no Average Response Scores or Percentile scores.

**Figure 5. Program Category Percentile Scores**



### 3.7 Comparison of Survey Responses by Personnel Subgroups

#### 3.7.1 Comparison by Grade

Of the total respondents, the number of personnel representing each grade is as follows.

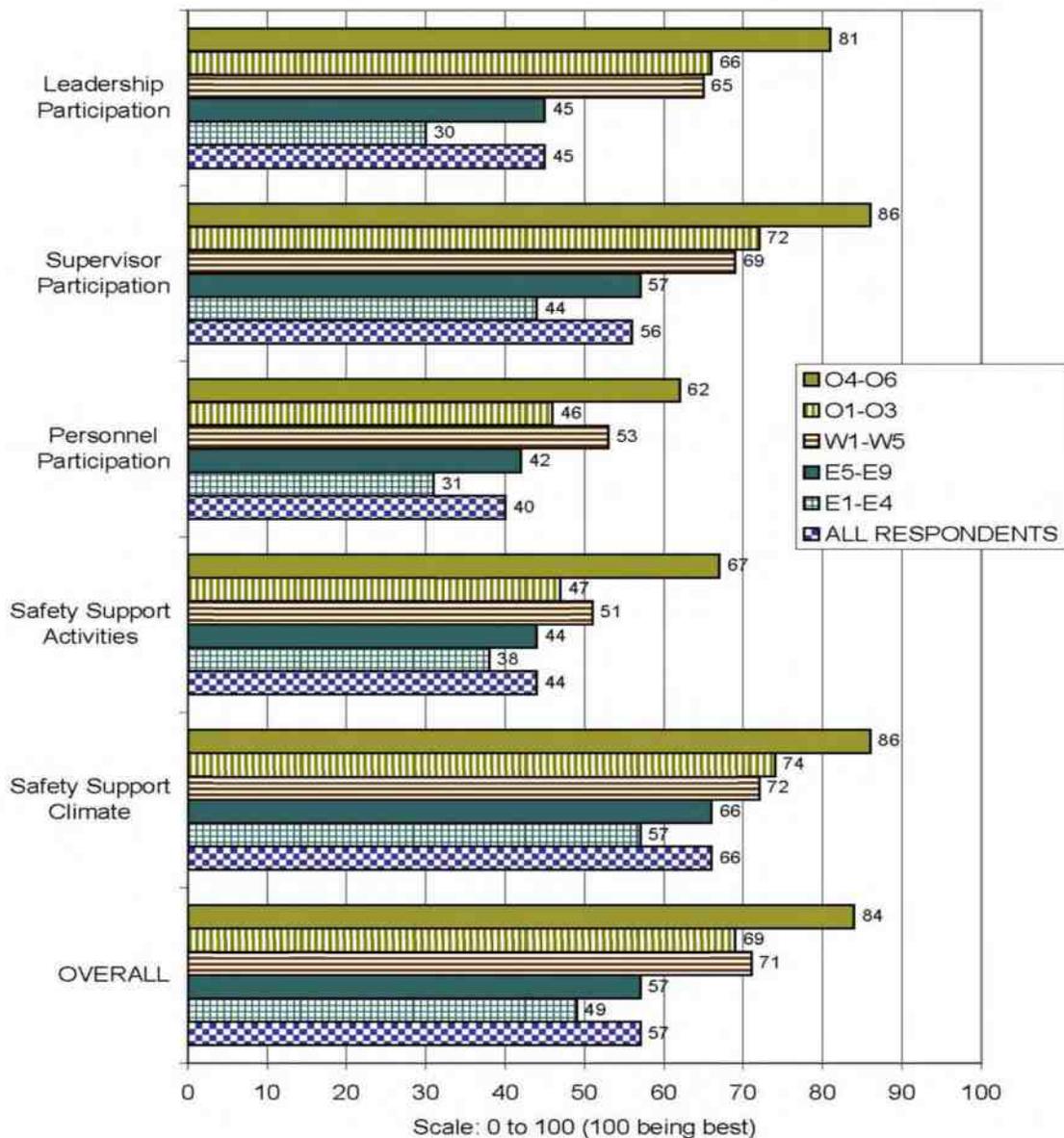
<i>Grade</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
E1-E4	270,284	35.0%
E5-E9	389,422	50.4%
W1-W5	9,511	1.2%
O1-O3	41,351	5.4%
O4-O6	62,274	8.1%

The weighted<sup>1</sup> response distributions for each survey item by grade are presented in Appendix F. Personnel responses within grades were also compared with organizations in the NSC database to generate percentile scores for the standard program categories. Figure 6 compares the safety perceptions of the five Guard/Reserve grades according to program category.

<sup>1</sup> Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to non-response, and (3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents generally report the most positive safety program perceptions, while lower-ranking respondents consistently generate less positive responses. Respondents in the O4-O6 group have the most positive safety perceptions for all program categories and Overall. The E1-E4 group have the least positive for all program categories and Overall. Relative similarity among grade perceptions would indicate the DoD safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap. Figure 6 shows a pattern of more positive safety perceptions for the highest grades with substantial disparity among most grade levels.

**Figure 6. Program Category Percentile Scores by Grade**



### 3.7.2 Comparison by Work Location

Of the total respondents, the number of personnel representing each work location is as follows.

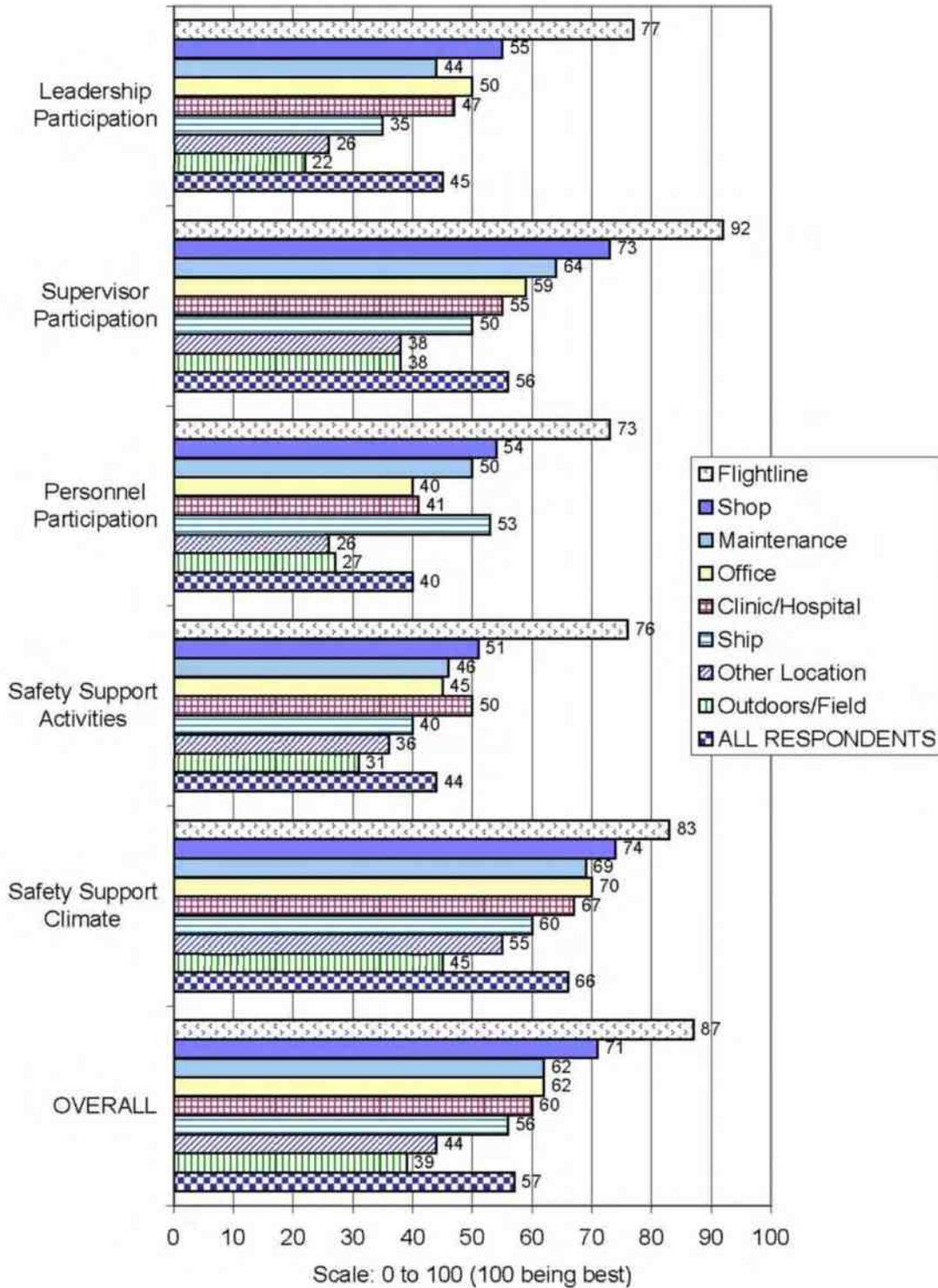
<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>	<i>Work Location</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Office	297,057	62.2%	Ship	2,974	1.6%
Shop	64,639	9.0%	Clinic/Hospital	42,195	3.6%
Maintenance	78,454	6.0%	Other	89,122	7.4%
Outdoors/Field	136,283	3.9%	Not Indicated	26,348	4.0%
Flightline	47,329	2.4%			

The weighted<sup>1</sup> response distributions for each survey item by work location are in Appendix G. Personnel responses within work locations were also compared with organizations in the NSC database to generate percentile scores for the standard program categories. Figure 7 compares the safety perceptions of eight Guard/Reserve work locations according to program category.

Flightline personnel reported the most positive safety program perceptions with well above-average scores. Shop personnel were somewhat less positive, but they were still above the database average for all program categories and overall. Outdoors/Field and other personnel consistently generated the least positive responses. Outdoors/Field and other personnel responses were particularly low with regard to Leadership Participation and Personnel Participation categories. Relative similarity among work locations would indicate the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity.

<sup>1</sup> Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to non-response, and (3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

**Figure 7. Program Category Percentile Scores by Work Location**



### 3.7.3 Comparison by Reserve Component and Branch of Service

The survey was administered to Guard and Reserve personnel in all Services. Of the total respondents, the number of personnel representing each Reserve Component is as follows:

<i>Reserve Component</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Army National Guard	312,409	39.4%
Army Reserve	188,287	23.8%
Navy Reserve	74,487	9.4%
Marine Corps Reserve	37,378	4.7%
Air Force National Guard	103,285	13.0%
Air Force Reserve	72,689	9.2%
Not Indicated	3,694	0.5%

The weighted<sup>1</sup> response distributions for each survey item by Reserve Component are presented in Appendix H. Personnel responses within each subgroup were also compared with organizations in the NSC database to generate percentile scores for the 46 standard survey items. Each subgroup will be addressed in greater detail in its respective results section.

#### 3.7.3.1 Standardized Items

Safety item percentile scores are presented in Table 3. Items scoring above the 75<sup>th</sup> percentile are shaded green; those identified as below average (comparative percentile scores <50) priority items are shaded red. Table 3 can be used to determine particular strengths or weaknesses regarding each of the survey items. Approximately ten of the highest scoring items will be identified to determine strengths for each Service in the Reserve Component-specific sections of this report.

Only one item was distinguished as better performing by all Reserve Components: condition of unit teamwork (I). Four additional items were identified as better performing by four or more Components, namely perception that good environmental conditions are kept (AP), priority of safety issues relative to production (C), belief that hazards not fixed right away will still be addressed (AI), and leadership setting a positive safety example (AD). In contrast, 17 below average items were identified as priority items by four or more Components. Although there appears to be some commonality in the areas needing improvement, the personnel in each Component demonstrate a unique perspective on their safety program.

<sup>1</sup> Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to non-response, and (3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

**Table 3. Comparative Percentile Scores<sup>1</sup> by Reserve Component**

Item Letter and Statement	Comparative Percentile Score <sup>1</sup>						
	ALL RESPONDENTS	Army-Guard	Army-Reserve	Navy-Reserve	Marine Corps-Reserve	Air Force-Guard	Air Force-Reserve
I Condition of unit teamwork	95	93	88	99	98	99	98
AP Perception that good environmental conditions are kept	84	74	76	89	81	94	93
C Priority of safety issues relative to performing duties	79	68	73	85	72	92	91
AF Quality of preventative maintenance system operation	77	71	65	78	82	94	87
AI Belief that hazards not fixed right away will still be addressed	75	64	62	85	76	95	92
AD Leadership setting a positive safety example	74	68	68	87	83	94	94
AO Supervisors investigating safety incidents	74	66	59	80	74	93	92
AL Leadership including safety in job promotion reviews	72	55	64	86	71	92	92
AE Supervisors integrating safety into the performance of duties	68	58	52	67	70	94	93
AK Supervisors providing helpful safety training	65	53	47	68	69	91	91
AJ Personnel take part when accident or incident investigations occur	64	60	51	65	70	82	74
T Leadership providing adequate safety staff	63	47	41	71	70	95	95
B Frequency of personnel/leadership interactions	63	46	40	82	66	83	76
V Safety standard level relative to standard duty performance level	63	53	57	71	52	79	79
R Supervisors enforcing safe job procedures	60	48	43	66	65	88	88
O Thoroughness of near miss accident/incident investigation	60	54	47	65	60	82	81
S Personnel using standardized precautions for hazardous materials	59	49	35	62	67	92	87
J Belief that leadership shows it cares about personnel safety	57	45	45	77	66	83	83
AR Belief that leadership insists supervisors think safety	57	49	41	60	59	84	85
M Presence of personnel well-trained in emergency response	56	53	45	57	56	86	82
AQ Personnel using necessary personal protective equipment	55	43	50	68	55	81	83
AB Occurrence of emergency response procedures testing	55	47	46	59	54	73	71
L Supervisors behaving in accord with safety procedures	54	39	42	69	54	82	83
U Effectiveness of recognition programs in promoting safe behavior	54	45	50	68	54	63	69
Z Belief that leadership is sincere in safety efforts	48	37	36	67	52	79	79
E Supervisors maintaining a high safety performance standard	48	39	32	57	56	85	78
W Supervisors understanding personnel's job safety problems	46	36	23	44	47	86	84
AT Personnel taking part in the development of safety requirements	45	33	33	58	39	76	76
P Belief that leadership does more than law requires	43	36	33	47	45	64	60
AH Perception that the safety officer has high status	42	32	29	50	45	74	68
Q Belief that personnel understand safety regulations	40	35	21	39	35	83	79
AN Supervisors reducing personnel's fear of reporting safety problems	39	27	27	54	29	77	68
AA Supervisors acting on personnel safety suggestions	38	29	26	44	35	68	73
D Personnel being involved in safety practices	38	33	26	39	38	63	52
H Frequency of safety meeting occurrence	37	32	29	34	44	55	62
AM Availability of safety officer to provide assistance	35	25	24	43	35	79	77
G Leadership stressing the importance of safety in communications	34	31	26	33	37	50	53
AS Leadership setting annual safety goals	30	25	23	37	28	52	58
F Frequency of detailed and regularly scheduled inspections	28	19	14	30	30	72	65
K Personnel believing that their actions can protect other personnel	26	27	17	30	23	51	35
AG Leadership participating in safety activities on a regular basis	23	13	11	36	23	70	70
Y Presence of safety training in new personnel orientation	21	15	11	30	16	63	60
N Leadership publishing a policy on the value of personnel safety	19	12	9	13	19	52	54
AC Effectiveness of command safety officer in improving safety conditions	18	13	10	26	28	62	52
A Personnel identifying and eliminating hazards	15	11	6	16	12	53	38
X Personnel following lockout/tagout procedures	15	12	11	24	15	48	30

<sup>1</sup> A comparative percentile score expresses the percentage of organizations in the NSC Database with lower average responses. Scores range from 0 to 100.

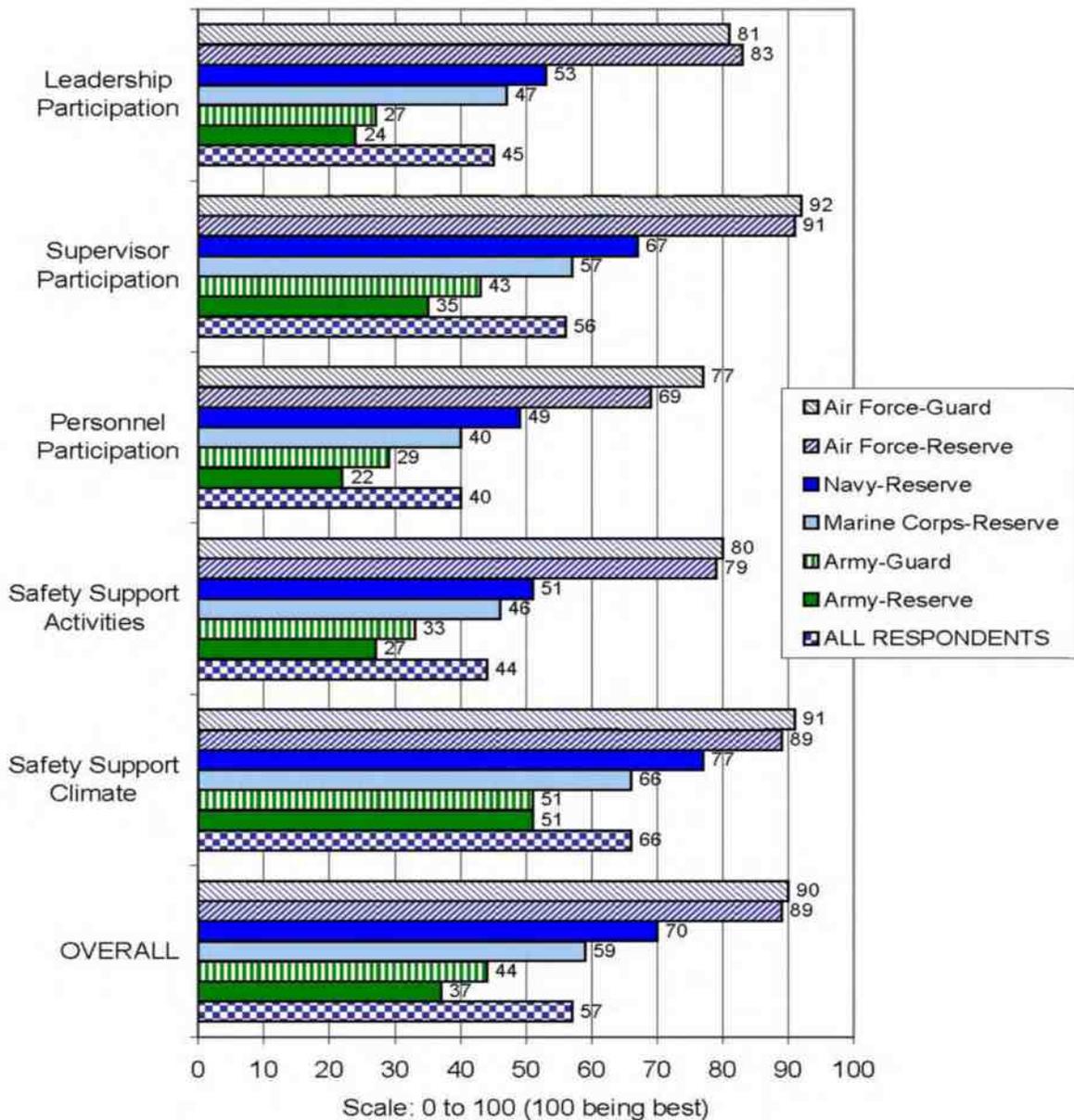
For each branch of service, the components identified as better performing are shaded green.

Below average priority components are shaded red.

### 3.7.3.2 Program Categories by Reserve Component

The percentile scores for program categories by Reserve Component are presented in Figure 8 and highlight the differences and similarities within the Guard and Reserve. Overall Guard/Reserve respondent scores are also included for comparison. As illustrated in Figure 8, the Air Force-Guard and Air Force-Reserve generated the highest percentile scores for all program categories and overall (90 and 89, respectively), followed by the Navy-Reserve and the Marine Corps-Reserve with overall scores of 70 and 59, respectively. Army-Guard had an overall score of 44, while the Army-Reserve generated the lowest overall score of 37. The relative pattern of scores was identical for all program categories with very few exceptions.

**Figure 8. Program Category Percentile Scores by Reserve Component**

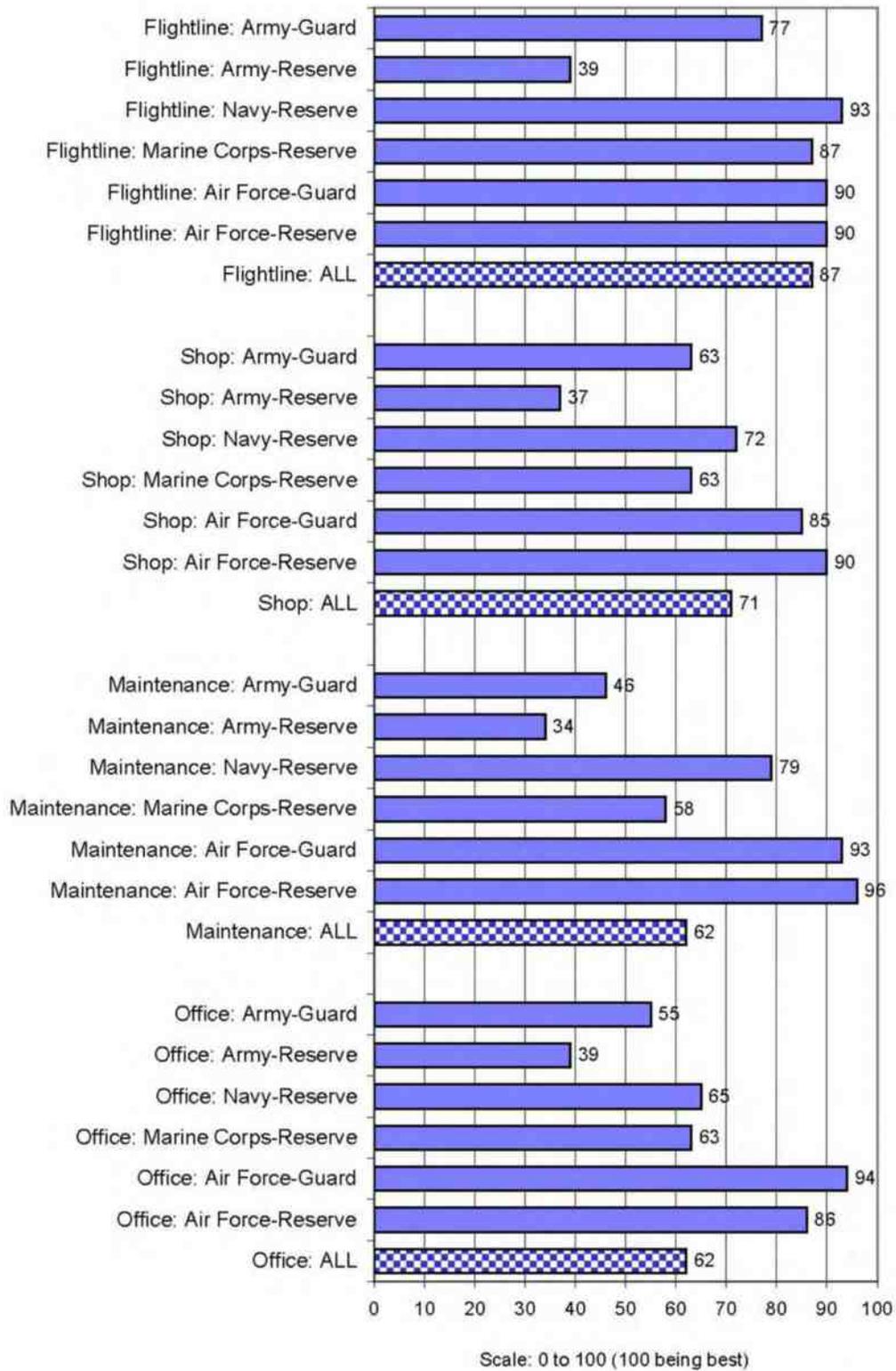


### **3.7.3.3 Work Locations by Reserve Component**

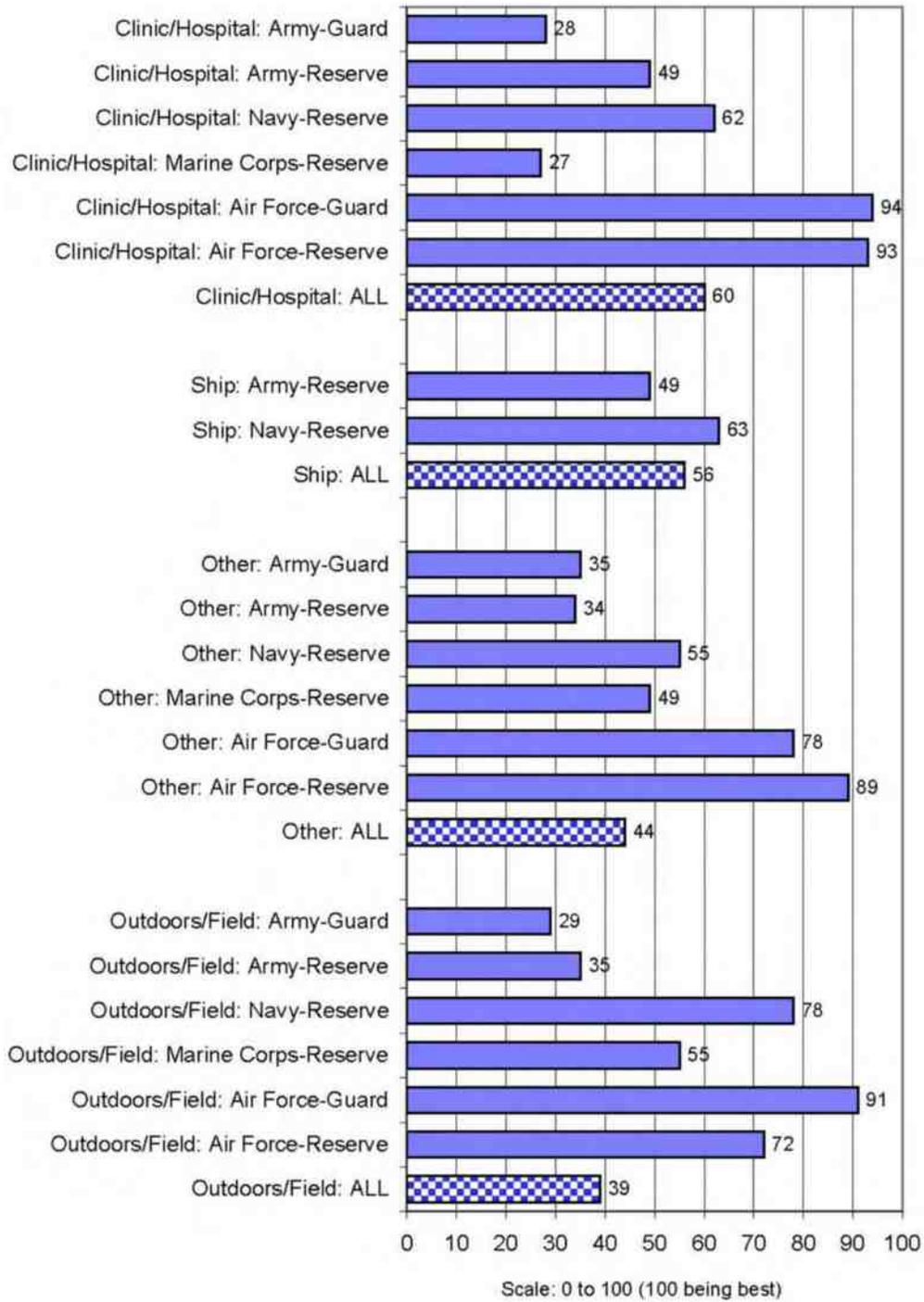
Figures 9A and 9B graphically compare the overall safety perceptions of Reserve Components within each Guard/Reserve work location. Due to small sample sizes, ship-Army-Guard, ship-Marine Corps-Reserve, ship-Air Force-Guard, and ship-Air Force-Reserve are not included in the analysis. As found in the program category analysis, the Air Force-Guard and Air Force-Reserve tended to generate the highest percentile scores for each work location, followed by the Navy-Reserve and the Marine Corps-Reserve, while Army-Guard and Army-Reserve generally had the lowest scores.

Because of the disparities in survey results across Reserve Components, summary results for each will be presented individually.

**Figure 9A. Overall Work Location Percentile Scores by Reserve Component**



**Figure 9B. Overall Work Location Percentile Scores by Reserve Component**



### 3.7.3.4 Customized Items

Due to their uniqueness to this DoD survey, comparative percentile scores cannot be generated for customized items. Table 4 shows a comparison of average response scores for customized items for each Reserve Component as well as respondents overall. The Component(s) generating the most positive safety perception for each item is ranked (1) and shaded green, and the lowest ranked (6) is shaded red. Air Force-Guard and Air Force-Reserve generated the most positive score (1) for 2 items each, with Air Force-Reserve generating the most positive score overall. Marine Corps-Reserve generated the most positive score for one item. Army-Reserve received the lowest rank overall and for three of the four customized items.

Among custom items, supervisor concern for personnel safety off-duty (AX) generated a relatively strong average response, scoring well above 0.50 for all Components. Very few other customized items generated strong average response scores above 0.50 among the Components.

**Table 4. Ranking of Customized Item Average Response Scores<sup>1</sup> by Reserve Component**

Customized Item	Average Response Scores <sup>1</sup> and Rank <sup>2</sup>						
	Army-Guard	Army-Reserve	Navy-Reserve	Marine Corps-Reserve	Air Force-Guard	Air Force-Reserve	ALL RESPONDENTS
AX Supervisor concern for personnel safety off-duty	0.66 (5)	0.65 (6)	0.82 (4)	0.83 (3)	0.91 (1)	0.91 (1)	0.74
AW DoD's responsibility concerning off-duty safety	0.44 (5)	0.46 (4)	0.55 (3)	0.39 (6)	0.59 (2)	0.61 (1)	0.49
AV Off-duty vehicular accidents due to bad decisions, not safety training	0.43 (3)	0.36 (6)	0.42 (4)	0.51 (1)	0.41 (5)	0.49 (2)	0.42
AU Stress level/operations tempo increasing accidents off-duty	0.21 (5)	0.19 (6)	0.38 (3)	0.29 (4)	0.43 (1)	0.39 (2)	0.27
<b>Customized Items Category</b>	<b>0.43 (5)</b>	<b>0.42 (6)</b>	<b>0.54 (3)</b>	<b>0.51 (4)</b>	<b>0.59 (2)</b>	<b>0.60 (1)</b>	<b>0.48</b>

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

<sup>2</sup> The ranking of each group's score for each item is indicated in parentheses. "1" indicates most positive response; "4" indicates the least positive. For each item, the highest performing group is shaded green. The lowest scoring group is shaded red.

<sup>3</sup> Customized Items are not included in the NSC Database nor the calculation of Overall average response scores.

*...they aren't statistics, their  
Parents, Spouses,  
Brothers and Sisters,  
Sons and Daughters.*

Honorable  
Gordon England

# Combat Power

*Lagging  
Indicators*

*Leading  
Indicators*

# Begins with Safety

Category	Frequency	Ratio
Death	489	1
Hospitalization	16,137	33
Ambulatory/Outpatient	1,858,200	3,800
Minor or No Injury	≈ 40,000	
Unsafe Acts, Near Misses	≈ 400,000	

DoD Injury Pyramid - 2004 Frequency

Cover design by the U.S. Army Combat Readiness Center

### 3.8 Army - Guard

Figure 10 graphically presents the Army-Guard's comparative percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average, while items that fall short of this mark are performing below average.

As illustrated in Figure 10, 14 items met or surpassed the 50<sup>th</sup> percentile mark. Only one item had a high comparative percentile score at or above 80. The 10 highest scoring items for the Army-Guard had percentile scores at or above 55 and are listed below (with percentile scores):

- I Condition of unit teamwork (93)***
- AP Perception that good environmental conditions are kept (74)***
- AF Quality of preventative maintenance system operation (71)***
- C Priority of safety issues relative to performing duties (68)***
- AD Leadership setting a positive safety example (68)***
- AO Supervisors investigating safety incidents (66)***
- AI Belief that hazards not fixed right away will still be addressed (64)***
- AJ Personnel take part when accident or incident investigations occur (60)***
- AE Supervisors integrating safety into the performance of duties (58)***
- AL Leadership including safety in job promotion reviews (55)***

As indicated by the red shading, the Army-Guard generated 32 items with scores below the 50<sup>th</sup> percentile (representing below average performance). Seven items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that should be used to determine improvement priorities. These items are listed below, from lowest to highest percentile score.

- A Personnel identifying and eliminating hazards (11)***
- X Personnel following lockout/tagout procedures (12)***
- N Leadership publishing a policy on the value of personnel safety (12)***
- AG Leadership participating in safety activities on a regular basis (13)***
- AC Effectiveness of command safety officer in improving safety conditions (13)***
- Y Presence of safety training in new personnel orientation (15)***
- F Frequency of detailed and regularly scheduled inspections (19)***
- AM Availability of safety officer to provide assistance (25)***
- AS Leadership setting annual safety goals (25)***
- AN Supervisors reducing personnel's fear of reporting safety problems (27)***
- K Personnel believing that their actions can protect other personnel (27)***

- AA Supervisors acting on personnel safety suggestions (29)**
- G Leadership stressing the importance of safety in communications (31)**
- H Frequency of safety meeting occurrence (32)**
- AH Perception that the safety officer has high status (32)**
- AT Personnel taking part in the development of safety requirements (33)**
- D Personnel being involved in safety practices (33)**
- Q Belief that personnel understand safety regulations (35)**
- P Belief that leadership does more than law requires (36)**
- W Supervisors understanding personnel's job safety problems (36)**
- Z Belief that leadership is sincere in safety efforts (37)**
- L Supervisors behaving in accord with safety procedures (39)**
- E Supervisors maintaining a high safety performance standard (39)**
- AQ Personnel using necessary personal protective equipment (43)**
- U Effectiveness of recognition programs in promoting safe behavior (45)**
- J Belief that leadership shows it cares about personnel safety (45)**
- B Frequency of personnel/leadership interactions (46)**
- AB Occurrence of emergency response procedures testing (47)**
- T Leadership providing adequate safety staff (47)**
- R Supervisors enforcing safe job procedures (48)**
- AR Belief that leadership insists supervisors think safety (49)**
- S Personnel using standardized precautions for hazardous materials (49)**

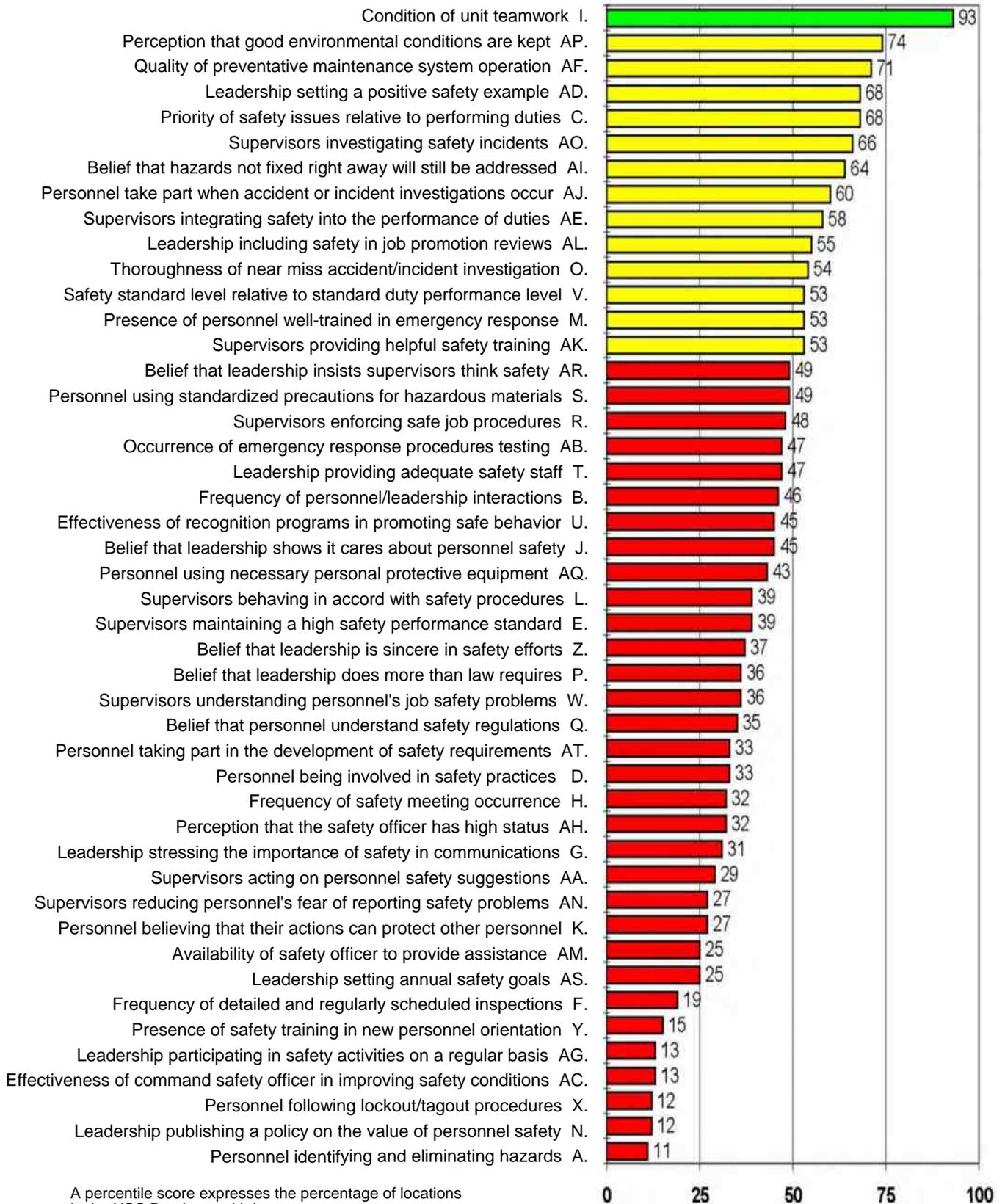
Figure 11 compares the Army-Guard results against all Guard/Reserve respondents. All five program categories and the overall score for the Army-Guard are lower than the All Respondents results. Army-Guard percentile scores range from a moderate score of 51 for Safety Support Climate to a low score of 27 for Leadership Participation. The overall Army-Guard percentile score is a below average 44, indicating that 56 percent of the database organizations achieved a higher overall score than did the Army-Guard. This compares to a moderate 57 for all Guard/Reserve respondents.

Figure 12 compares the safety perceptions of the Army-Guard grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents in general report more positive safety program perceptions overall and for all program categories. The O4-O6, O1-O3, and W1-W5 groups showed substantially more positive perceptions than the enlisted grade groups across all 5 program categories and overall. The Army-Guard E1-E4 group received the lowest percentile scores for four of the five program categories and overall. Relative similarity among grade perceptions would indicate the Army-Guard safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may help decrease the safety perception disparities.

Figure 13 compares the safety perceptions of seven Army-Guard work locations according to program category. These work locations are office, shop, maintenance, outdoors/field, flightline, clinic/hospital, and other. Because of a low subgroup sample size, the ship-Army-Guard group is not included in the analysis.

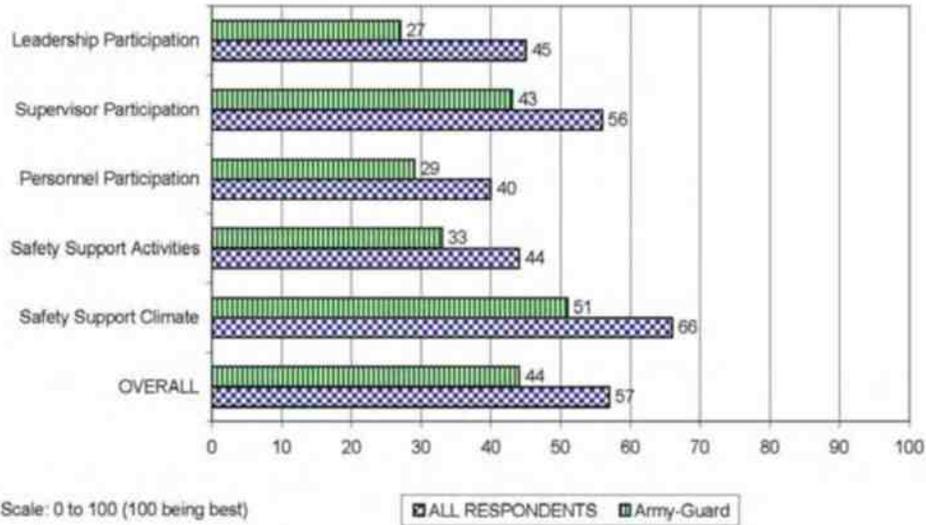
Flightline personnel reported the most positive safety program perceptions for the Army-Guard. This location generated well above average percentile scores for all program categories and overall. Clinic/Hospital and outdoors/field staff generated the lowest perceptions, with well below average perceptions for each program category and overall. Relative similarity among work location perceptions would indicate the Army-Guard safety program is uniformly administered across work locations, while notable differences suggest improved communication and increased contact among these groups may help decrease the safety perception disparities.

**Figure 10. Percentile Scores of Safety Program Components – Army Guard**

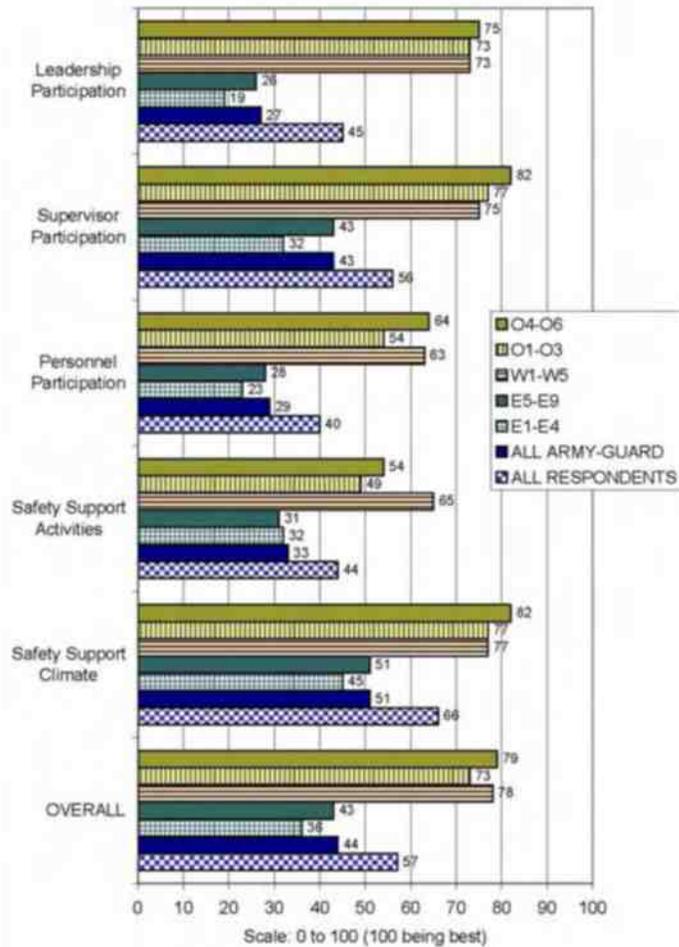


A percentile score expresses the percentage of locations in the NSC Database with lower average response. The percentile score range is from 0 to 100.

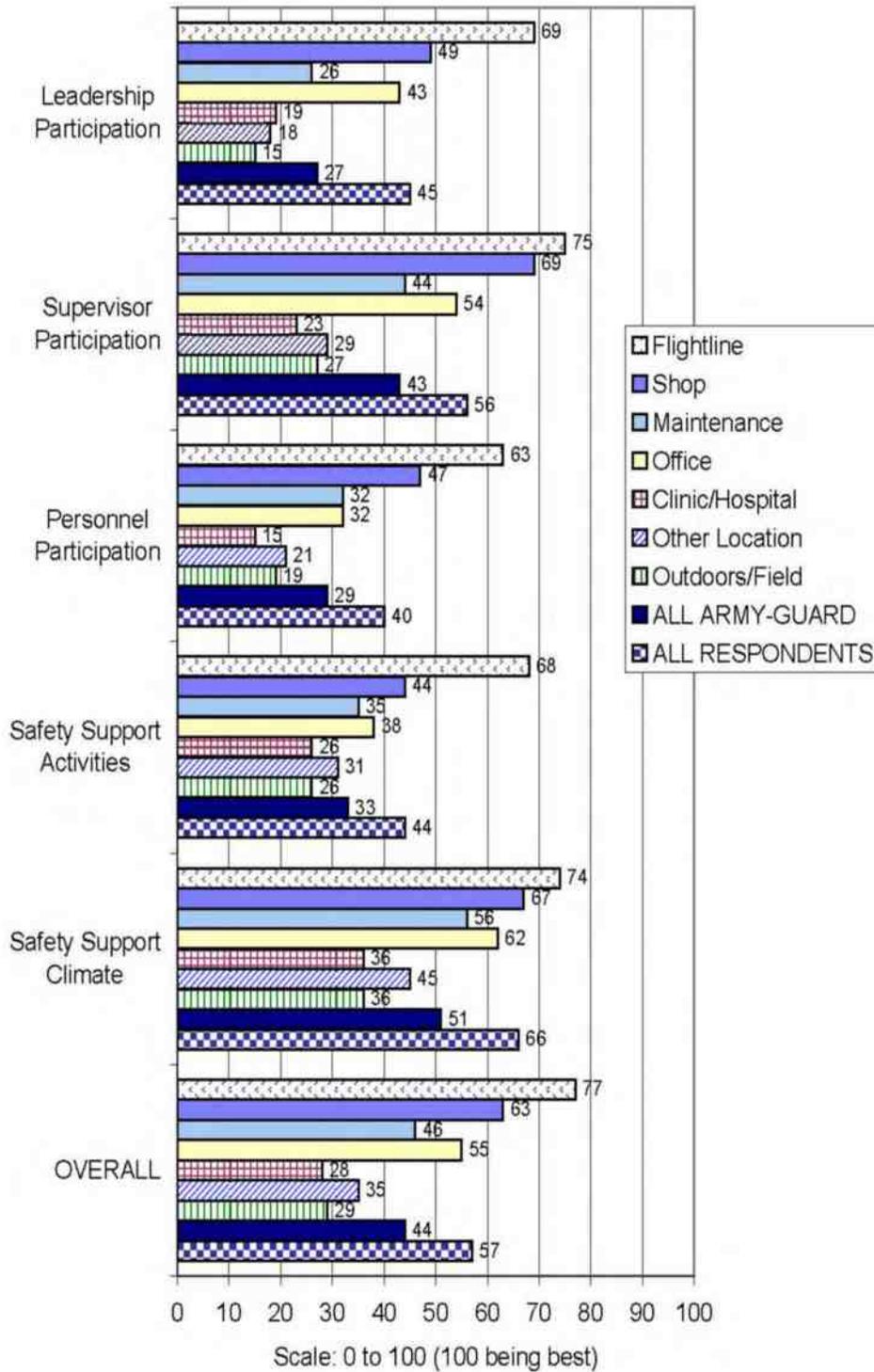
**Figure 11. Program Category Percentile Scores – Army Guard**



**Figure 12. Program Category Percentile Scores by Grade – Army Guard**



**Figure 13. Program Category Percentile Scores by Work Location – Army Guard**



### 3.9 Army Reserve

Figure 14 graphically presents the Army-Reserve's percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 14, 13 items met or surpassed the 50<sup>th</sup> percentile mark. Only one item had a high comparative percentile score at or above 80. The 10 highest scoring items for the Army-Reserve had percentile scores at or above 52 and are listed below (with percentile scores):

- I Condition of unit teamwork (88)*
- AP Perception that good environmental conditions are kept (76)*
- C Priority of safety issues relative to performing duties (73)*
- AD Leadership setting a positive safety example (68)*
- AF Quality of preventative maintenance system operation (65)*
- AL Leadership including safety in job promotion reviews (64)*
- AI Belief that hazards not fixed right away will still be addressed (62)*
- AO Supervisors investigating safety incidents (59)*
- V Safety standard level relative to standard duty performance level (57)*
- AE Supervisors integrating safety into the performance of duties (52)*

As indicated by the red shading, the Army-Reserve generated 33 items with scores below the 50th percentile (representing below average performance). Among these, eight items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that should be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- A Personnel identifying and eliminating hazards (6)*
- N Leadership publishing a policy on the value of personnel safety (9)*
- AC Effectiveness of command safety officer in improving safety conditions (10)*
- X Personnel following lockout/tagout procedures (11)*
- Y Presence of safety training in new personnel orientation (11)*
- AG Leadership participating in safety activities on a regular basis (11)*
- F Frequency of detailed and regularly scheduled inspections (14)*
- K Personnel believing that their actions can protect other personnel (17)*
- Q Belief that personnel understand safety regulations (21)*
- W Supervisors understanding personnel's job safety problems (22)*
- AS Leadership setting annual safety goals (23)*
- AM Availability of safety officer to provide assistance (24)*

- G Leadership stressing the importance of safety in communications (26)***
- D Personnel being involved in safety practices (26)***
- AA Supervisors acting on personnel safety suggestions (26)***
- AN Supervisors reducing personnel's fear of reporting safety problems (27)***
- H Frequency of safety meeting occurrence (29)***
- AH Perception that the safety officer has high status (29)***
- E Supervisors maintaining a high safety performance standard (32)***
- P Belief that leadership does more than law requires (33)***
- AT Personnel taking part in the development of safety requirements (33)***
- S Personnel using standardized precautions for hazardous materials (35)***
- Z Belief that leadership is sincere in safety efforts (36)***
- B Frequency of personnel/leadership interactions (40)***
- T Leadership providing adequate safety staff (41)***
- AR Belief that leadership insists supervisors think safety (41)***
- L Supervisors behaving in accord with safety procedures (42)***
- R Supervisors enforcing safe job procedures (43)***
- M Presence of personnel well-trained in emergency response (45)***
- J Belief that leadership shows it cares about personnel safety (45)***
- AB Occurrence of emergency response procedures testing (46)***
- O Thoroughness of near miss accident/incident investigation (47)***
- AK Supervisors providing helpful safety training (47)***

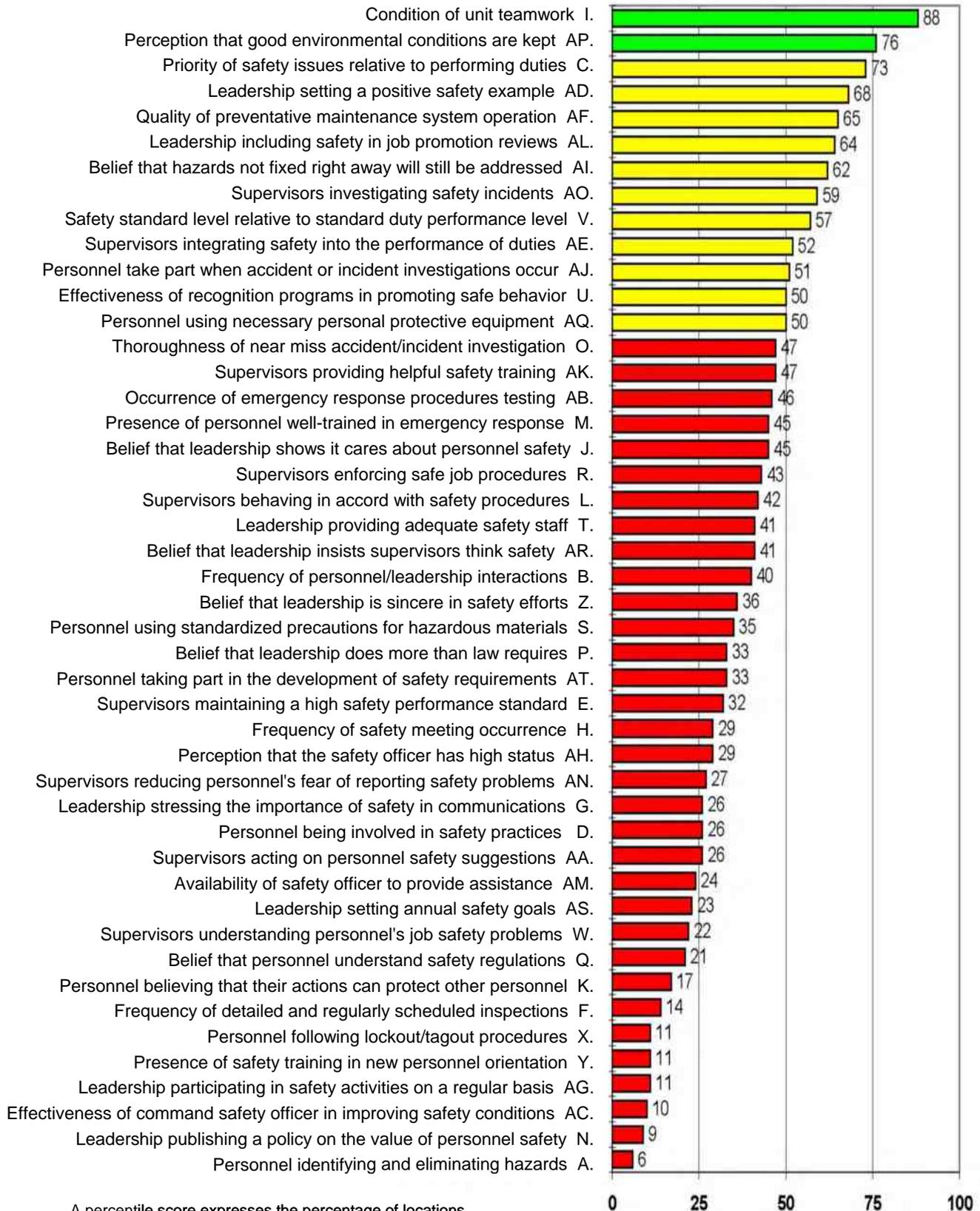
Figure 15 compares the Army-Reserve results against all Guard/Reserve respondents. All five program categories and the overall score for the Army-Reserve are lower than the All Respondents results. Army-Reserve percentile scores range from a moderate score of 51 for Safety Support Climate to a low score of 22 for Personnel Participation. The overall Army-Reserve percentile score is a moderately low 37, indicating that 63 percent of the database organizations achieved a higher overall score than did the Army-Reserve. This compares to a moderate 57 for all Guard/Reserve respondents.

Figure 16 compares the safety perceptions of the Army-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, the highest-ranking respondents reported more positive safety program perceptions overall and for all program categories. The O4-O6 group showed substantially more positive perceptions than the other grade groups across all 5 program categories and overall. The Army-Reserve E5-E9 and E1-E4 groups received the lowest percentile scores for most program categories and overall. Relative similarity among grade perceptions would indicate the Army-Reserve safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may help decrease the safety perception disparities.

Figure 17 compares the safety perceptions of eight Army-Reserve work locations according to program category. These work locations are office, shop, maintenance, outdoors/field, flightline, clinic/hospital, ship and other.

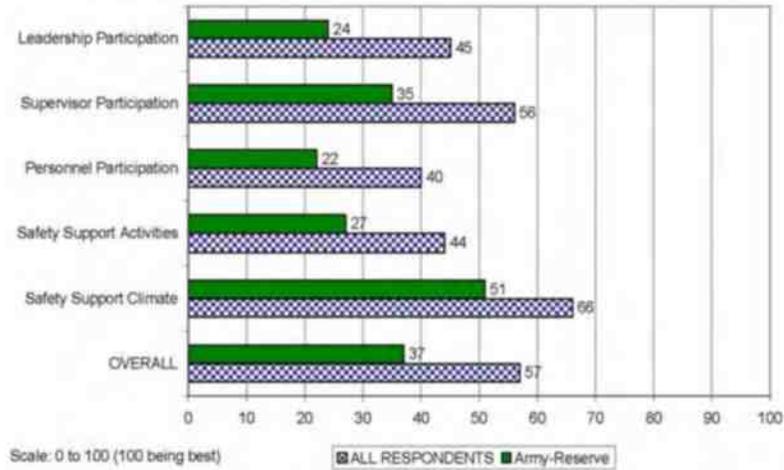
Clinic/Hospital and ship personnel reported the most positive safety program perceptions for the Army-Reserve. However, even these highest performing work locations only generated slightly below average percentile scores for most program categories and overall. The other work locations generated lower perceptions, with well below average perceptions for most program categories and overall. Relative similarity among work location perceptions would indicate the Army-Guard safety program is uniformly administered across work locations, while notable differences suggest improved communication and increased contact among these groups may help decrease the safety perception disparities.

**Figure 14. Percentile Scores of Safety Program Components – Army Reserve**



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.

**Figure 15. Program Category Percentile Scores - Army Reserve**



**Figure 16. Program Category Percentile Scores by Grade – Army Reserve**

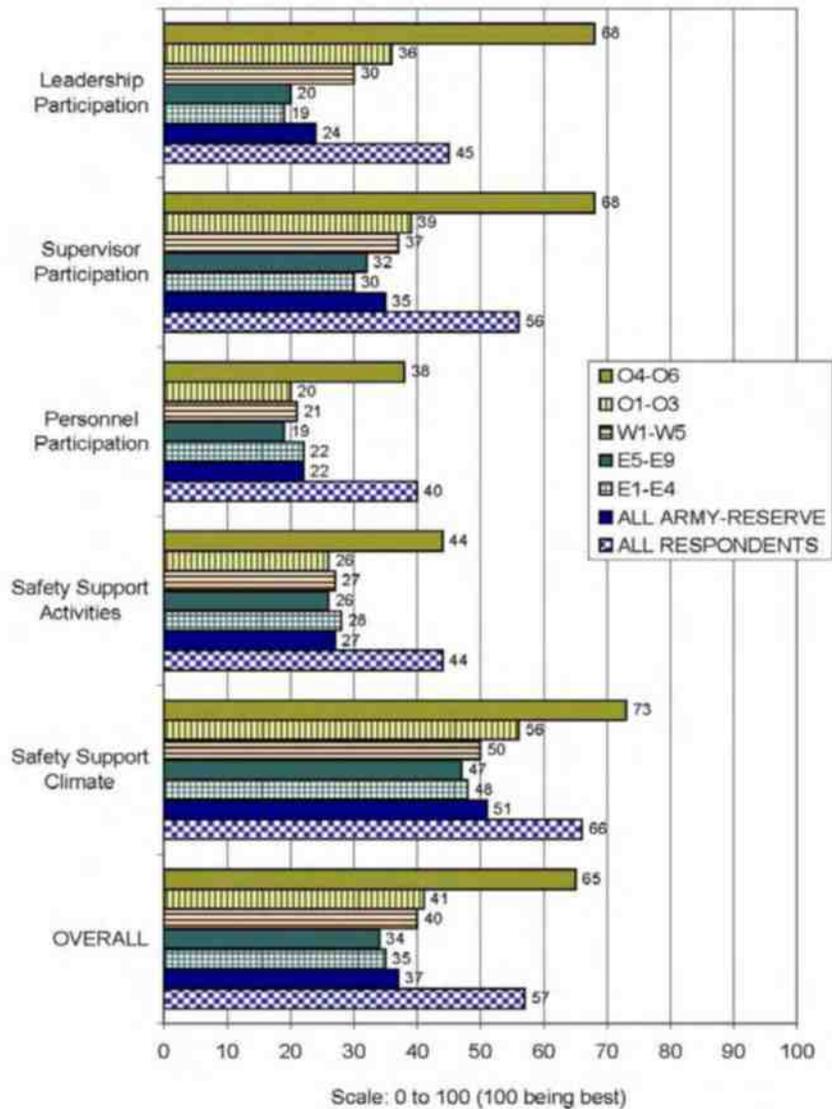
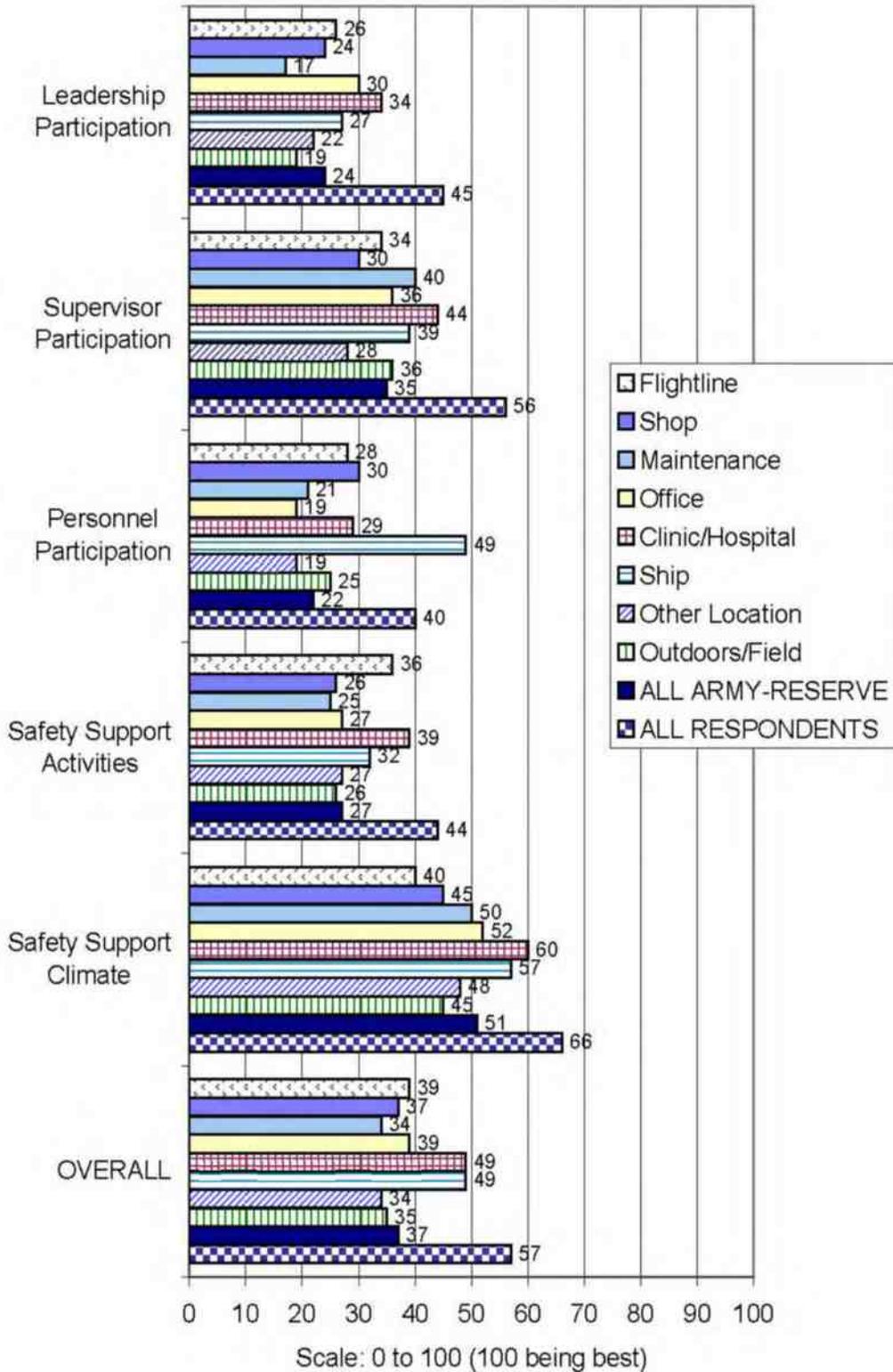
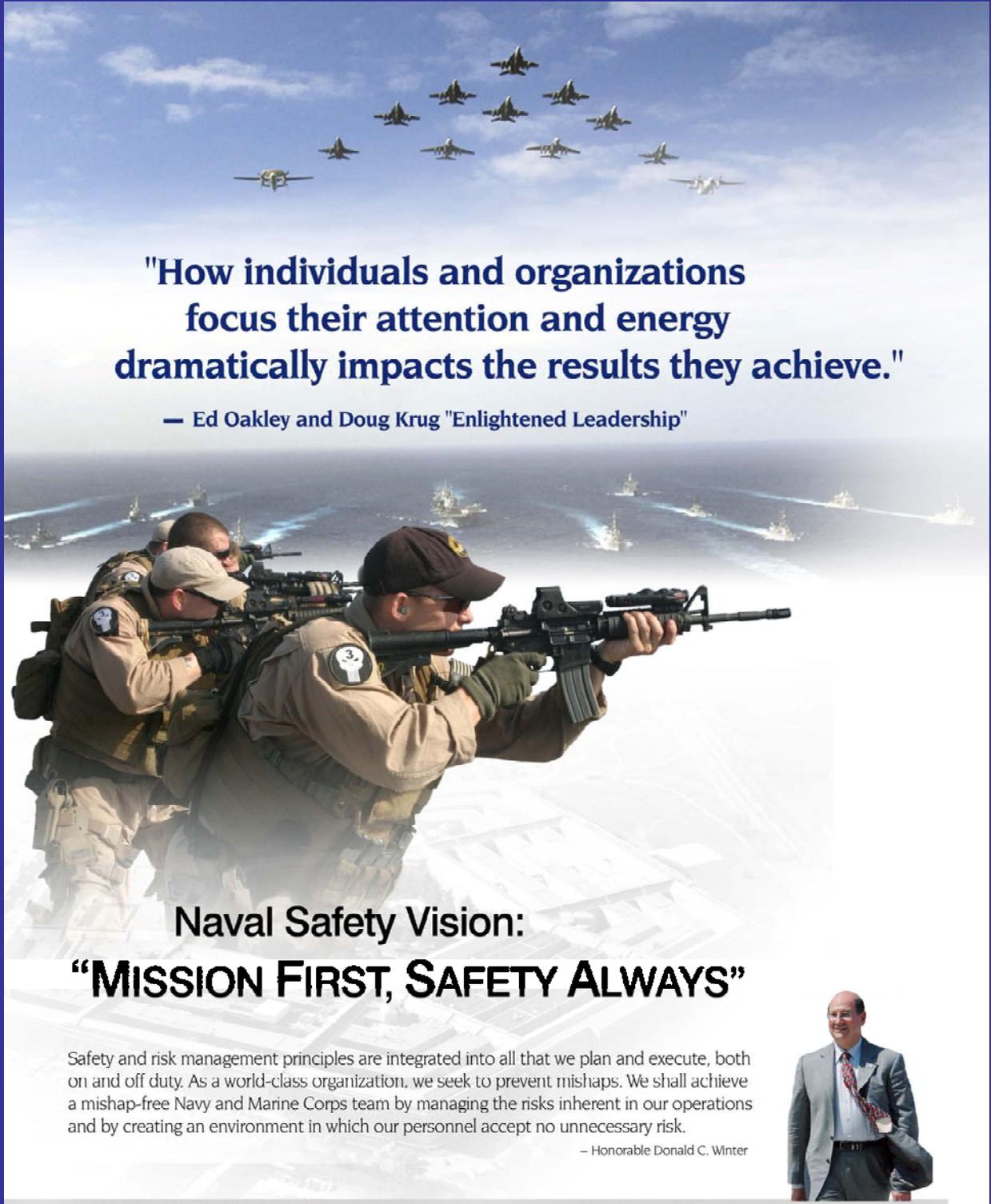


Figure 17. Program Category Percentile Scores by Work Location – Army Reserve



**This Page Intentionally Left Blank**



**"How individuals and organizations  
focus their attention and energy  
dramatically impacts the results they achieve."**

— Ed Oakley and Doug Krug "Enlightened Leadership"

**Naval Safety Vision:  
"MISSION FIRST, SAFETY ALWAYS"**

Safety and risk management principles are integrated into all that we plan and execute, both on and off duty. As a world-class organization, we seek to prevent mishaps. We shall achieve a mishap-free Navy and Marine Corps team by managing the risks inherent in our operations and by creating an environment in which our personnel accept no unnecessary risk.

— Honorable Donald C. Winter



Cover design by Naval Safety Center

### 3.10 Navy Reserve

Figure 18 graphically presents the Navy-Reserve percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average, while items that fall short of this mark are performing below average.

As illustrated in Figure 18, 29 items met or surpassed the 50<sup>th</sup> percentile mark. Eight items achieved a high comparative percentile score at or above 80. The 10 highest scoring items for the Navy-Reserve had percentile scores at or above 77 and are listed below (with percentile scores):

- I Condition of unit teamwork (99)***
- AP Perception that good environmental conditions are kept (89)***
- AD Leadership setting a positive safety example (87)***
- AL Leadership including safety in job promotion reviews (86)***
- C Priority of safety issues relative to performing duties (85)***
- AI Belief that hazards not fixed right away will still be addressed (85)***
- B Frequency of personnel/leadership interactions (82)***
- AO Supervisors investigating safety incidents (80)***
- AF Quality of preventative maintenance system operation (78)***
- J Belief that leadership shows it cares about personnel safety (77)***

As indicated by the red shading, the Navy-Reserve generated 17 items with scores below the 50th percentile (representing below average performance). Among these, three items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that should be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- N Leadership publishing a policy on the value of personnel safety (13)***
- A Personnel identifying and eliminating hazards (16)***
- K Personnel believing that their actions can protect other personnel (20)***
- X Personnel following lockout/tagout procedures (24)***
- AC Effectiveness of command safety officer in improving safety conditions (26)***
- F Frequency of detailed and regularly scheduled inspections (30)***
- Y Presence of safety training in new personnel orientation (30)***
- G Leadership stressing the importance of safety in communications (33)***
- H Frequency of safety meeting occurrence (34)***
- AG Leadership participating in safety activities on a regular basis (36)***
- AS Leadership setting annual safety goals (37)***

- D Personnel being involved in safety practices (39)***
- Q Belief that personnel understand safety regulations (39)***
- AM Availability of safety officer to provide assistance (43)***
- AA Supervisors acting on personnel safety suggestions (44)***
- W Supervisors understanding personnel's job safety problems (44)***
- P Belief that leadership does more than law requires (47)***

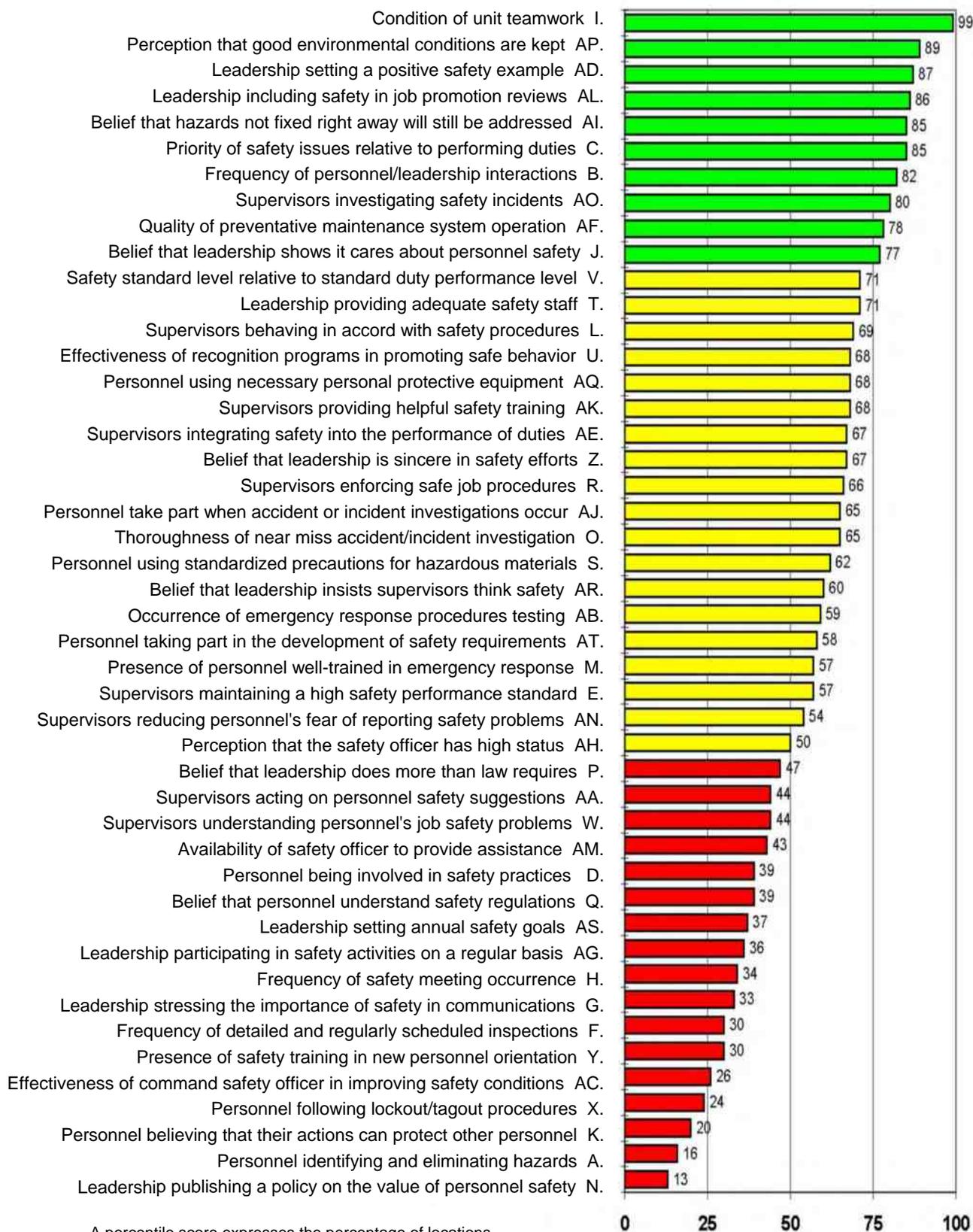
Figure 19 compares the Navy-Reserve results against all Guard/Reserve respondents. For all five program categories and the overall score, the Navy-Reserve results are higher than the All Respondents results. Navy-Reserve results are at or above the database average of 50 for four of the five program categories and the overall score. Navy-Reserve percentile scores range from a moderately high score of 77 for Safety Support Climate to a slightly below average score of 49 for Personnel Participation. The overall Navy-Reserve percentile score is a moderately high 70, indicating only 30 percent of the database organizations achieved a higher overall score than did the Navy-Reserve. This compares to a moderate 57 for all Guard/Reserve respondents.

Figure 20 compares the safety perceptions of the Navy-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking respondents generally reported the most positive safety program perceptions overall and for all program categories, while lower-ranking respondents generally have the least positive responses. The highest perceptions were found for the W1-W5 grade overall and for all program categories. The O4-O6 group also showed much higher percentiles scores across program categories and overall than the remaining grade groups. The remaining groups had relatively similar perceptions overall. The E1-E4 group had lowest percentiles scores for most program categories and overall. Relative similarity among grade perceptions would indicate the Navy-Reserve safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may help decrease the safety perception disparities.

Figure 21 compares the safety perceptions of eight Navy-Reserve work locations according to program category. These work locations are office, shop, maintenance, outdoors/field, flightline, clinic/hospital, ship and other.

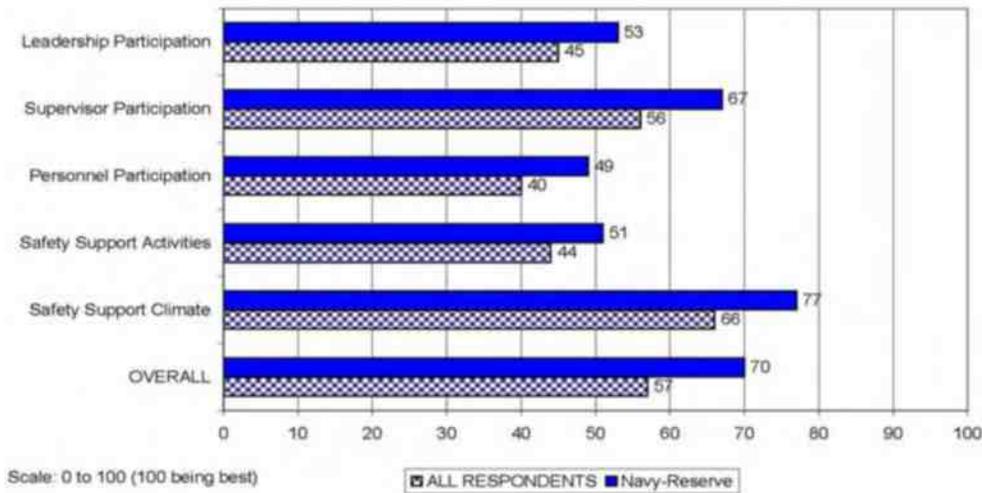
Flightline personnel reported the most positive safety program perceptions overall and for each program category, with scores generally above 80 except for Safety Support Activities. The remaining seven locations had scores that were fairly similar to each other, ranging generally in the 50s, 60s or 70s. The Other Location group had the lowest percentiles scores for most program categories and overall. Relative similarity among work locations would indicate the Navy-Reserve safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

**Figure 18. Percentile Scores of Safety Program Components – Navy Reserve**

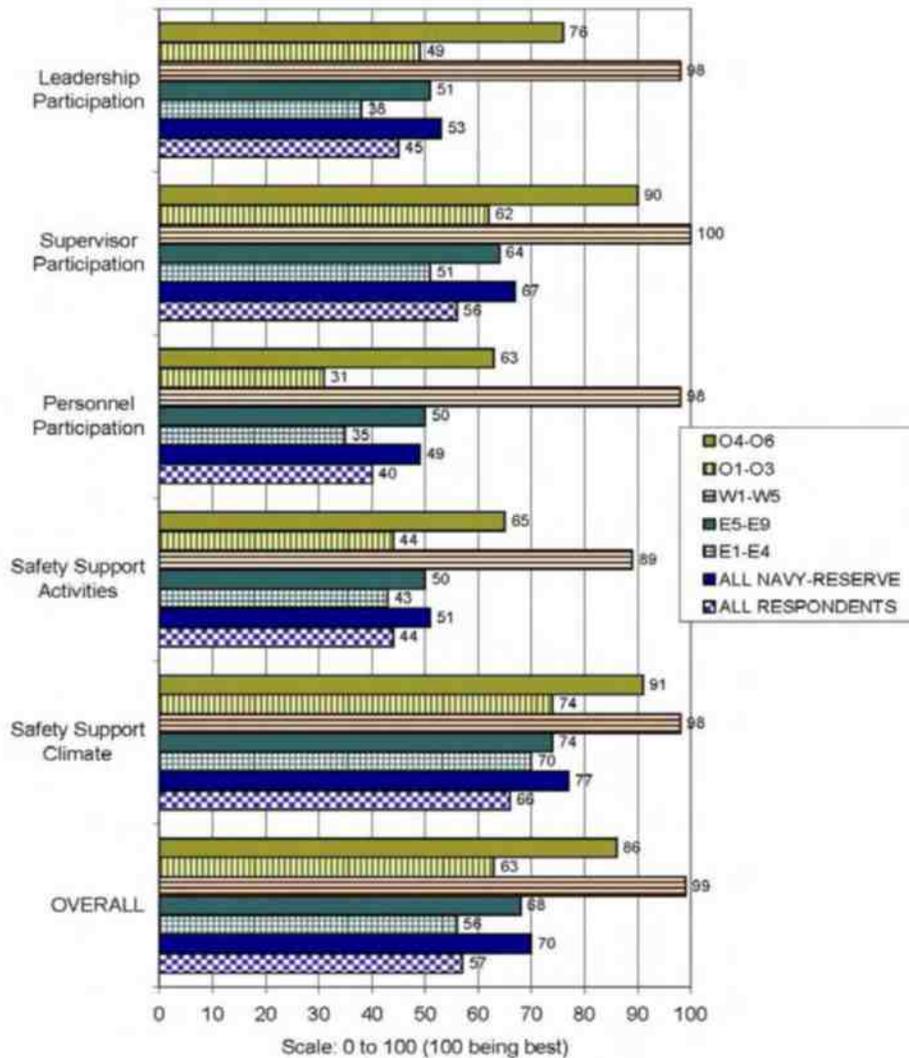


A percentile score expresses the percentage of locations in the NSC Database with lower average response. The percentile score range is from 0 to 100.

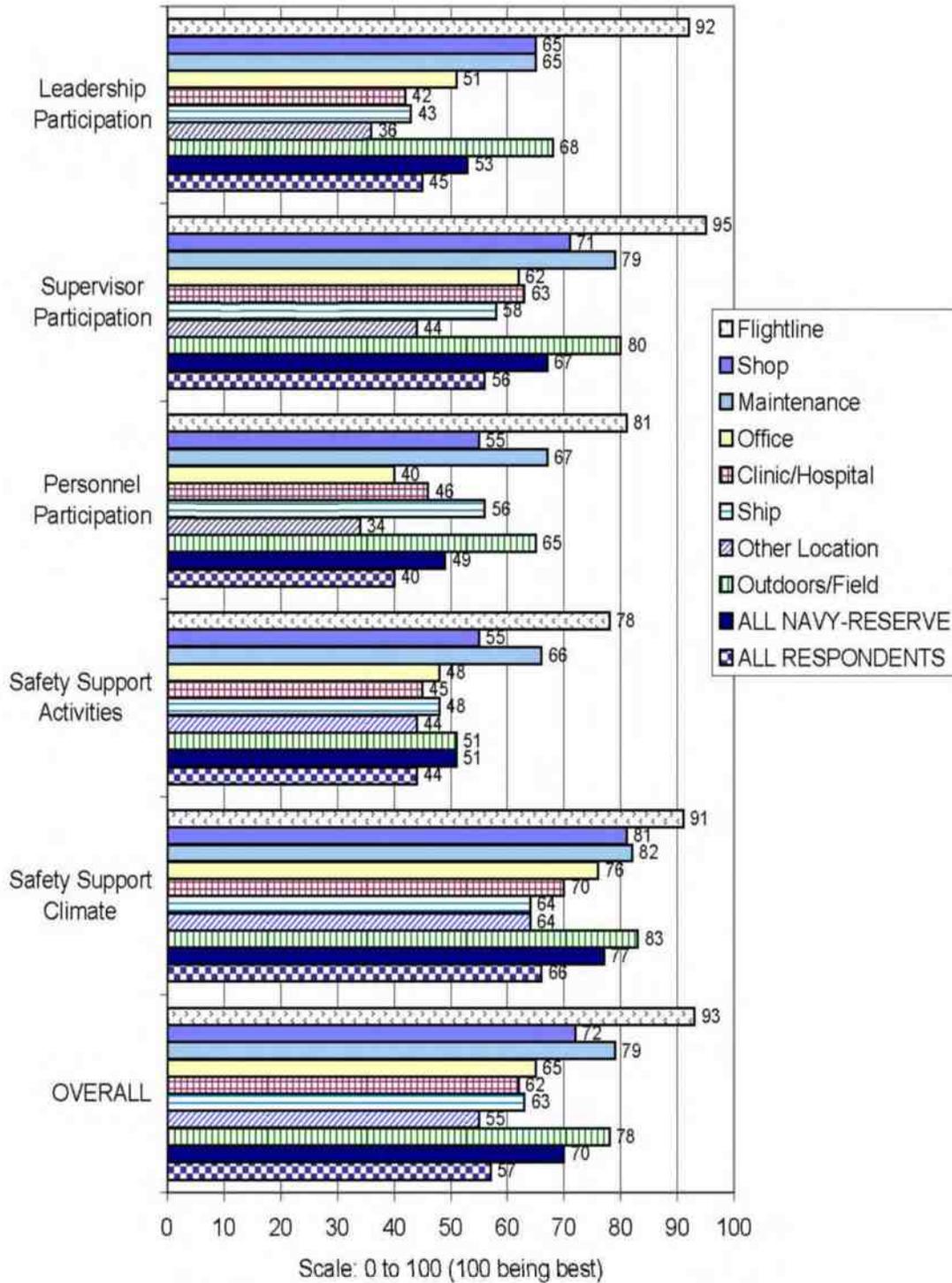
**Figure 19. Program Category Percentile Scores – Navy Reserve**



**Figure 20. Program Category Percentile Scores by Grade – Navy Reserve**



**Figure 21. Program Category Percentile Scores by Work Location – Navy Reserve**



### 3.11 Marine Corps Reserve

Figure 20 graphically presents the Marine Corps-Reserve's percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 22, 26 items met or surpassed the 50<sup>th</sup> percentile mark. Four items had a high comparative percentile score at or above 80. The 11 highest scoring items for the Marine Corps-Reserve had percentile scores at or above 70 and are listed below (with percentile scores):

- I Condition of unit teamwork (98)*
- AP Perception that good environmental conditions are kept (83)*
- AD Leadership setting a positive safety example (81)*
- AL Leadership including safety in job promotion reviews (81)*
- AI Belief that hazards not fixed right away will still be addressed (76)*
- C Priority of safety issues relative to performing duties (74)*
- B Frequency of personnel/leadership interactions (72)*
- AO Supervisors investigating safety incidents (71)*
- AF Quality of preventative maintenance system operation (70)*
- J Belief that leadership shows it cares about personnel safety (70)*
- V Safety standard level relative to standard duty performance level (70)*

As indicated by the red shading, the Marine Corps-Reserve generated 20 items with scores below the 50<sup>th</sup> percentile (representing below average performance). Among these, four items have very low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that should be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- N Leadership publishing a policy on the value of personnel safety (12)*
- A Personnel identifying and eliminating hazards (15)*
- K Personnel believing that their actions can protect other personnel (16)*
- X Personnel following lockout/tagout procedures (19)*
- AC Effectiveness of command safety officer in improving safety conditions (23)*
- Y Presence of safety training in new personnel orientation (23)*
- F Frequency of detailed and regularly scheduled inspections (26)*
- G Leadership stressing the importance of safety in communications (28)*
- H Frequency of safety meeting occurrence (29)*
- AG Leadership participating in safety activities on a regular basis (30)*
- AS Leadership setting annual safety goals (35)*

- Q*** ***Belief that personnel understand safety regulations (35)***
- D*** ***Personnel being involved in safety practices (35)***
- AM*** ***Availability of safety officer to provide assistance (37)***
- W*** ***Supervisors understanding personnel's job safety problems (38)***
- AA*** ***Supervisors acting on personnel safety suggestions (39)***
- P*** ***Belief that leadership does more than law requires (44)***
- AH*** ***Perception that the safety officer has high status (45)***
- AN*** ***Supervisors reducing personnel's fear of reporting safety problems (45)***
- E*** ***Supervisors maintaining a high safety performance standard (47)***

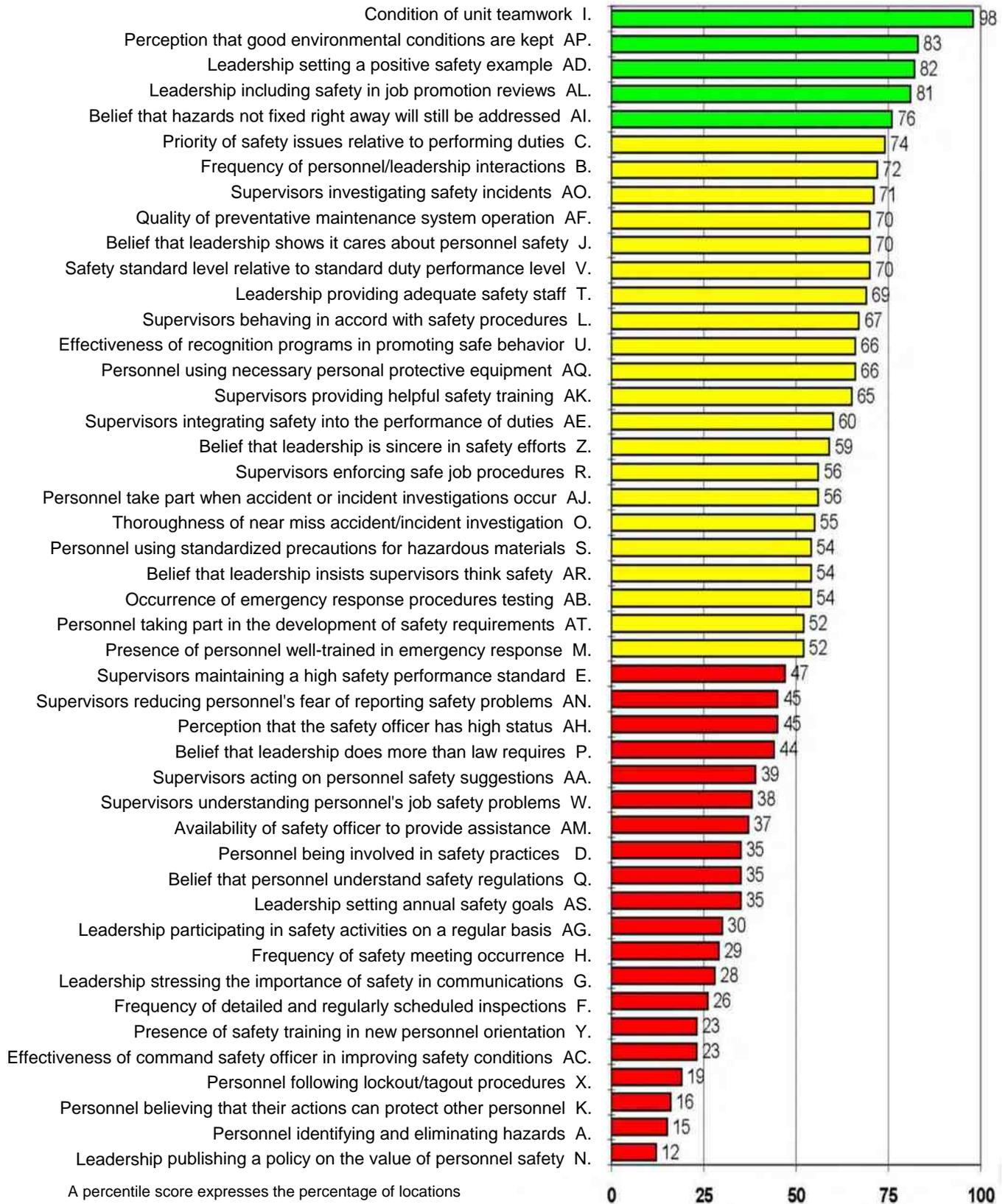
Figure 23 compares the Marine Corps-Reserve results against all Guard/Reserve respondents. Three of the five program categories and the overall score for the Army-Reserve are slightly higher than the All Respondents results. Marine Corps-Reserve percentile scores range from a moderate score of 66 for Safety Support Climate to a low score of 40 for Personnel Participation. The overall Marine Corps-Reserve percentile score is a moderate 59, indicating that 41 percent of the database organizations achieved a higher overall score than did the Marine Corps-Reserve. This compares to a moderate 57 for all Guard/Reserve respondents.

Figure 24 compares the safety perceptions of the Marine Corps-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, the highest-ranking respondents report more positive safety program perceptions overall and for all program categories. The O4-O6, W1-W5, and O1-O3 groups showed substantially more positive perceptions than the enlisted grade groups across all 5 program categories and overall. The Marine Corps-Reserve E1-E4 group received the lowest percentile scores for four of the five program categories and overall. Relative similarity among grade perceptions would indicate the Marine Corps-Reserve safety program is uniformly administered across grades while notable differences suggest improved communication and increased contact among these groups may help to decrease the safety perception disparities.

Figure 25 compares the safety perceptions of seven Marine Corps-Reserve work locations according to program category. These work locations are office, shop, maintenance, outdoors/field, flightline, clinic/hospital, and other. Because of a low subgroup sample size, the ship-Marine Corps-Reserve group is not included in the analysis.

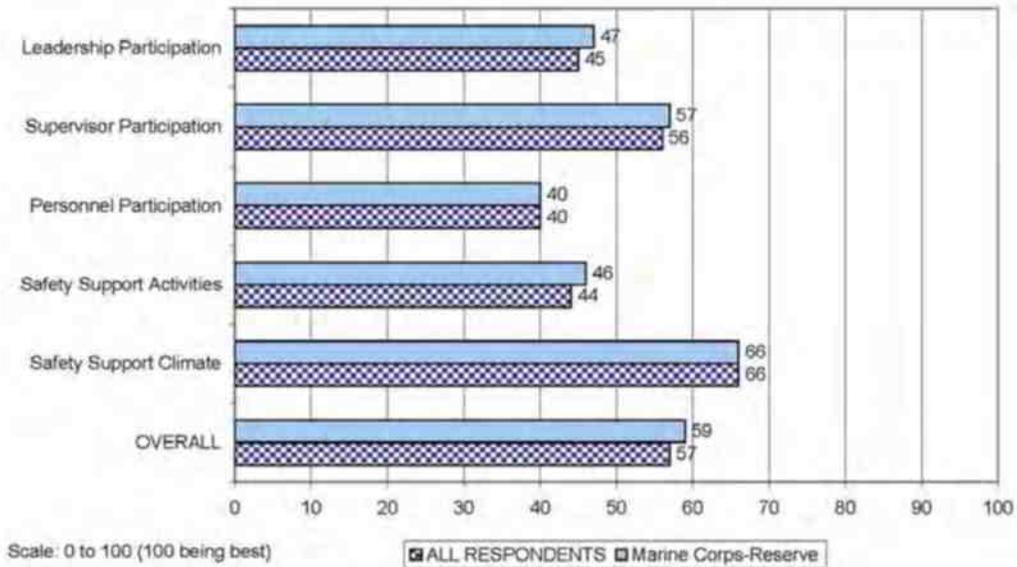
Flightline personnel reported the most positive safety program perceptions for the Marine Corps-Reserve. They generated well above average percentile scores for all program categories and overall. Clinic/Hospital staff generated the lowest perceptions, with well below average perceptions for each program category and overall. Relative similarity among work locations may indicate the safety program is uniformly administered across work locations, while notable differences suggest improved communication may help to decrease perception disparities.

**Figure 22. Percentile Scores of Safety Program Items – Marine Corps Reserve**

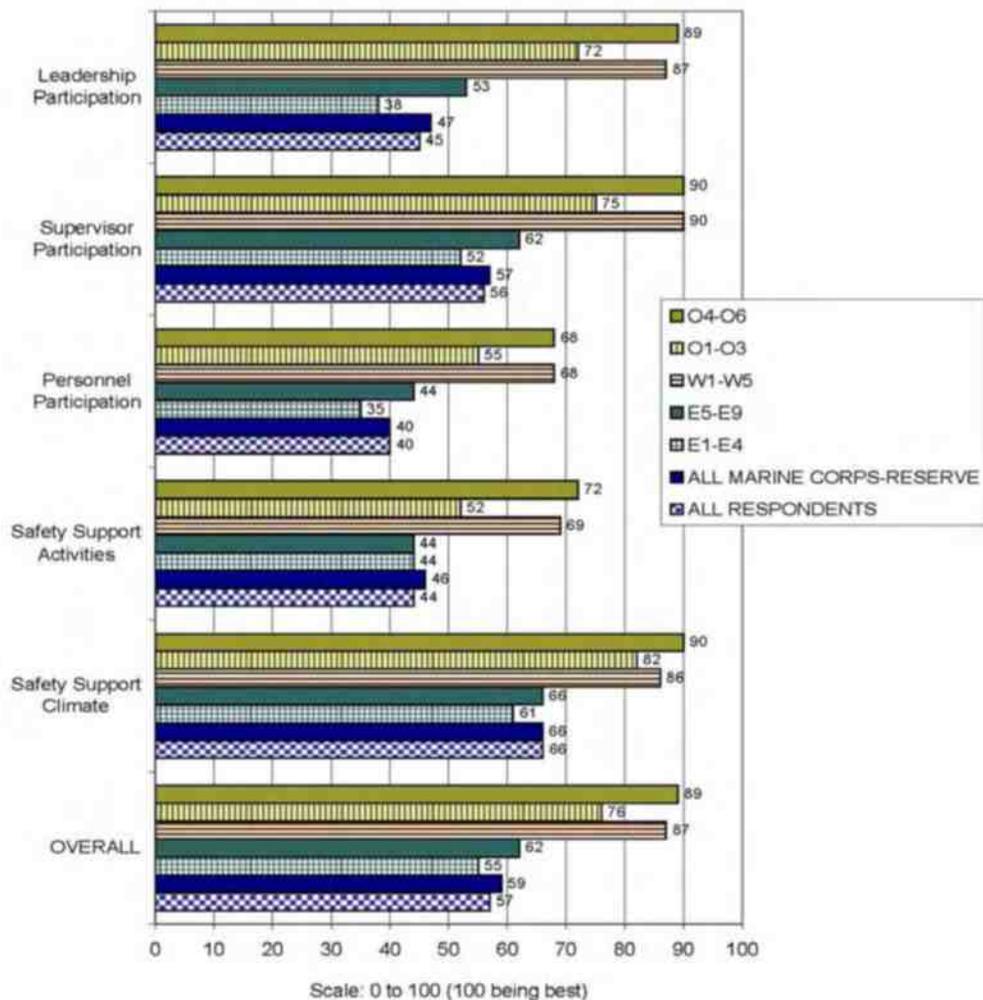


A percentile score expresses the percentage of locations in the NSC Database with lower average response. The percentile score range is from 0 to 100.

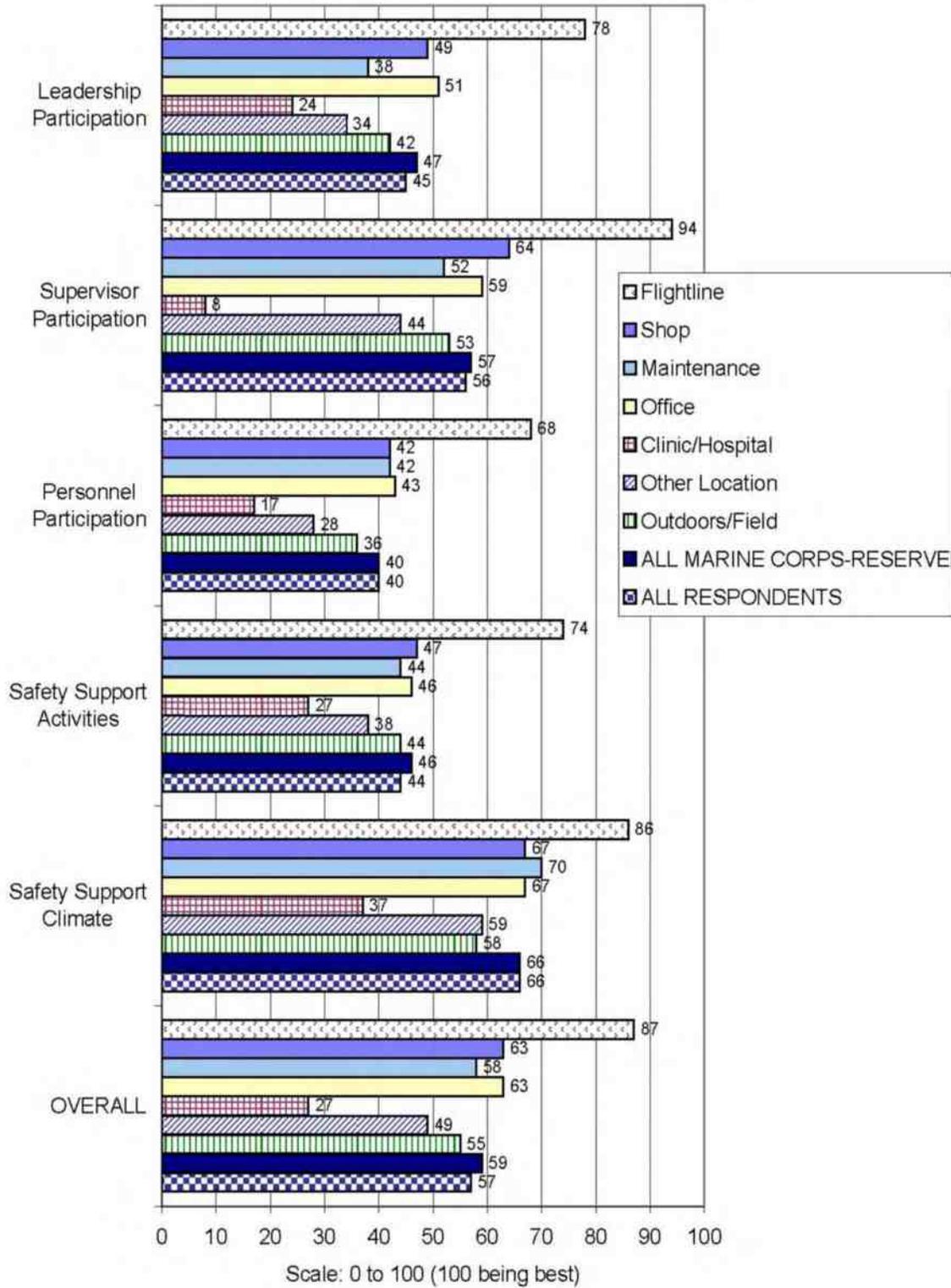
**Figure 23. Program Category Percentile Scores - Marine Corps Reserve**



**Figure 24. Program Category Percentile Scores by Grade - Marine Corps Reserve**



**Figure 25. Program Category Percentile Scores by Work Location - Marine Corps Reserve**



**This Page Intentionally Left Blank**

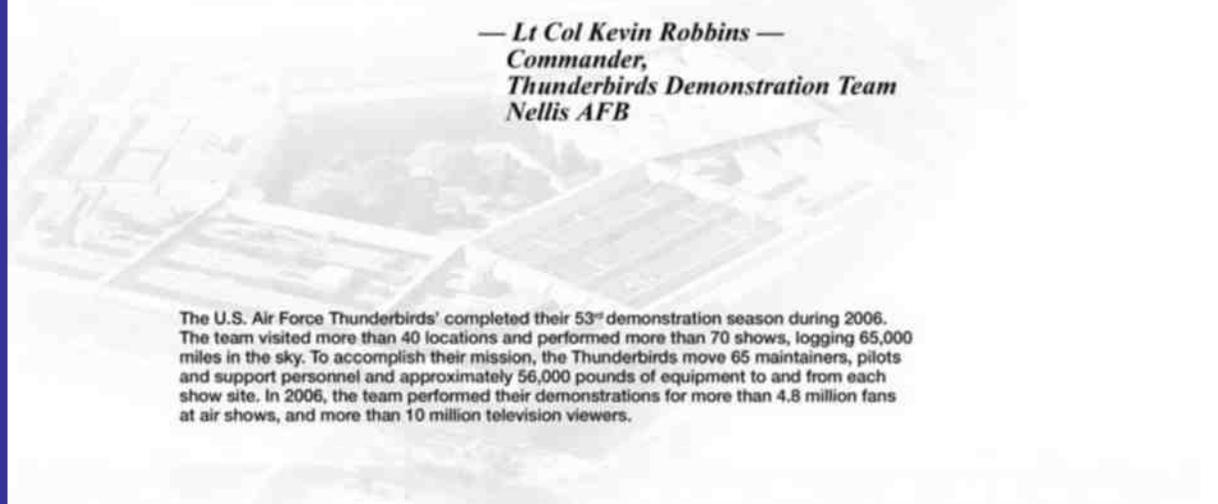
# World Class Organizations ...



**Understand Mission  
Clear Vision  
Enabling/Growing Leaders  
Ongoing Dialogue  
Developing Skill Set  
Combined with Proper Tools**

*“The best leaders clearly communicate their vision and objectives, empower their people, mentor along the way and take time to debrief performance in relation to those objectives.”*

*— Lt Col Kevin Robbins —  
Commander,  
Thunderbirds Demonstration Team  
Nellis AFB*



The U.S. Air Force Thunderbirds<sup>®</sup> completed their 53<sup>rd</sup> demonstration season during 2006. The team visited more than 40 locations and performed more than 70 shows, logging 65,000 miles in the sky. To accomplish their mission, the Thunderbirds move 65 maintainers, pilots and support personnel and approximately 56,000 pounds of equipment to and from each show site. In 2006, the team performed their demonstrations for more than 4.8 million fans at air shows, and more than 10 million television viewers.

Cover design by Felicia M. Moreland of the HQ Air Force Safety Center

### 3.12 Air Force Guard

Figure 26 graphically presents the Air Force-Guard percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 26, fully 45 items met or surpassed the 50<sup>th</sup> percentile mark. Twenty-four items achieved a high comparative percentile score at or above 80. The 11 highest scoring items for the Air Force-Guard had percentile scores at or above 92 and are listed below (with percentile scores):

- I Condition of unit teamwork (99)***
- T Leadership providing adequate safety staff (95)***
- AI Belief that hazards not fixed right away will still be addressed (95)***
- AE Supervisors integrating safety into the performance of duties (94)***
- AD Leadership setting a positive safety example (94)***
- AP Perception that good environmental conditions are kept (94)***
- AF Quality of preventative maintenance system operation (94)***
- AO Supervisors investigating safety incidents (93)***
- S Personnel using standardized precautions for hazardous materials (92)***
- C Priority of safety issues relative to performing duties (92)***
- AL Leadership including safety in job promotion reviews (92)***

As indicated by the red shading, the Air Force-Guard generated only one item with a score below the 50<sup>th</sup> percentile (representing below average performance). This below average priority item is listed below.

- X Personnel following lockout/tagout procedures (40)***

Figure 27 compares the Air Force-Guard results against all Guard/Reserve respondents. For all five program categories and the overall score, the Air Force-Guard results are substantially higher than the All Respondents results. Air Force-Guard results are well above the database average of 50 for all five program categories and the overall score. Air Force-Guard percentile scores range from a very high score of 92 for Supervisor Participation to a moderately high score of 77 for Personnel Participation. The overall Air Force-Guard percentile score is a very high 90, indicating only 10 percent of the database organizations achieved a higher overall score than did the Air Force-Guard. This compares to a moderate 57 for all Guard/Reserve respondents.

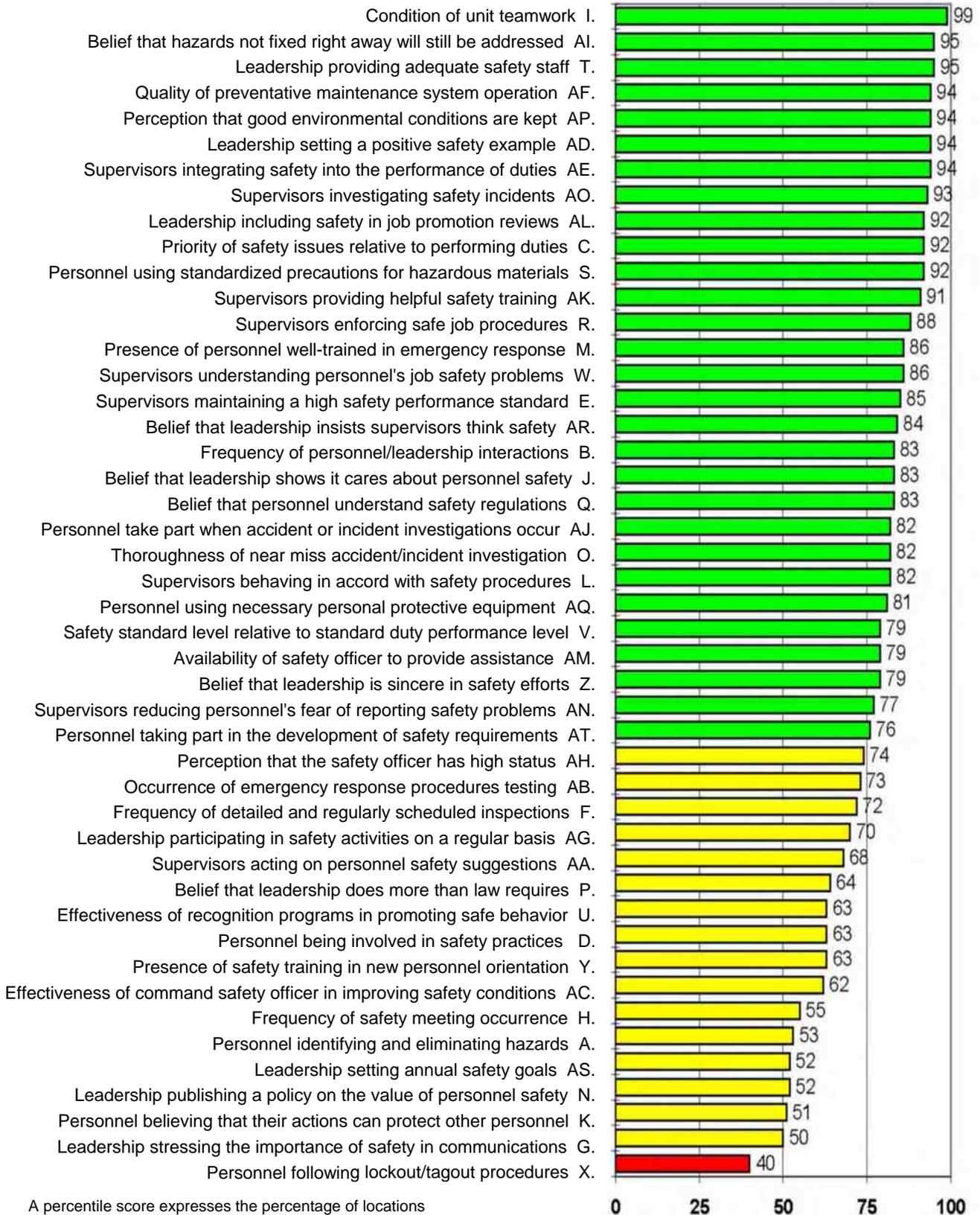
Figure 28 compares the safety perceptions of the Air Force-Guard grades according to program

category. The highest percentile scores were found for the O4-O6 group overall and for all program categories except Safety Support Climate. The remaining groups also received very high percentile scores. The E5-E9 group scored slightly lower overall and for all program categories. Relative similarity among grade perceptions indicates the Air-Force-Guard safety program is uniformly administered across grades.

Figure 29 compares the safety perceptions of seven Air Force-Guard work locations according to program category. These work locations are office, shop, maintenance, outdoors/field, flightline, clinic/hospital, and other. Because the sample size is too small, the ship-Air Force-Guard group is not included in the analysis.

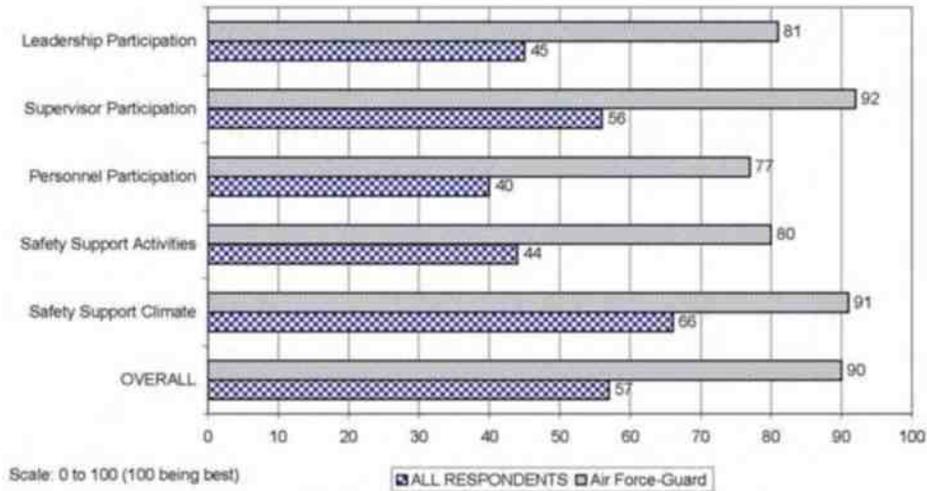
Maintenance, office, and clinic/hospital personnel reported the most positive safety program perceptions overall and across program categories with scores generally above 80, except for Personnel Participation. The remaining four locations had scores that were fairly similar to each other, ranging generally in the 70s, 80s or 90s. The Other Location group had the lowest percentiles scores for all program categories and overall. Relative similarity among work locations would indicate the Air Force-Guard safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

**Figure 26. Percentile Scores of Safety Program Items – Air Force Guard**

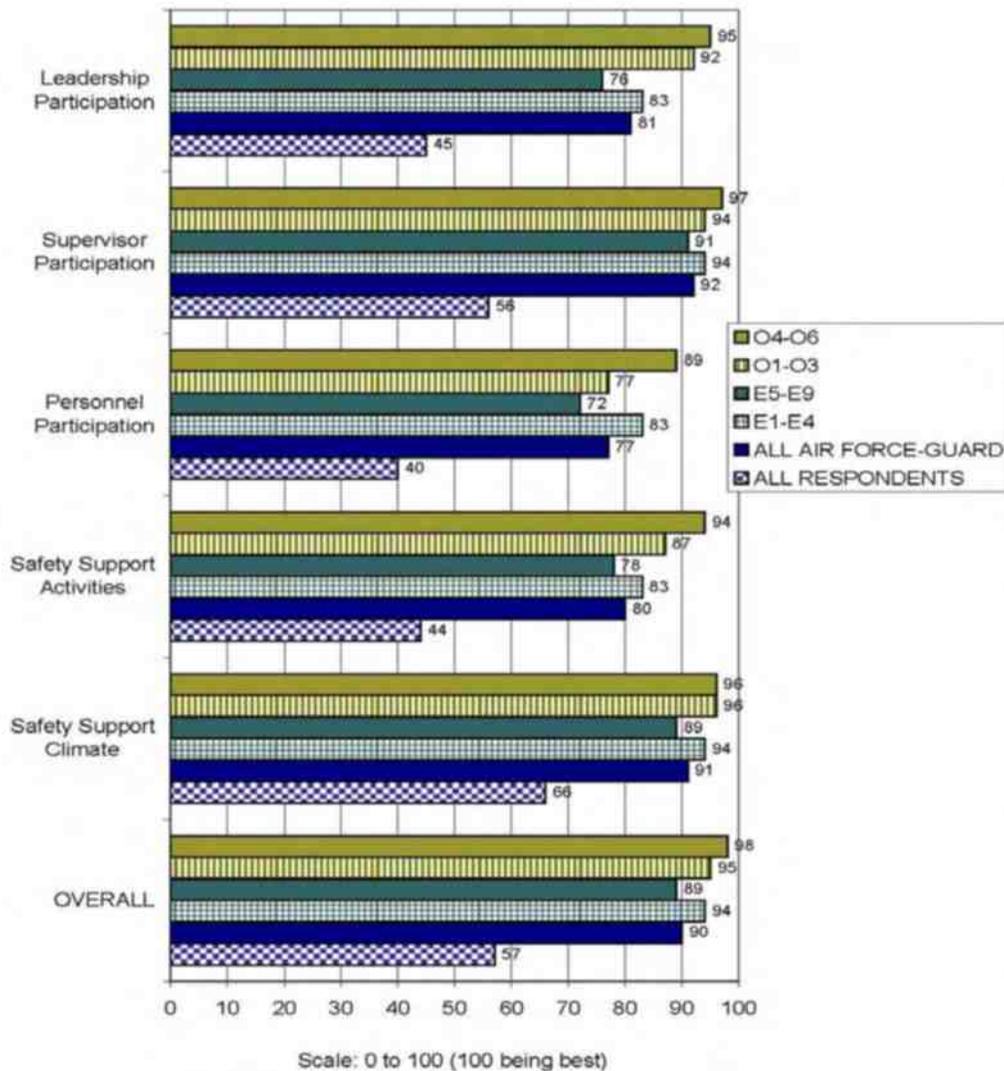


A percentile score expresses the percentage of locations in the NSC Database with lower average response. The percentile score range is from 0 to 100.

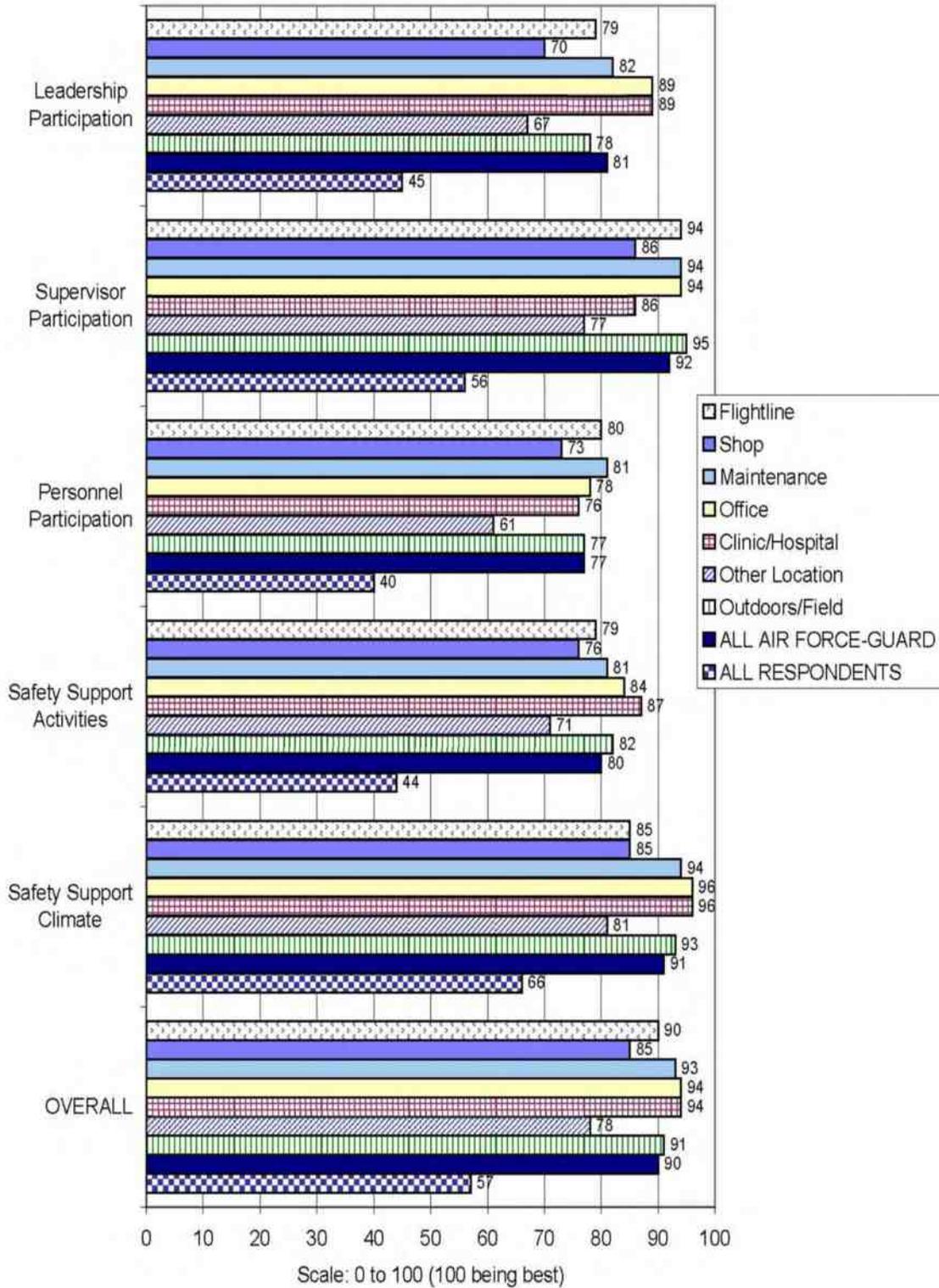
**Figure 27. Program Category Percentile Scores– Air Force Guard**



**Figure 28. Program Category Percentile Scores by Grade – Air Force Guard**



**Figure 29 Program Category Percentile Scores by Work Location - Air Force-Guard**



### 3.13 Air Force Reserve

Figure 30 graphically presents the Air Force-Reserve percentile scores for each of the 46 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50<sup>th</sup> percentile. Items with bars that meet or surpass this mark are performing at or above average, while items that fall short of this mark are performing below average.

As illustrated in Figure 30, fully 43 items meet or surpass the 50<sup>th</sup> percentile mark. Twenty items achieved a high comparative percentile score at or above 80. The 10 highest scoring items for the Air Force-Reserve had percentile scores at or above 91 and are listed below (with percentile scores):

- I Condition of unit teamwork (98)***
- T Leadership providing adequate safety staff (95)***
- AD Leadership setting a positive safety example (94)***
- AE Supervisors integrating safety into the performance of duties (93)***
- AP Perception that good environmental conditions are kept (93)***
- AO Supervisors investigating safety incidents (92)***
- AI Belief that hazards not fixed right away will still be addressed (92)***
- AL Leadership including safety in job promotion reviews (92)***
- C Priority of safety issues relative to performing duties (91)***
- AK Supervisors providing helpful safety training (91)***

As indicated by the red shading, the Air Force-Reserve generated only three items with scores below the 50<sup>th</sup> percentile (representing below average performance). Among these items, two have moderately low scores of 35 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- X Personnel following lockout/tagout procedures (30)***
- K Personnel believing that their actions can protect other personnel (35)***
- A Personnel identifying and eliminating hazards (38)***

Figure 31 compares the Air Force-Reserve results against all Guard/Reserve respondents. For all five program categories and the overall score, the Air Force-Reserve results are substantially higher than the All Respondents results. Air Force-Reserve results are well above the database average of 50 for all five program categories and the overall score. Air Force-Reserve percentile scores range from a very high score of 91 for Supervisor Participation to a moderately high score of 69 for Personnel Participation. The overall Air Force-Reserve percentile score is a high 89,

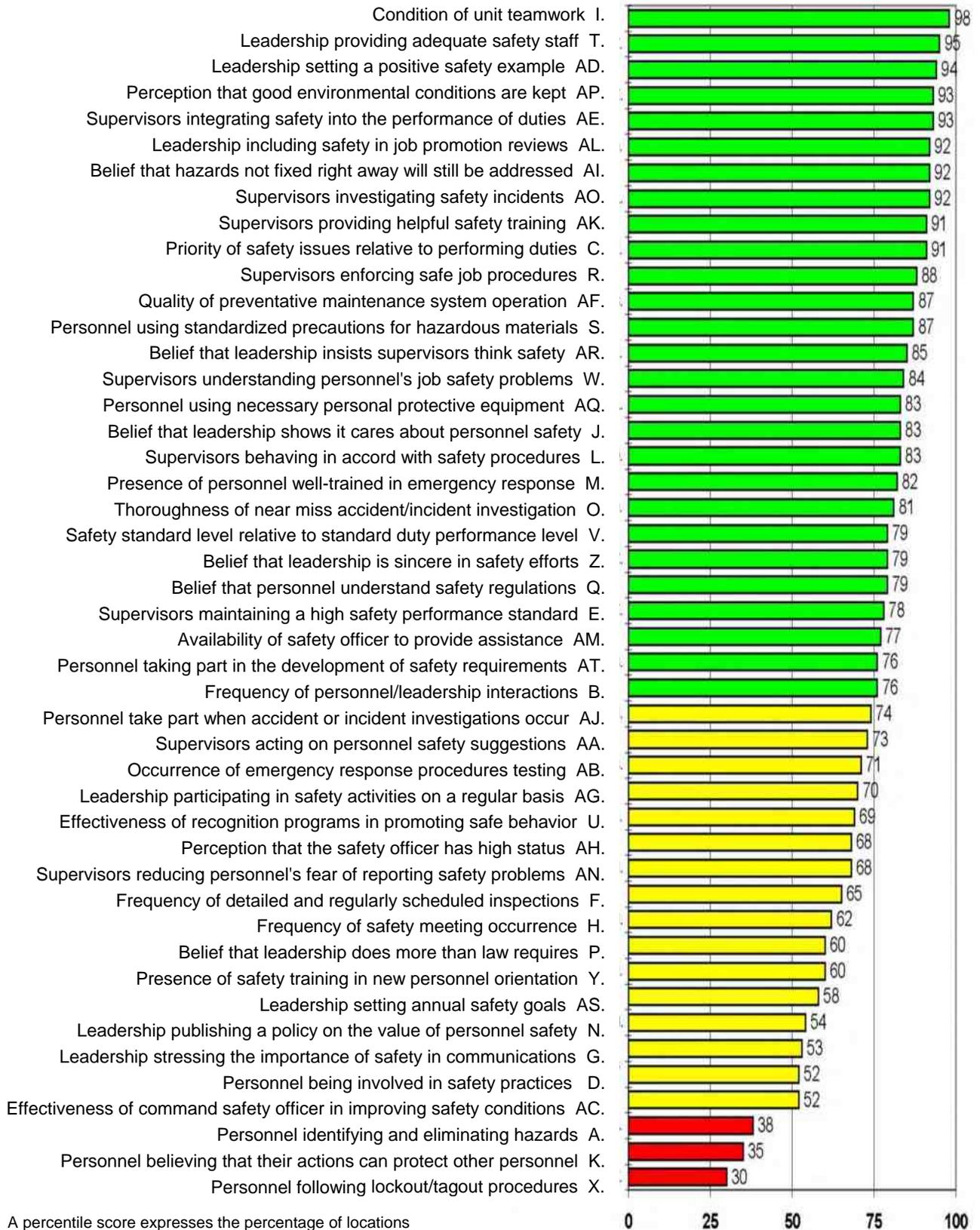
indicating only 11 percent of the database organizations achieved a higher overall score than did the Air Force-Reserve. This compares to a moderate 57 for all Guard/Reserve respondents.

Figure 32 compares the safety perceptions of the Air Force-Reserve grades according to program category. The highest percentile scores were found for the O4-O6 group overall, and for all program categories except Personnel Participation. The remaining groups also received high percentile scores, with the E5-E9 group receiving slightly lower scores overall, and for all program categories. Relative similarity among grade perceptions indicates the Air Force-Reserve safety program is uniformly administered across grades.

Figure 33 compares the safety perceptions of seven Air Force-Reserve work locations according to program category. These work locations are office, shop, maintenance, outdoors/field, flightline, clinic/hospital, and other. Because of a low subgroup sample size, the ship-Air Force-Reserve group is not included in the analysis.

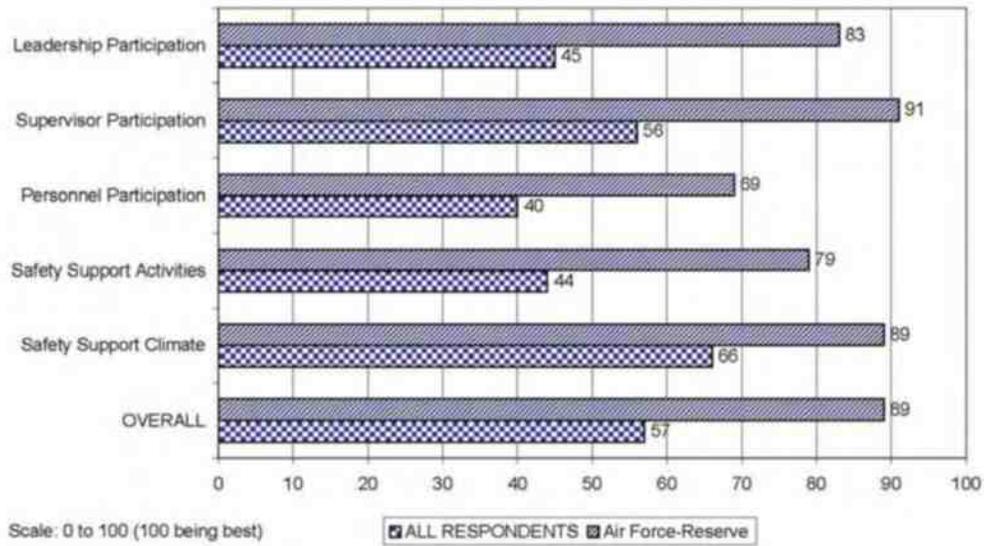
Maintenance personnel reported the most positive safety program perceptions overall and across program categories, with scores generally above 90 except for Personnel Participation. With exception of the outdoors/field work locations, the remaining five locations had scores that were fairly similar to each other, ranging generally in the 70s, 80s or 90s. The outdoors/field group had substantially lower percentiles scores for all program categories and overall. Relative similarity among work locations would indicate the Air Force-Reserved safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

**Figure 30 Percentile Scores of Safety Program Components - Air Force-Reserve**

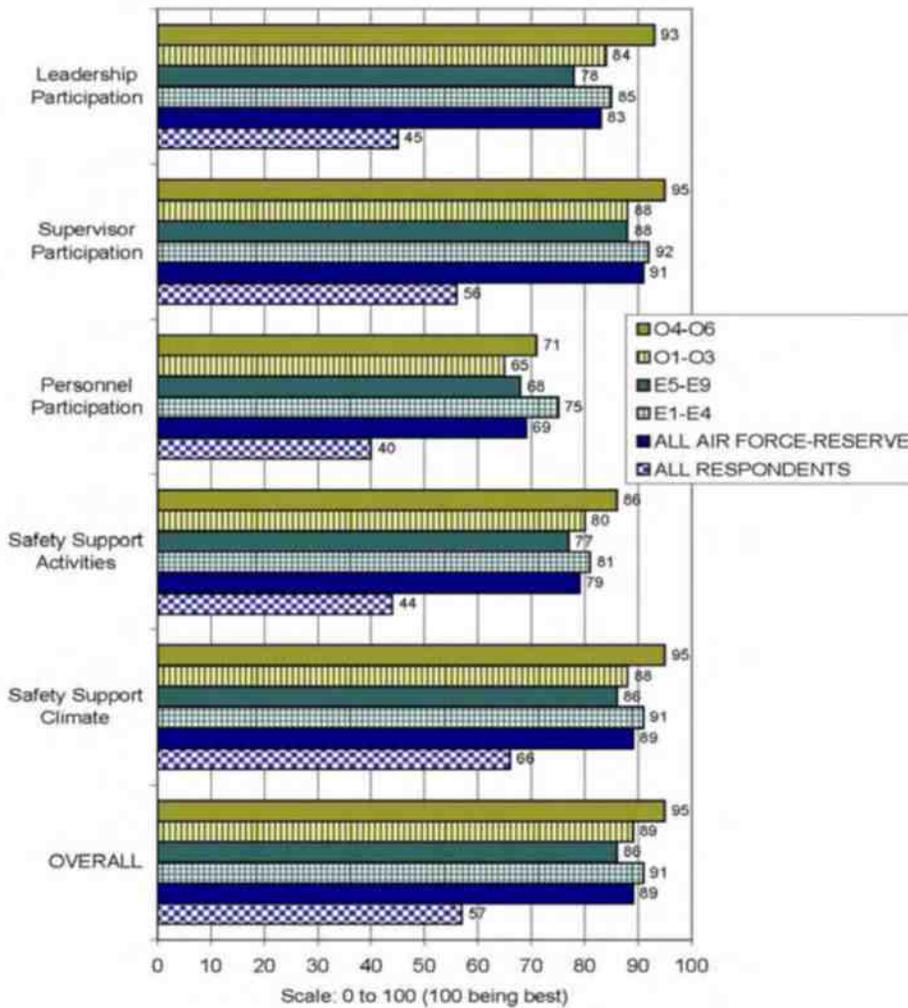


A percentile score expresses the percentage of locations in the NSC Database with lower average response. The percentile score range is from 0 to 100.

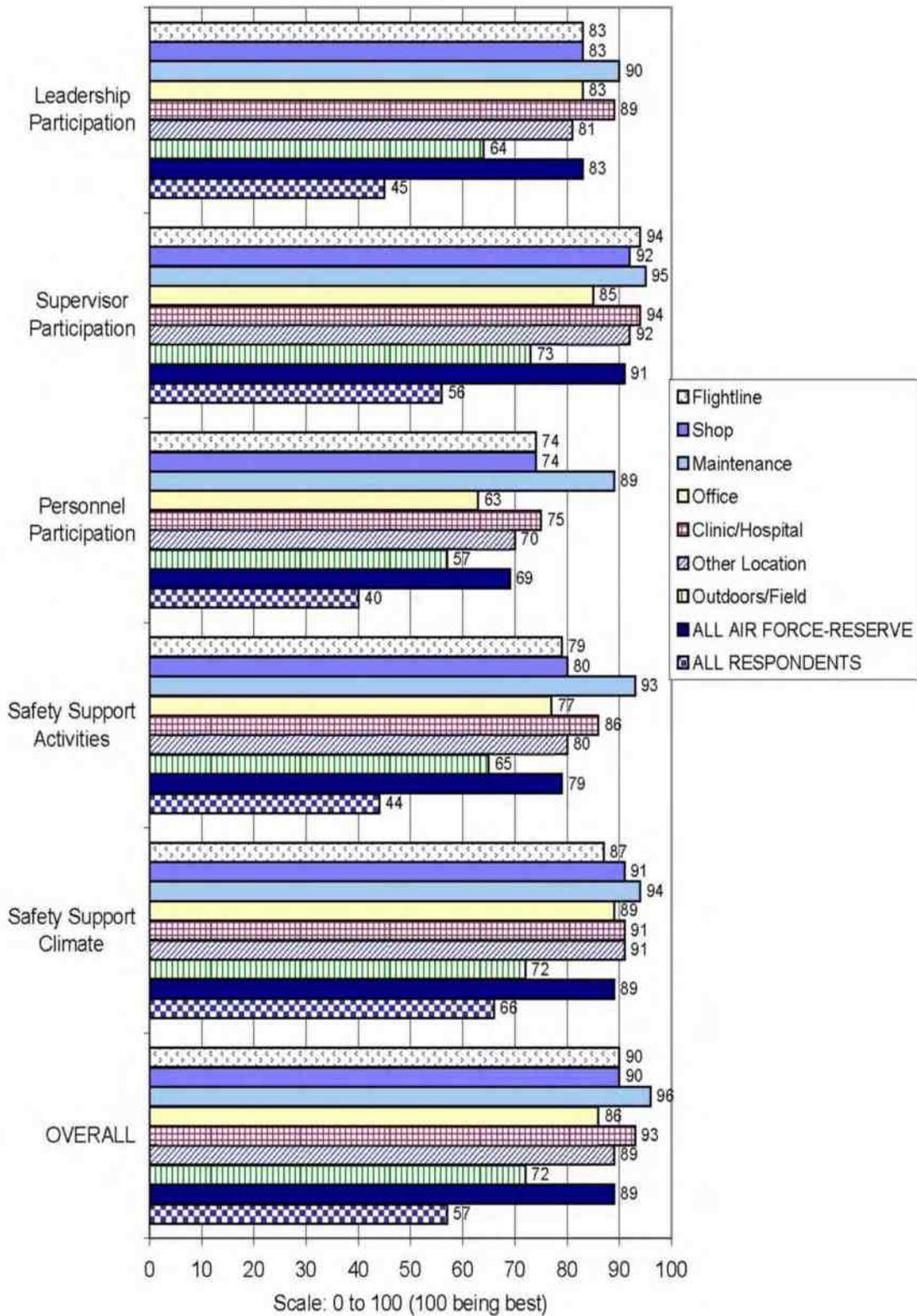
**Figure 31 Program Category Percentile Scores - Air Force-Reserve**



**Figure 32 Program Category Percentile Scores by Grade - Air Force-Reserve**



**Figure 33 Program Category Percentile Scores by Work Location - Air Force-Reserve**



## **4 Conclusions**

### **4.1 Overview**

This document describes the results of the Guard/Reserve survey, one of four surveys conducted for the DoD Inspector General's "Evaluation of the DoD Safety Program."

These results can be used to analyze perceptions of Guard/Reserve personnel regarding a variety of safety culture problem areas to suggest specific remedies, and to manage differences by Reserve Component, grade, and work location. The data presented in this report can also be used as a baseline to characterize program improvements, and to provide an empirical measure of perceptions regarding activity-based and culture-based safety issues. If repeated on a periodic basis, the survey can be useful to sustain corporate visibility on safety and serve as a planning, management, and evaluation tool.

### **4.2 Path Forward**

We encourage DoD leaders to use these results as a catalyst and guide for making safety program improvements. This report identifies lower-scoring priority items and perceived problem areas for the organization and for various subgroups of personnel. Program managers should consider using the following three-step process.

- Investigate, discuss, and understand why survey respondents gave certain items a low score.
- Decide whether attention to each candidate priority item aligns with broader culture and strategic initiatives of the organization.
- Select and implement specific action-oriented strategies as countermeasures.

In addition, we encourage DoD senior leaders take the following actions to maximize use of survey results.

- Create a team or teams of personnel from all appropriate branches of Service, grades, work locations, etc., to further understand survey results and implement the three-step results interpretation process described above.
- Review the action-oriented strategies proposed by the results interpretation team(s) and implement them with clear support from senior leadership.
- Measure results of the action plans using appropriate indicators, to include this survey instrument, for which an implementation timetable should be determined as far in advance as possible.

- Communicate survey results to those identified in the survey population and to a wider distribution within DoD, as appropriate.

### **4.3 List of Report Conclusions**

The DoD safety program, as perceived by Guard and Reserve personnel, received generally moderate ratings on the NSC Safety Barometer survey. Slightly less than half the items scored below average when compared with the 232 organizations in the NSC database. The overall Safety Barometer comparative percentile score was a moderate 57 out of 100, meaning 43 percent of the database organizations achieved a higher overall score than did Guard/Reserve respondents. Comparative percentile scores for the five standard safety program categories ranged from a moderately low 40 for Personnel Participation to a moderate 66 for Safety Support Climate. One other category had a score at or above the average of 50 – Supervisor Participation.

Closer examination shows Guard/Reserve respondents scored at or above average (the 50th percentile) for 24 of the 46 standard items. Only two items generated high scores above 80. We recommend safety program items with comparative percentile scores less than 50 receive attention. These lowest scoring items should be used to establish improvement priorities. The 22 Safety Barometer items that generated below average percentile scores (<50) for Guard/Reserve respondents are presented below, from lowest to highest percentile score.

- X Personnel following lockout/tagout procedures (15)*
- A Personnel identifying and eliminating hazards (15)*
- AC Effectiveness of command safety officer in improving safety conditions (18)*
- N Leadership publishing a policy on the value of personnel safety (19)*
- Y Presence of safety training in new personnel orientation (21)*
- AG Leadership participating in safety activities on a regular basis (23)*
- K Personnel believing that their actions can protect other personnel (26)*
- F Frequency of detailed and regularly scheduled inspections (28)*
- AS Leadership setting annual safety goals (30)*
- G Leadership stressing the importance of safety in communications (34)*
- AM Availability of safety officer to provide assistance (35)*
- H Frequency of safety meeting occurrence (37)*
- D Personnel being involved in safety practices (38)*
- AA Supervisors acting on personnel safety suggestions (38)*
- AN Supervisors reducing personnel's fear of reporting safety problems (39)*
- Q Belief that personnel understand safety regulations (40)*
- AH Perception that the safety officer has high status (42)*
- P Belief that leadership does more than law requires (43)*
- AT Personnel taking part in the development of safety requirements (45)*

- W Supervisors understanding personnel's job safety problems (46)**
- E Supervisors maintaining a high safety performance standard (48)**
- Z Belief that leadership is sincere in safety efforts (48)**

Regarding the four customized survey statements on the topic of off-duty safety, nearly 65 percent of respondents believed their supervisor is concerned for their welfare and safety, both off and on duty. Over half the respondents felt it is DoD's responsibility to be concerned about off-duty safety for personnel and their families, and over 45 percent felt most off-duty vehicular accidents are due to bad decisions regarding alcohol or speed, not lack of safety training. Nearly 15 percent of respondents reported the increased stress levels and operations tempo in the workplace are causing increased accidents off duty.

For all five program categories and overall, the highest grades of O4-O6 had substantially more positive perceptions than lower grades. Those in the E1-E4 group had the lowest perceptions.

Substantial variations in perceptions among work locations were found, with those in flightline having the most positive perceptions with an overall of percentile rank score of 87 (out of 100). Shop, maintenance, office, clinic/hospital, and ship personnel were somewhat less positive, while outdoors/field and other Location personnel consistently generated the least positive responses.

Analysis by Reserve Component shows the Air Force-Guard and Air Force-Reserve generated the highest percentile scores for all program categories and overall (90 and 89, respectively), followed by the Navy-Reserve and the Marine Corps-Reserve with overall scores of 70 and 59, respectively. Army-Guard had an overall score of 44, while the Army-Reserve generated the lowest overall score of 37. The relative pattern of scores was identical for all program categories.

We recommend DoD, and the Guard and Reserve leadership, use the results in this report as a guide for making safety program improvements. The data should be used as a baseline against which to measure future progress. 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.

**This Page Intentionally Left Blank**

## Appendix A – Source Documents

### Secretary of Defense Memorandum: Reducing Preventable Accidents



THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

May 19, 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, FORCE TRANSFORMATION  
DIRECTOR, NET ASSESSMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

**SUBJECT: Reducing Preventable Accidents**

World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years. These goals are achievable, and will directly increase our operational readiness. We owe no less to the men and women who defend our Nation.

I have asked the Under Secretary of Defense for Personnel and Readiness to lead a department-wide effort to focus our accident reduction effort. I intend to be updated on our progress routinely. The USD(P&R) will provide detailed instructions in separate correspondence.

A handwritten signature in black ink, appearing to be "R. M. Gates".



U06916-03

## Defense Safety Oversight Council Charter

### DEFENSE SAFETY OVERSIGHT COUNCIL CHARTER

#### I. ESTABLISHMENT, PURPOSE AND SCOPE

##### A. ESTABLISHMENT

The Deputy Secretary of Defense established the Defense Safety Oversight Council in July 2003, herein referred to as the Council. The Charter delineates the Council's membership, and specifies the scope of activities and procedures.

##### B. PURPOSE

The Council will provide governance on DoD-wide efforts to reduce preventable mishaps.

##### C. SCOPE OF ACTIVITY

The Council shall:

1. Review accident and incident trends, ongoing safety initiatives, private sector and other governmental agency best practices, and make recommendations to the Secretary of Defense for safety improvement policies, programs, and investments.
2. The Council will establish and monitor metrics to reduce DoD accidents and injuries by 75% of the FY 2002 levels for each Military Department and the Defense Agencies by the end of FY 2008.
3. Assess, review and advise on improving all aspects of the coordination, relevance, efficiency, efficacy, timeliness and viability of existing DoD-wide safety and injury prevention information management systems.
4. Promote the development and implementation of safety initiatives including:
  - Employing proven safety technologies; and
  - Applying systems safety for acquisitions and operations, to improve mission success as well as preserve human and physical resources throughout DoD.
5. Oversee Council committees, receive regular progress reports on the status of approved action plans, serve as the approval authority for actions proposed by Council committees, and endorse appointment letters for committee chairs and members through their chain of command.
6. Coordinate with other federal agencies and industry leaders, to facilitate communication, coordination, and integration of best practices into DoD planning, development and implementation of initiatives and programs.
7. Support research to improve human performance and/or sustainment, safety training and education standards/procedures, and equipment.

## Defense Safety Oversight Council Charter

### II. ORGANIZATION

A. The Defense Safety Oversight Council shall include committees, task forces and work groups appointed by the Council. Each task force formed under this Council will submit a charter to the Council for approval. These charters will receive an annual review by the Council.

B. The Under Secretary of Defense for Personnel and Readiness will chair this Council.

C. The Council shall have overall responsibility for the implementation of this Charter. The Council shall consist of the principals and associate members. The principal members include the following:

- Under Secretary of Defense for Personnel and Readiness (as Chair)
- Under Secretary of Defense for Acquisition, Technology, and Logistics
- Under Secretary of Defense (Comptroller)/Chief Financial Officer
- Vice Chairman of the Joint Chiefs of Staff
- Assistant Secretary of Defense for Health Affairs
- Under Secretary of the Army
- Under Secretary of the Navy
- Under Secretary of the Air Force
- Vice Chief of Staff of the Army
- Vice Chief of Staff of the Air Force
- Vice Chief of Naval Operations
- Assistant Commandant of the Marine Corps

The associate members will attend meetings of the DSOC when matters under their cognizance are addressed. Associate members include the following:

- Deputy Inspector General of the Department of Defense (Inspections and Policy)
- Deputy Under Secretary of Defense (Installations and Environment)
- Deputy Under Secretary of Defense (Readiness)
- Deputy Under Secretary (Civilian Personnel Policy)
- Deputy Under Secretary of Defense (Resource Planning/Management)
- Deputy Director (Administration & Management)
- Deputy Assistant Secretary of Defense (Clinical & Program Policy)

D. The Director, Readiness Programming and Assessment, will serve as the Executive Secretary for the Council.

### III. PROCEDURES

A. The Chair will convene the Council as needed, but at least semi-annually. All committees, task forces and work groups shall keep the Council current on all their respective actions.

B. The Council Chair will regularly brief the Senior Executive Committee on all Council actions and recommendations.

## Defense Safety Oversight Council Charter

C. The Council Chair will report for the Council to the Secretary through the Deputy Secretary as appropriate. The Council Chair may amend this charter as necessary to accomplish the Council's mission.

D. Budgetary requirements and administrative support for the Council will be coordinated by the Chair.

E. The Council Chair will ensure that communication of all activities will occur throughout DoD. The Executive Secretary will maintain historical documentation of accomplishments and recommendations.

F. The Council will operate in accordance with DoD Directive 5105.18, "DoD Committee Management Program," February 8, 1999.

#### **IV. DURATION OF COMMITTEE**

The Charter will continue until amended, superseded, or revoked.



FY 06-11 Strategic Planning Guidance – Unclassified Extract

**Workplace Safety (U)**

(U) Every lost workday due to injury reduces available end strength, adversely affects force readiness, and diverts funds that could be used for other military priorities. The Secretary of Defense's current goal is to reduce accidents by 50 percent in FY 2005 over the FY 2002 baseline. Components will continue safety initiatives to achieve a net decrease of 75 percent from the baseline by FY 2008.

## Announcement Memorandum



INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
400 ARMY NAVY DRIVE  
ARLINGTON, VIRGINIA 22202-4704

NOV 10 2004

MEMORANDUM FOR UNDERSECRETARY OF DEFENSE (COMPTROLLER)/  
CHIEF FINANCIAL OFFICER  
UNDER SECRETARY OF DEFENSE FOR PERSONNEL  
AND READINESS  
DEPUTY UNDER SECRETARY OF DEFENSE FOR  
INSTALLATIONS AND ENVIRONMENT  
DIRECTOR, JOINT STAFF  
INSPECTOR GENERAL OF THE ARMY  
NAVAL INSPECTOR GENERAL  
INSPECTOR GENERAL OF THE AIR FORCE  
INSPECTOR GENERAL OF THE MARINE CORPS  
GENERAL ACCOUNTABILITY OFFICE  
DEFENSE SAFETY OVERSIGHT COUNCIL

SUBJECT: Evaluation of DoD Safety Program (D2005-DIPOE2.0051)

We will begin the evaluation in November 2004. The Deputy Under Secretary of Defense for Readiness (DUSD(R)) and the Deputy Under Secretary of Defense for Installations and Environment (DUSD(I&E)) requested this project. The overall objective is to develop a roadmap for overcoming identified challenges to improve the effectiveness of the DoD safety program. We will identify the best safety practices within DoD.

We plan to visit or contact DoD installations, Service and major command headquarters, and elements of the Office of the Secretary of Defense responsible for safety. We will also collaborate with other Federal agencies such as the Department of Energy, National Transportation Safety Board, National Safety Council, and Occupational Safety and Health Administration. Additional locations may be identified during the evaluation. We will provide a series of interim briefings, management letters, and reports to DUSD(R), DUSD(I&E), and appropriate commands during our evaluation.

Please provide points of contact for this evaluation to Col Forrest R. Sprester at (703) 604-9120, e-mail address ([fsprester@dodig.osd.mil](mailto:fsprester@dodig.osd.mil)) or Dr. Sardar Q. Hassan at (703) 604-9146, e-mail ([shassan@dodig.osd.mil](mailto:shassan@dodig.osd.mil)).

  
L. Jerry Hansen  
Deputy Inspector General  
for Inspections and Policy

Appendix A-4

## Secretary of Defense Memorandum: Reducing Preventable Accidents



THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

JUN 22 2006

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
COMMANDERS OF THE COMBATANT COMMANDS  
SERVICE CHIEFS

**SUBJECT: Reducing Preventable Accidents**

I have set some very specific mishap reduction goals for the Department to achieve. My congratulations to those who are progressing toward their respective goals, but others are not. We must rededicate ourselves to those goals – and achieve them.

Too often we excuse mishaps by citing the difficult circumstances in which we operate. We have trained our men and women to operate safely in very trying conditions. There is no excuse for losing lives given proper planning, attention to detail, and the active involvement of the chain of command.

Accountability is essential to effective leadership. I expect all the Department's leaders, from the Commander to the first line supervisors, to be accountable for mishaps under their watch. We simply will not accept status quo.

If we need to change our training, improve our material acquisition, or alter our business practices to save the precious lives of our men and women, we will do it. We will fund as a first priority those technologies and devices that will save lives and equipment. We will retrofit existing systems, and consider these devices as a "must fund" priority for all new systems. We can no longer consider safety as "nice-to-have."

I want to hear what you are doing to improve your safety performance and I want to see the results of your actions.



OSD 09059-06  
[Barcode]

6/22/2006 2:59:57 PM

Appendix A-5

## Under Secretary of Defense for Acquisition, Technology, and Logistics Memorandum: Reducing Preventable Accidents

	<p><b>THE UNDER SECRETARY OF DEFENSE</b> 3010 DEFENSE PENTAGON WASHINGTON, DC 20301-3010</p>	<p>NOV 21 2006</p>
<p><b>MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHAIRMAN OF THE JOINT CHIEFS OF STAFF COMMANDERS OF THE COMBATANT COMMANDS DIRECTOR, DEFENSE RESEARCH AND ENGINEERING DIRECTOR, OPERATIONAL TEST AND EVALUATION DIRECTOR, PROGRAM ANALYSIS AND EVALUATION DIRECTORS OF THE DEFENSE AGENCIES DIRECTORS OF THE DOD FIELD ACTIVITIES</b></p>		
<p><b>SUBJECT: Reducing Preventable Accidents</b></p>		
<p>In response to the June 22, 2006, SECDEF memorandum, "Reducing Preventable Accidents," I am directing the changes below to influence the entire life cycle of systems.</p>		
<p>The Acquisition &amp; Technology Programs Task Force will develop a process to provide the DoD Joint Capabilities Integration and Development System with recommendations that have the potential to cost effectively prevent accidents. These inputs should include all aspects of the MIL-STD-882D System Safety process.</p>		
<p>Effective immediately, all Acquisition Program Reviews and fielding decisions, regardless of the Acquisition Category, shall address the status of: each High and Serious risk using the MIL-STD-882D System Safety methodology; and compliance with applicable safety technology requirements, e.g., insensitive munitions. The next revision to DoDI 5000.2, "Operation of the Defense Acquisition System," will incorporate this change.</p>		
<p>DoD Components will include in all system-related Class A and B mishap investigation reports the system program office analysis of hazards that contributed to the accident and recommendations for materiel risk mitigation measures, especially those that minimize potential human errors. The next revision to DoDI 6055.7, "Accident Investigation, Reporting, and Record Keeping," will incorporate this change.</p>		
<p>Successful implementation of these changes will contribute significantly to achieving the SECDEF's direction to reduce preventable accidents.</p>		
 Kenneth J. Krieg		
		

## Secretary of Defense Memorandum: Zero Preventable Accidents



THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

MAY 30 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Zero Preventable Accidents

I am committed to reducing preventable accidents as one of the cornerstones of the Department of Defense's Safety Program. Consistent with the President's Safety, Health, and Return-To-Employment (SHARE) initiative, I have set some very specific mishap reduction goals for the Department. We are focused on closely monitoring our most pressing mishap areas: civilian and military injuries, aviation accidents, and the number one non-combat killer of our military, private motor vehicle accidents.

We can no longer tolerate the injuries, costs, and capability losses from preventable accidents. Accidents cost the Department about \$3 billion per year, with indirect costs up to four times that amount. We have made progress in reducing aviation accidents and civilian lost work days, but have much more to do to address military injuries and private motor vehicle fatalities. Our goal is zero preventable accidents, and I remain fully committed to achieving the 75% accident reduction target in 2008.

The current focus of our Safety Council is on increasing the accountability of individuals and leaders, as well as pursuing safety technologies. Accountability and leadership are key to an effective safety program. I urge you to continue to emphasize safety in the workplace and hold leaders accountable for their safety programs. Your efforts will make the Department a safer place to work, and more capable of defending the Nation and her interests. We have no greater responsibility than to take care of those who volunteer to serve.



Appendix A-7

## Appendix B – Scope and Methodology

---

**Scope.** This is one of four reports by the DoD Office of Inspector General (DoD OIG) documenting perception survey results. The purpose of this report was to evaluate the DoD active duty members' perception of safety, and to establish a baseline for future reviews. The survey was designed and administered with the support of the National Safety Council (NSC).

**Work Performed.** The DoD OIG safety evaluation team, in conjunction with the NSC, designed, developed, and analyzed results of the DoD safety perception surveys. The NSC administered the senior leader survey (see report IE 2008-006), and the Defense Manpower Data Center (DMDC) administered the safety perception survey. The safety perception survey process began on March 28, 2005. DMDC mailed notification letters to over 211,000 Guard and Reserve troops. The letter explained how and why the survey was being conducted, how information would be used, and why participation was important. Additional reminders were sent to encourage participation. DMDC collected data via the Web between April 11 and May 19, 2005.

The DMDC employed single-stage, non-proportional stratified random sampling procedures. Typically, DMDC would draw their sample from at least 65,000 individuals in their Reserve Components Common Personnel Data System. For this survey, the sample size was increased to approximately 211,000 due to Congressional requirements for a 50 percent sample. Also, activation status was extended to include activated and de-activated members since September 2001. Respondents were disqualified if they were not on Guard/Reserve duty as of the first day of the survey. Completed surveys (50 percent or more questions answered) were received from 64,415 eligible respondents. The weighted response rate for eligibles, was 36 percent.

The DoD OIG, with assistance from the NSC, analyzed the results and produced charts, tables, and this report. Also, the DoD OIG has provided a series of results briefings to senior leaders within the Office of the Secretary of Defense, Service staff offices, Service Secretariats, Service Safety Centers, and others. These briefings were part of the OIG's constructive engagement process to provide DoD leaders with timely safety information as it was identified.

All survey questions were reviewed by DoD OIG Inspections & Evaluations and vetted through:

- The National Safety Council
- The Defense Manpower Data Center
- The DoD OIG Quality Management Division

This report is intended to provide the Office of the Secretary of Defense a general program analysis. Detailed analysis of Service, Defense Agencies, or other DoD subordinate organization safety programs is beyond the scope and intent of this report.

The evaluation team and the NSC performed the survey and analysis between January and August 2005. The OIG evaluation team performed the evaluation in accordance with the *Quality*

Standards for Inspections, the President’s Council on Integrity and Efficiency, January 2005.

## Appendix C – Safety Barometer Survey Form

---

How much do you agree or disagree with each of the following statements?

	Strongly agree	Agree	Neither Agree nor disagree	Disagree	Strongly disagree
a. It is common for personnel to take part in identifying and eliminating worksite hazards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. There is frequent contact and communication between personnel and leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Safety takes a back seat to performing duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Personnel often get involved in developing or revising safety practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My supervisor maintains a high job safety standard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Detailed inspections of the base and facilities are made at frequent intervals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Leadership’s views on the importance of safety are seldom stressed in personnel communications.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Safety meetings are held less often than they should be.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Good teamwork exists within our unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Leadership shows that it cares about personnel safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. I can protect myself and other personnel through my actions while on duty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. My supervisor’s behavior often goes against safety procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Designated personnel are well trained in emergency-response related procedures, including evacuation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Leadership has published a written policy that expresses their attitude about personnel safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(Continued) How much do you agree or disagree with each of the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
o. Near miss accidents/incidents are thoroughly investigated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Leadership does no more than the law requires to keep personnel safe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. I understand the safety regulations relating to my duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. My supervisor enforces safety procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Standardized precautions are used by personnel who deal with hazardous materials.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Leadership has provided adequate personnel to manage and support its safety program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
u. Awards and recognition programs used in this unit are not good at promoting safe behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
v. Job performance standards are higher for professional duties than for safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
w. My supervisor understands the safety problems I face.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
x. Personnel follow a regular lockout/tagout procedure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
y. Safety training is part of every new personnel orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
z. I believe leadership is sincere in its efforts to ensure personnel safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aa. My supervisor seldom acts on personnel safety suggestions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ab. Emergency response-related procedures are almost never tested to make sure they are working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ac. The work of the command safety officer improves safety in my unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ad. Leadership sets a positive safety example through their words and actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(Continued) How much do you agree or disagree with each of the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
ae. My supervisor has successfully fit safety into performance of duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
af. The system of preventive maintenance for facilities, tools, and machinery operates poorly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ag. Leadership regularly participates in safety programs and committee activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ah. The safety officer(s) has high status in this unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ai. Hazards that are not fixed right away by supervisors are often ignored.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
al. It is well known that leadership ignores a person's safety performance when determining promotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
am. The safety officer is readily available to provide advice and assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
an. Personnel are afraid to report safety problems to their supervisors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ao. My supervisor always investigates safety incidents.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ap. Ventilation, lighting, noise, and other environmental conditions are kept at good levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aq. A lot of personnel don't use the personal protective equipment necessary to do their jobs safely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ar. Leadership insists that supervisors think about safety when doing their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
as. Leadership annually sets safety goals for which all personnel are held accountable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
at. Personnel rarely take part in the development of safety requirements for their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
au. The increased stress levels and operations tempo in the work place are causing increased accidents off duty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(Continued) How much do you agree or disagree with each of the following statements?

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
aw. It is not the Department of Defense's responsibility to be concerned about off-duty safety for me and my family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ax. My supervisor is concerned for my welfare and safety off duty as well as on duty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Which of the following best describes your work location? *Mark only one answer to best describe your work environment.***

- Office
- Shop
- Maintenance
- Outdoors/Field
- Flightline
- Ship
- Clinic/Hospital
- Other



IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Missing	.	35496	4.5	
--				
100.0	Total	792228	100.0	
Mean	2.687	Std dev	1.039	Minimum
1.000				
Maximum	5.000			
Valid cases	756732	Missing cases	35496	

RE117H How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
Strongly Disagree	8.1	1	61505	7.8
Disagree	32.1	2	242910	30.7
Neither Agree nor Disagree	37.3	3	282892	35.7
Agree	18.7	4	141677	17.9
Strongly Agree	3.8	5	28604	3.6
Missing	.		34640	4.4
--				
100.0	Total	792228	100.0	
Mean	2.780	Std dev	.967	Minimum
1.000				
Maximum	5.000			
Valid cases	757588	Missing cases	34640	

RE117I How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
Strongly Disagree	3.6	1	27381	3.5
Disagree	7.2	2	54188	6.8
Neither Agree nor Disagree	18.8	3	142050	17.9
Agree	48.8	4	369357	46.6
Strongly Agree	21.7	5	164167	20.7
Missing	.		35086	4.4
--				
100.0	Total	792228	100.0	
Mean	3.778	Std dev	.983	Minimum
1.000				
Maximum	5.000			
Valid cases	757142	Missing cases	35086	

RE117J How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
Strongly Disagree	3.4	1	25728	3.2
Disagree	5.6	2	42548	5.4
Neither Agree nor Disagree	21.9	3	165569	20.9
Agree	48.4	4	366012	46.2
Strongly Agree	20.7	5	156361	19.7
Missing	.		36011	4.5
--				
100.0	Total	792228	100.0	
Mean	3.773	Std dev	.952	Minimum
1.000				
Maximum	5.000			
Valid cases	756217	Missing cases	36011	

RE117K How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
Strongly Disagree	2.5	1	19110	2.4
Disagree	8.6	2	64487	8.1
Neither Agree nor Disagree	36.0	3	271253	34.2
Agree	41.1	4	309269	39.0
Strongly Agree	11.8	5	89000	11.2
Missing	.		39110	4.9

Value Label	Value	Frequency	Percent
Strongly Disagree	1	2810	.4
Disagree	2	6549	.8
Neither Agree nor Disagree	3	76620	9.7
Agree	4	436109	55.0
Strongly Agree	5	233841	29.5
Missing	.	36300	4.6

RE117L How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
Strongly Disagree	21.7	1	163773	20.7
Disagree	48.8	2	368063	46.5
Neither Agree nor Disagree	22.2	3	167275	21.1
Agree	5.6	4	42171	5.3
Strongly Agree	1.8	5	13607	1.7
Missing	.		37339	4.7
--				
100.0	Total	792228	100.0	
Mean	2.170	Std dev	.892	Minimum
1.000				
Maximum	5.000			
Valid cases	754889	Missing cases	37339	

RE117M How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
Strongly Disagree	2.1	1	15959	2.0
Disagree	8.4	2	63295	8.0
Neither Agree nor Disagree	33.2	3	250822	31.7
Agree	43.4	4	327869	41.4
Strongly Agree	12.8	5	96726	12.2
Missing	.		37558	4.7
--				
100.0	Total	792228	100.0	
Mean	3.565	Std dev	.893	Minimum
1.000				
Maximum	5.000			
Valid cases	754671	Missing cases	37558	

RE117N How much do you agree or disagree with e

Valid Value Label	Cum Percent	Value	Frequency	Percent
Strongly Disagree	2.5	1	19110	2.4
Disagree	8.6	2	64487	8.1
Neither Agree nor Disagree	36.0	3	271253	34.2
Agree	41.1	4	309269	39.0
Strongly Agree	11.8	5	89000	11.2
Missing	.		39110	4.9

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

100.0  
Total 792228 100.0  
Mean 3.511 Std dev .900 Minimum 1.000  
Maximum 5.000  
Valid cases 753118 Missing cases 39110

RE117O How much do you agree or disagree with e  
Valid Value Cum Label Percent Percent Value Frequency Percent  
Strongly Disagree 1 19858 2.5  
2.6 2.6  
Disagree 2 52533 6.6  
7.0 9.6  
Neither Agree nor Di 3 332409 42.0  
44.3 53.9  
Agree 4 262873 33.2  
35.0 88.9  
Strongly Agree 5 83218 10.5  
11.1 100.0  
Missing . 41337 5.2  
--  
Total 792228 100.0  
Mean 3.449 Std dev .876 Minimum 1.000  
Maximum 5.000  
Valid cases 750891 Missing cases 41337

RE117P How much do you agree or disagree with e  
Valid Value Cum Label Percent Percent Value Frequency Percent  
Strongly Disagree 1 55836 7.0  
7.4 7.4  
Disagree 2 228959 28.9  
30.5 38.0  
Neither Agree nor Di 3 299255 37.8  
39.9 77.8  
Agree 4 138322 17.5  
18.4 96.3  
Strongly Agree 5 27998 3.5  
3.7 100.0  
Missing . 41859 5.3  
--  
Total 792228 100.0  
Mean 2.805 Std dev .948 Minimum 1.000  
Maximum 5.000  
Valid cases 750369 Missing cases 41859

RE117Q How much do you agree or disagree with e  
Valid Value Cum Label Percent Percent Value Frequency Percent  
Strongly Disagree 1 3368 .4  
.4 .4  
Disagree 2 13065 1.6  
1.7 2.2  
Neither Agree nor Di 3 107580 13.6  
14.3 16.5  
Agree 4 468737 59.2  
62.5 79.0  
Strongly Agree 5 157642 19.9  
21.0 100.0  
Missing . 41836 5.3  
--  
Total 792228 100.0  
Mean 4.018 Std dev .681 Minimum 1.000  
Maximum 5.000  
Valid cases 750392 Missing cases 41836

RE117R How much do you agree or disagree with e  
Valid Value Cum Label Percent Percent Value Frequency Percent  
Strongly Disagree 1 8210 1.0  
1.1 1.1

Disagree 2 22172 2.8  
3.0 4.1  
Neither Agree nor Di 3 176618 22.3  
23.7 27.8  
Agree 4 407108 51.4  
54.6 82.4  
Strongly Agree 5 130981 16.5  
17.6 100.0  
Missing . 47139 6.0

100.0  
Total 792228 100.0  
Mean 3.846 Std dev .779 Minimum 1.000  
Maximum 5.000  
Valid cases 745089 Missing cases 47139

RE117S How much do you agree or disagree with e  
Valid Value Cum Label Percent Percent Value Frequency Percent  
Strongly Disagree 1 6853 .9  
.9 .9  
Disagree 2 17377 2.2  
2.3 3.2  
Neither Agree nor Di 3 226977 28.7  
30.4 33.6  
Agree 4 368023 46.5  
49.2 82.8  
Strongly Agree 5 128263 16.2  
17.2 100.0  
Missing . 44736 5.6  
--  
Total 792228 100.0  
Mean 3.794 Std dev .780 Minimum 1.000  
Maximum 5.000  
Valid cases 747492 Missing cases 44736

RE117T How much do you agree or disagree with e  
Valid Value Cum Label Percent Percent Value Frequency Percent  
Strongly Disagree 1 14544 1.8  
1.9 1.9  
Disagree 2 45572 5.8  
6.1 8.1  
Neither Agree nor Di 3 249717 31.5  
33.4 41.5  
Agree 4 336830 42.5  
45.1 86.6  
Strongly Agree 5 99915 12.6  
13.4 100.0  
Missing . 45651 5.8  
--  
Total 792228 100.0  
Mean 3.619 Std dev .862 Minimum 1.000  
Maximum 5.000  
Valid cases 746577 Missing cases 45651

RE117U How much do you agree or disagree with e  
Valid Value Cum Label Percent Percent Value Frequency Percent  
Strongly Disagree 1 43175 5.4  
5.8 5.8  
Disagree 2 180976 22.8  
24.2 30.0  
Neither Agree nor Di 3 360418 45.5  
48.3 78.3  
Agree 4 126408 16.0  
16.9 95.3  
Strongly Agree 5 35365 4.5  
4.7 100.0  
Missing . 45887 5.8

100.0  
Total 792228 100.0  
Mean 2.906 Std dev .908 Minimum 1.000  
Maximum 5.000

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Valid cases 746341		Missing cases 45887		
Value	Frequency	Percent		
Strongly Disagree	1	34688	4.4	
Disagree	2	187141	23.6	
Neither Agree nor Disagree	3	362346	45.7	
Agree	4	134007	16.9	
Strongly Agree	5	27012	3.4	
Missing	.	47033	5.9	
-----				
Total		792228	100.0	
Mean	2.908	Std dev	.868	Minimum
1.000				
Maximum	5.000			

Valid cases 745195		Missing cases 47033		
Value	Frequency	Percent		
Strongly Disagree	1	10713	1.4	
Disagree	2	26250	3.3	
Neither Agree nor Disagree	3	250168	31.6	
Agree	4	370570	46.8	
Strongly Agree	5	86456	10.9	
Missing	.	48070	6.1	
-----				
Total		792228	100.0	
Mean	3.666	Std dev	.782	Minimum
1.000				
Maximum	5.000			

Valid cases 744158		Missing cases 48070		
Value	Frequency	Percent		
Strongly Disagree	1	15714	2.0	
Disagree	2	43050	5.4	
Neither Agree nor Disagree	3	423620	53.5	
Agree	4	199910	25.2	
Strongly Agree	5	58249	7.4	
Missing	.	51685	6.5	
-----				
Total		792228	100.0	
Mean	3.327	Std dev	.788	Minimum
1.000				
Maximum	5.000			

Valid cases 740544		Missing cases 51685		
Value	Frequency	Percent		
Strongly Disagree	1	20699	2.6	
Disagree	2	69558	8.8	
Neither Agree nor Disagree	3	260270	32.9	
Agree	4	293177	37.0	
Strongly Agree	5	58249	7.4	
Missing	.	51685	6.5	
-----				
Total		792228	100.0	
Mean	3.327	Std dev	.788	Minimum
1.000				
Maximum	5.000			

Valid cases 741411		Missing cases 50817		
Value	Frequency	Percent		
Strongly Disagree	1	20699	2.6	
Disagree	2	69558	8.8	
Neither Agree nor Disagree	3	260270	32.9	
Agree	4	293177	37.0	
Strongly Agree	5	58249	7.4	
Missing	.	50817	6.4	
-----				
Total		792228	100.0	
Mean	2.781	Std dev	.911	Minimum
1.000				
Maximum	5.000			

Valid cases 742580		Missing cases 49648		
Value	Frequency	Percent		
Strongly Disagree	1	14092	1.8	
Disagree	2	29716	3.8	
Neither Agree nor Disagree	3	173632	21.9	
Agree	4	381339	48.1	
Strongly Agree	5	143259	18.1	
Missing	.	50189	6.3	
-----				
Total		792228	100.0	
Mean	3.822	Std dev	.852	Minimum
1.000				
Maximum	5.000			

Valid cases 742039		Missing cases 50189		
Value	Frequency	Percent		
Strongly Disagree	1	67108	8.5	
Disagree	2	300175	37.9	
Neither Agree nor Disagree	3	290976	36.7	
Agree	4	68673	8.7	
Strongly Agree	5	14876	1.9	
Missing	.	50419	6.4	
-----				
Total		792228	100.0	
Mean	2.547	Std dev	.857	Minimum
1.000				
Maximum	5.000			

Valid cases 741809		Missing cases 50419		
Value	Frequency	Percent		
Strongly Disagree	1	53808	6.8	
Disagree	2	219496	27.7	
Neither Agree nor Disagree	3	328450	41.5	
Agree	4	114221	14.4	
Strongly Agree	5	25436	3.2	
Missing	.	50817	6.4	
-----				
Total		792228	100.0	
Mean	2.781	Std dev	.911	Minimum
1.000				
Maximum	5.000			

Valid cases 741411		Missing cases 50817		
Value	Frequency	Percent		
Strongly Disagree	1	20699	2.6	
Disagree	2	69558	8.8	
Neither Agree nor Disagree	3	260270	32.9	
Agree	4	293177	37.0	
Strongly Agree	5	58249	7.4	
Missing	.	50817	6.4	
-----				
Total		792228	100.0	
Mean	2.781	Std dev	.911	Minimum
1.000				
Maximum	5.000			

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.1	2.1	1	15729	2.0
5.8	7.9	2	42613	5.4
48.7	56.6	3	360627	45.5
34.8	91.5	4	257733	32.5
8.5	100.0	5	63200	8.0
		.	52326	6.6
Missing				

--				
100.0		Total	792228	100.0
Mean	3.419	Std dev	.811	Minimum
1.000				
Maximum	5.000			
Valid cases	739902	Missing cases	52326	

RE117AD How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.6	2.6	1	18911	2.4
5.4	8.0	2	40153	5.1
33.3	41.3	3	245659	31.0
45.3	86.6	4	334259	42.2
13.4	100.0	5	98447	12.4
		.	54799	6.9
Missing				

--				
100.0		Total	792228	100.0
Mean	3.615	Std dev	.876	Minimum
1.000				
Maximum	5.000			
Valid cases	737429	Missing cases	54799	

RE117AE How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
1.4	1.4	1	10355	1.3
4.4	5.8	2	32062	4.0
33.6	39.4	3	247596	31.3
47.7	87.1	4	351199	44.3
12.9	100.0	5	95250	12.0
		.	55766	7.0
Missing				

--				
100.0		Total	792228	100.0
Mean	3.664	Std dev	.808	Minimum
1.000				
Maximum	5.000			
Valid cases	736462	Missing cases	55766	

RE117AF How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
8.4	8.4	1	61844	7.8
35.0	43.4	2	257966	32.6
40.9	84.3	3	301118	38.0
12.6	96.9	4	93033	11.7
3.1	100.0	5	22555	2.8
		.	55713	7.0
Missing				

--				
100.0		Total	792228	100.0
Mean	2.669	Std dev	.909	Minimum
1.000				
Maximum	5.000			
Valid cases	736515	Missing cases	55713	

RE117AG How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.2	2.2	1	16387	2.1
7.9	10.1	2	57679	7.3
46.6	56.7	3	342456	43.2
35.2	91.9	4	258825	32.7
8.1	100.0	5	59242	7.5
		.	57639	7.3
Missing				

--				
100.0		Total	792228	100.0
Mean	3.390	Std dev	.831	Minimum
1.000				
Maximum	5.000			
Valid cases	734589	Missing cases	57639	

RE117AH How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
3.2	3.2	1	23705	3.0
9.8	13.1	2	72192	9.1
52.3	65.3	3	383248	48.4
27.1	92.4	4	198665	25.1
7.6	100.0	5	55577	7.0
		.	58840	7.4
Missing				

RE117AI How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
3.2	3.2	1	23705	3.0
9.8	13.1	2	72192	9.1
52.3	65.3	3	383248	48.4
27.1	92.4	4	198665	25.1
7.6	100.0	5	55577	7.0
		.	58840	7.4
Missing				

RE117AJ How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
9.1	9.1	1	66869	8.4
35.8	44.9	2	262709	33.2
42.4	87.3	3	311780	39.4
10.2	97.5	4	74738	9.4
2.5	100.0	5	18460	2.3
		.	57672	7.3
Missing				

--				
100.0		Total	792228	100.0
Mean	2.612	Std dev	.880	Minimum
1.000				
Maximum	5.000			
Valid cases	734556	Missing cases	57672	

RE117AK How much do you agree or disagree with e

Valid Value Percent	Cum Label Percent	Value	Frequency	Percent
2.6	2.6	1	16387	2.1
7.9	10.1	2	57679	7.3
46.6	56.7	3	342456	43.2
35.2	91.9	4	258825	32.7
8.1	100.0	5	59242	7.5
		.	57639	7.3
Missing				

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Strongly Disagree	1	8311	1.0
1.1	1.1		
Disagree	2	36899	4.7
5.0	6.2		
Neither Agree nor Di	3	327239	41.3
44.6	50.7		
Agree	4	304426	38.4
41.5	92.2		
Strongly Agree	5	57536	7.3
7.8	100.0		
Missing	.	57816	7.3

-----  
 100.0 Total 792228 100.0  
 Mean 3.498 Std dev .758 Minimum 1.000  
 Maximum 5.000  
 Valid cases 734413 Missing cases 57816  
 -----

RE117AK How much do you agree or disagree with e

Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
Strongly Disagree	1.5	1	11197	1.4
1.5	1.5			
Disagree	4.9	2	36141	4.6
4.9	6.5			
Neither Agree nor Di	35.5	3	260593	32.9
35.5	42.0			
Agree	46.7	4	342938	43.3
46.7	88.7			
Strongly Agree	11.3	5	82913	10.5
11.3	100.0			
Missing	.	58446	7.4	

-----  
 100.0 Total 792228 100.0  
 Mean 3.614 Std dev .808 Minimum 1.000  
 Maximum 5.000  
 Valid cases 733782 Missing cases 58446  
 -----

RE117AL How much do you agree or disagree with e

Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
Strongly Disagree	9.2	1	67619	8.5
9.2	9.2			
Disagree	32.4	2	237551	30.0
32.4	41.6			
Neither Agree nor Di	44.4	3	325580	41.1
44.4	86.0			
Agree	10.4	4	76634	9.7
10.4	96.5			
Strongly Agree	3.5	5	26012	3.3
3.5	100.0			
Missing	.	58832	7.4	

-----  
 100.0 Total 792228 100.0  
 Mean 2.667 Std dev .910 Minimum 1.000  
 Maximum 5.000  
 Valid cases 733396 Missing cases 58832  
 -----

RE117AM How much do you agree or disagree with e

Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
Strongly Disagree	3.0	1	21729	2.7
3.0	3.0			
Disagree	7.6	2	55334	7.0
7.6	10.5			
Neither Agree nor Di	44.3	3	324183	40.9
44.3	54.8			
Agree	35.5	4	259723	32.8
35.5	90.3			
Strongly Agree	9.7	5	71393	9.0
9.7	100.0			
Missing	.	59867	7.6	

-----  
 100.0 Total 792228 100.0  
 Mean 3.498 Std dev .758 Minimum 1.000  
 Maximum 5.000  
 Valid cases 734413 Missing cases 57816  
 -----

Mean	3.415	Std dev	.876	Minimum	1.000
Maximum	5.000				
Valid cases	732361	Missing cases	59867		

-----  
 RE117AN How much do you agree or disagree with e

Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
Strongly Disagree	13.5	1	98185	12.4
13.5	13.5			
Disagree	40.4	2	294947	37.2
40.4	53.9			
Neither Agree nor Di	37.1	3	270796	34.2
37.1	91.0			
Agree	7.2	4	52244	6.6
7.2	98.1			
Strongly Agree	1.9	5	13729	1.7
1.9	100.0			
Missing	.	62328	7.9	

-----  
 100.0 Total 792228 100.0  
 Mean 2.436 Std dev .878 Minimum 1.000  
 Maximum 5.000  
 Valid cases 729900 Missing cases 62328  
 -----

RE117AO How much do you agree or disagree with e

Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
Strongly Disagree	1.2	1	9130	1.2
1.2	1.2			
Disagree	4.6	2	33343	4.2
4.6	5.8			
Neither Agree nor Di	42.5	3	310795	39.2
42.5	48.3			
Agree	41.1	4	300447	37.9
41.1	89.4			
Strongly Agree	10.6	5	77695	9.8
10.6	100.0			
Missing	.	60820	7.7	

-----  
 100.0 Total 792228 100.0  
 Mean 3.553 Std dev .791 Minimum 1.000  
 Maximum 5.000  
 Valid cases 731408 Missing cases 60820  
 -----

RE117AP How much do you agree or disagree with e

Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
Strongly Disagree	2.4	1	17735	2.2
2.4	2.4			
Disagree	7.2	2	52938	6.7
7.2	9.6			
Neither Agree nor Di	31.9	3	234317	29.6
31.9	41.5			
Agree	48.5	4	355901	44.9
48.5	90.0			
Strongly Agree	10.0	5	73498	9.3
10.0	100.0			
Missing	.	57839	7.3	

-----  
 100.0 Total 792228 100.0  
 Mean 3.564 Std dev .857 Minimum 1.000  
 Maximum 5.000  
 Valid cases 734389 Missing cases 57839  
 -----

RE117AQ How much do you agree or disagree with e

Valid Value Label Percent	Cum Percent	Value	Frequency	Percent
Strongly Disagree	8.8	1	64756	8.2
8.8	8.8			
Disagree	35.9	2	263466	33.3
35.9	44.7			

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Value Label	Percent	Value	Frequency	Percent
Neither Agree nor Disagree	39.1	3	287253	36.3
Agree	13.8	4	101165	12.8
Strongly Agree	2.4	5	17248	2.2
Missing	100.0	.	58340	7.4
-----				
Total			792228	100.0
-----				
Mean	2.649	Std dev	.906	Minimum
1.000				
Maximum	5.000			
Valid cases		733888	Missing cases	58340

Value Label	Percent	Value	Frequency	Percent
Strongly Disagree	1.0	1	7558	1.0
Disagree	3.3	2	23893	3.0
Neither Agree nor Disagree	33.3	3	244168	30.8
Agree	47.6	4	349416	44.1
Strongly Agree	14.8	5	108890	13.7
Missing	100.0	.	58303	7.4
-----				
Total			792228	100.0
-----				
Mean	3.720	Std dev	.791	Minimum
1.000				
Maximum	5.000			
Valid cases		733925	Missing cases	58303

Value Label	Percent	Value	Frequency	Percent
Strongly Disagree	2.3	1	17027	2.1
Disagree	7.7	2	56302	7.1
Neither Agree nor Disagree	48.8	3	356377	45.0
Agree	32.2	4	235140	29.7
Strongly Agree	9.0	5	65651	8.3
Missing	100.0	.	61732	7.8
-----				
Total			792228	100.0
-----				
Mean	3.378	Std dev	.842	Minimum
1.000				
Maximum	5.000			
Valid cases		730496	Missing cases	61732

Value Label	Percent	Value	Frequency	Percent
Strongly Disagree	5.6	1	41328	5.2
Disagree	30.5	2	224088	28.3
Neither Agree nor Disagree	46.6	3	343029	43.3
Agree	14.9	4	109617	13.8
Strongly Agree	2.4	5	17600	2.2
Missing	100.0	.	56565	7.1
-----				
Total			792228	100.0
-----				
Mean	2.780	Std dev	.852	Minimum
1.000				
Maximum	5.000			
Valid cases		735663	Missing cases	56565

Value Label	Percent	Value	Frequency	Percent
Strongly Disagree	6.4	1	47023	5.9
Disagree	31.0	2	228118	28.8
Neither Agree nor Disagree	48.2	3	354111	44.7
Agree	12.0	4	87890	11.1
Strongly Agree	2.5	5	18044	2.3
Missing	100.0	.	57043	7.2
-----				
Total			792228	100.0
-----				
Mean	2.730	Std dev	.843	Minimum
1.000				
Maximum	5.000			
Valid cases		735185	Missing cases	57043

Value Label	Percent	Value	Frequency	Percent
Strongly Disagree	3.0	1	22006	2.8
Disagree	8.8	2	64930	8.2
Neither Agree nor Disagree	42.5	3	313366	39.6
Agree	34.6	4	254664	32.1
Strongly Agree	11.1	5	81558	10.3
Missing	100.0	.	55703	7.0
-----				
Total			792228	100.0
-----				
Mean	3.419	Std dev	.906	Minimum
1.000				
Maximum	5.000			
Valid cases		736525	Missing cases	55703

Value Label	Percent	Value	Frequency	Percent
Strongly Disagree	16.9	1	124569	15.7
Disagree	34.2	2	251869	31.8
Neither Agree nor Disagree	33.6	3	247428	31.2
Agree	11.5	4	84812	10.7
Strongly Agree	3.8	5	28136	3.6
Missing	100.0	.	55413	7.0
-----				
Total			792228	100.0
-----				
Mean	2.512	Std dev	1.023	Minimum
1.000				
Maximum	5.000			
Valid cases		736815	Missing cases	55413

Value Label	Percent	Value	Frequency	Percent
Strongly Disagree	2.8	1	20898	2.6
Disagree	4.5	2	33032	4.2
Neither Agree nor Disagree	28.6	3	210637	26.6
Agree	44.0	4	324091	40.9
Strongly Agree	20.0	5	147343	18.6
Missing	100.0	.		

```
Missing          .      56226      7.1
--
-----
--
Total          792228      100.0
100.0
Mean          3.739      Std dev          .924      Minimum
1.000
Maximum          5.000
Valid cases  736002      Missing cases  56226
-----
-----
```

## Appendix E – NSC Methods and Data Analysis

---

The NSC Safety Barometer elicits personnel opinions about a broad spectrum of items or elements that contribute to successful safety management. These elements include executive leadership, supervisory and personnel participation, safety support procedures, processes, the safety climate, and 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 items 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 in this part reflect the views of Department of Defense Guard and Reserve personnel. The results 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, we suggest that each problem be verified, its nature defined, and the management system inadequacies that produce each problem be located and eliminated.

### **Administration Process**

Guard and Reserve personnel participated in the Safety Barometer survey in spring 2005. The Safety Barometer was administered as part of a periodic on-line survey conducted by DoD's Defense Manpower Data Center. Data collected through this process were forwarded to the National Safety Council for initial analysis.

### **Safety Barometer Content**

The Safety Barometer survey asked respondents to indicate their level of agreement with statements regarding a variety of safety and job-related topics. These statements described activities or conditions related to the operation of DoD's 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 DoD program. Disagreement with a positive statement or agreement with a negative description has a negative implication.

In the table below, Safety Barometer statements that address related program items are grouped into six standard and one Customized program categories. Together, they present a comprehensive overview of the DoD's safety program.

**SAFETY BAROMETER**  
**Statement Groupings by Program Category**

<b>Program Category</b>	<b>Statement Letters</b>
Leadership Participation	G, N, T, AD, AG, AL, AS
Supervisor Participation	E, L, R, W, AA, AE, AK, AN, AO
Personnel Participation	A, D, K, Q, S, X, AJ, AQ, AT
Safety Support Activities	F, H, M, O, U, Y, AB, AC, AF, AM
Safety Support Climate	C, J, P, V, Z, AH, AI, AP, AR
Organizational Climate	B, I
Customized	AU, AV, AW, AX

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

- ◆ **Leadership Participation** items describe ways in which top and middle leadership 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 personnel.
- ◆ **Personnel 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 frequently found in successful programs:

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

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

- ◆ **Safety Support Climate** items ask personnel for general beliefs and impressions about leadership'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 and communication.

Finally, four **Customized Items** were developed to assess safety program items of specific interest to DoD regarding the topic of off-duty safety.

### **National Safety Council Database**

The DoD-Guard/Reserve 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 230 establishments that have completed the Safety Barometer. NSC database comparisons enable an organization to evaluate its personnel 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 DoD's perceived performance.

### **Data Analyses**

Responses to the survey items with positive descriptions were scored as follows:

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

Responses to statements with negative descriptions were scored oppositely.

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

Average response and program category average response scores were compared with scores from the NSC database. Comparative 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 100 representing the highest score in the database and 0 representing the lowest.

## Appendix F – Response Distributions by Grade

RE117A How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117A	1	4534	3963	47	285	445	9275
Strongly Disagree		1.7	1.0	.5	.7	.7	1.2
Disagree	2	16124	21724	618	2186	3195	43848
		6.0	5.6	6.5	5.4	5.2	5.7
Neither Agree no	3	74189	85286	1673	10390	13465	185003
		27.8	22.1	17.6	25.6	21.8	24.2
Agree	4	124885	208700	5804	21032	33415	393836
		46.7	54.0	61.2	51.7	54.0	51.5
Strongly Agree	5	47464	66470	1343	6763	11373	133412
		17.8	17.2	14.2	16.6	18.4	17.4
Column Total		267196	386143	9485	40655	61894	765373
		34.9	50.5	1.2	5.3	8.1	100.0

Number of Missing Observations: 26855

RE117B How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117B	1	16591	14292	206	729	601	32419
Strongly Disagree		6.2	3.7	2.2	1.8	1.0	4.2
Disagree	2	30145	44353	810	4355	4336	84000
		11.3	11.5	8.5	10.7	7.0	11.0
Neither Agree no	3	61595	70751	1684	6967	8186	149183
		23.1	18.4	17.8	17.1	13.3	19.5
Agree	4	114518	203181	5554	21832	35007	380092
		43.0	52.7	58.6	53.7	56.9	49.8
Strongly Agree	5	43511	52628	1228	6748	13406	117520
		16.3	13.7	12.9	16.6	21.8	15.4
Column Total		266360	385205	9481	40632	61537	763214
		34.9	50.5	1.2	5.3	8.1	100.0

Number of Missing Observations: 29014

RE117C How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117C	1	49237	74610	1627	8333	14499	148306
Strongly Disagree		18.5	19.4	17.2	20.5	23.5	19.5
Disagree	2	104368	180044	5017	20038	33737	343204
		39.3	46.9	52.9	49.3	54.6	45.0
Neither Agree no	3	70854	79910	1806	8155	8948	169673
		26.7	20.8	19.1	20.1	14.5	22.3
Agree	4	31213	39376	851	3317	3628	78384
		11.7	10.2	9.0	8.2	5.9	10.3
Strongly Agree	5	10152	10219	179	793	929	22271
		3.8	2.7	1.9	2.0	1.5	2.9
Column Total		265823	384159	9480	40635	61740	761837
		34.9	50.4	1.2	5.3	8.1	100.0

Number of Missing Observations: 30391

RE117D How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117D	1	9344	8924	112	331	673	19383
Strongly Disagree		3.5	2.3	1.2	.8	1.1	2.6
Disagree	2	29311	48373	897	4651	6156	89389
		11.1	12.6	9.5	11.6	10.0	11.8
Neither Agree no	3	98194	137980	3178	15089	21521	275961
		37.2	36.0	33.6	37.5	35.0	36.4
Agree	4	103433	161261	4588	17055	27757	314094
		39.2	42.1	48.5	42.4	45.2	41.4
Strongly Agree	5	23658	26709	684	3131	5315	59496
		9.0	7.0	7.2	7.8	8.7	7.8
Column Total		263939	383248	9457	40257	61422	758322
		34.8	50.5	1.2	5.3	8.1	100.0

Number of Missing Observations: 33906

RE117E How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117E	1	7795	6614	120	320	506	15354
Strongly Disagree		2.9	1.7	1.3	.8	.8	2.0
Disagree	2	12224	18664	295	1412	1745	34340
		4.6	4.9	3.1	3.5	2.8	4.5
Neither Agree no	3	75145	97905	2364	10294	13922	199629
		28.3	25.5	25.1	25.4	22.6	26.2
Agree	4	113960	191092	5072	21032	30516	361673
		43.0	49.7	53.9	51.9	49.5	47.5
Strongly Agree	5	56060	70118	1567	7495	14931	150170
		21.1	18.2	16.6	18.5	24.2	19.7
Column Total		265184	384393	9417	40553	61620	761167
		34.8	50.5	1.2	5.3	8.1	100.0

Number of Missing Observations: 31061

RE117F How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117F	1	10179	10697	176	663	968	22683
Strongly Disagree		3.9	2.8	1.9	1.6	1.6	3.0
Disagree	2	23879	38728	1138	4481	4775	73001
		9.1	10.1	12.0	11.1	7.8	9.6
Neither Agree no	3	115291	150023	2914	16579	23298	308105
		43.7	39.1	30.8	41.1	38.0	40.6
Agree	4	90343	152824	4342	15093	25582	288184
		34.2	39.8	45.9	37.4	41.7	38.0
Strongly Agree	5	24106	31477	891	3558	6696	66728
		9.1	8.2	9.4	8.8	10.9	8.8
Column Total		263798	383750	9460	40374	61320	758702
		34.8	50.6	1.2	5.3	8.1	100.0

Number of Missing Observations: 33526

RE117G How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117G	1	25235	40089	1033	5819	9420	81597
Strongly Disagree		9.6	10.5	10.9	14.4	15.3	10.8
Disagree	2	81824	152889	4457	17691	29395	286256
		31.2	39.9	47.1	43.8	47.9	37.8
Neither Agree no	3	87968	98559	2099	9574	11779	209978
		33.6	25.7	22.2	23.7	19.2	27.7
Agree	4	54149	75434	1607	6142	8248	145579
		20.7	19.7	17.0	15.2	13.4	19.2
Strongly Agree	5	12996	16309	267	1191	2559	33322
		5.0	4.3	2.8	2.9	4.2	4.4
Column Total		262172	383280	9462	40417	61400	756732
		34.6	50.6	1.3	5.3	8.1	100.0

Number of Missing Observations: 35496

RE117H How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total
RE117H	1	22556	29030	758	3133	6028	61505
Strongly Disagree		8.6	7.6	8.1	7.8	9.8	8.1
Disagree	2	77900	124699	3646	13008	23658	242910
		29.6	32.5	38.9	32.3	38.6	32.1
Neither Agree no	3	107263	134471	3049	15626	22483	282892
		40.7	35.1	32.5	38.8	36.7	37.3
Agree	4	44941	79723	1647	7283	8082	141677
		17.1	20.8	17.6	18.1	13.2	18.7
Strongly Agree	5	10759	15205	281	1269	1090	28604
		4.1	4.0	3.0	3.1	1.8	3.8
Column Total		263418	383128	9383	40318	61341	757588
		34.8	50.6	1.2	5.3	8.1	100.0

Number of Missing Observations: 34640

RE117I How much do you agree or disagree by XCPAY2.Recoded 5 lev paygrade

	Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
	Col Pct	1	2	3	4	5	Total

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

RE117I		1	2	3	4	5	Row Total
Strongly Disagree	Count	11852	13941	119	727	743	27381
	Col Pct	4.5	3.6	1.3	1.8	1.2	3.6
Disagree	Count	19079	29229	731	2536	2614	54188
	Col Pct	7.2	7.6	7.8	6.3	4.3	7.2
Neither Agree no	Count	55577	70794	1534	6735	7409	142050
	Col Pct	21.1	18.5	16.4	16.8	12.1	18.8
Agree	Count	114798	193588	5382	21740	33848	369357
	Col Pct	43.5	50.6	57.4	54.2	55.2	48.8
Strongly Agree	Count	62506	74949	1614	8385	16712	164167
	Col Pct	23.7	19.6	17.2	20.9	27.3	21.7
Column Total		263813	382501	9379	40123	61326	757142
		34.8	50.5	1.2	5.3	8.1	100.0

Number of Missing Observations: 35086

RE117J	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	12195	12292	139	505	597	25728
	Col Pct	4.6	3.2	1.5	1.3	1.0	3.4
Disagree	Count	15528	23562	438	1496	1523	42548
	Col Pct	5.9	6.2	4.7	3.7	2.5	5.6
Neither Agree no	Count	65178	81925	1704	7736	9026	165569
	Col Pct	24.7	21.5	18.1	19.2	14.7	21.9
Agree	Count	113292	192938	5498	21423	32861	366012
	Col Pct	43.0	50.5	58.5	53.1	53.6	48.4
Strongly Agree	Count	57241	71060	1623	9164	17273	156361
	Col Pct	21.7	18.6	17.3	22.7	28.2	20.7
Column Total		263433	381776	9403	40325	61280	756217
		34.8	50.5	1.2	5.3	8.1	100.0

Number of Missing Observations: 36011

RE117K	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	1605	1059	19	53	74	2810
	Col Pct	.6	.3	.2	.1	.1	.4
Disagree	Count	2972	2705	57	235	580	6549
	Col Pct	1.1	.7	.6	.6	.9	.9
Neither Agree no	Count	34395	33384	747	3513	4581	76620
	Col Pct	13.1	8.7	7.9	8.7	7.5	10.1
Agree	Count	139133	230474	5981	24420	36102	436109
	Col Pct	53.0	60.3	63.2	60.8	58.7	57.7
Strongly Agree	Count	84349	114748	2659	11963	20121	233841
	Col Pct	32.1	30.0	28.1	29.8	32.7	30.9
Column Total		262454	382369	9463	40184	61458	755928
		34.7	50.6	1.3	5.3	8.1	100.0

Number of Missing Observations: 36300

RE117L	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	54961	76709	1909	10427	19767	163773
	Col Pct	20.9	20.1	20.2	26.0	32.3	21.7
Disagree	Count	113346	197202	5363	20594	31558	368063
	Col Pct	43.2	51.7	56.8	51.3	51.5	48.8
Neither Agree no	Count	71579	79309	1515	6983	7888	167275
	Col Pct	27.3	20.8	16.0	17.4	12.9	22.2
Agree	Count	16357	21962	520	1754	1577	42171
	Col Pct	6.2	5.8	5.5	4.4	2.6	5.6
Strongly Agree	Count	6151	6413	137	405	501	13607
	Col Pct	2.3	1.7	1.5	1.0	.8	1.8
Column Total		262394	381595	9444	40164	61292	754889
		34.8	50.5	1.3	5.3	8.1	100.0

Number of Missing Observations: 37339

RE117M	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	7398	7291	114	576	579	15959
	Col Pct	2.8	1.9	1.2	1.4	.9	2.1
Disagree	Count	18481	35025	993	4138	4657	63295
	Col Pct	7.1	9.2	10.5	10.3	7.6	8.4
Neither Agree no	Count	92982	122862	2779	13610	18589	250822
	Col Pct	35.5	32.2	29.4	34.0	30.3	33.2
Agree	Count	103818	173471	4758	16918	28904	327869
	Col Pct	39.6	45.4	50.3	42.3	47.1	43.4

Strongly Agree	Count	39305	43276	819	4743	8582	96726
	Col Pct	15.0	11.3	8.7	11.9	14.0	12.8
Column Total		261985	381925	9462	39986	61312	754671
		34.7	50.6	1.3	5.3	8.1	100.0

Number of Missing Observations: 37558

RE117N	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	8994	8816	49	668	582	19110
	Col Pct	3.4	2.3	.5	1.7	1.0	2.5
Disagree	Count	21314	35490	681	2827	4176	64487
	Col Pct	8.2	9.3	7.2	7.1	6.8	8.6
Neither Agree no	Count	115986	125031	2013	12905	15318	271253
	Col Pct	44.4	32.8	21.4	32.2	25.0	36.0
Agree	Count	88536	167635	5287	17928	29883	309269
	Col Pct	33.9	44.0	56.1	44.7	48.8	41.1
Strongly Agree	Count	26427	44135	1396	5748	11292	89000
	Col Pct	10.1	11.6	14.8	14.3	18.4	11.8
Column Total		261257	381108	9425	40077	61252	753118
		34.7	50.6	1.3	5.3	8.1	100.0

Number of Missing Observations: 39110

RE117O	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	9197	9333	219	605	505	19858
	Col Pct	3.5	2.5	2.3	1.5	.8	2.6
Disagree	Count	17003	29446	761	2491	2832	52533
	Col Pct	6.5	7.7	8.1	6.2	4.6	7.0
Neither Agree no	Count	130122	159067	3530	17079	22612	332409
	Col Pct	50.0	41.8	37.4	42.8	37.1	44.3
Agree	Count	79070	140083	3943	15268	24507	262873
	Col Pct	30.4	36.8	41.8	38.2	40.2	35.0
Strongly Agree	Count	24878	42361	980	4504	10495	83218
	Col Pct	9.6	11.1	10.4	11.3	17.2	11.1
Column Total		260270	380289	9434	39947	60950	750891
		34.7	50.6	1.3	5.3	8.1	100.0

Number of Missing Observations: 41337

RE117P	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	16972	28187	620	3080	6976	55836
	Col Pct	6.5	7.4	6.6	7.7	11.4	7.4
Disagree	Count	68495	118308	3416	14482	24258	228959
	Col Pct	26.4	31.1	36.4	36.3	39.7	30.5
Neither Agree no	Count	116614	146828	3019	14259	18534	299255
	Col Pct	44.9	38.6	32.2	35.7	30.4	39.9
Agree	Count	46630	73961	2071	6619	9041	138322
	Col Pct	17.9	19.5	22.1	16.6	14.8	18.4
Strongly Agree	Count	11206	12841	262	1463	2226	27998
	Col Pct	4.3	3.4	2.8	3.7	3.6	3.7
Column Total		259917	380127	9388	39903	61035	750369
		34.6	50.7	1.3	5.3	8.1	100.0

Number of Missing Observations: 41859

RE117Q	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	Count	1987	1164		141	76	3368
	Col Pct	.8	.3		.4	.1	.4
Disagree	Count	5245	6241	117	684	778	13065
	Col Pct	2.0	1.6	1.3	1.7	1.3	1.7
Neither Agree no	Count	48668	44623	823	7041	6425	107580
	Col Pct	18.7	11.7	8.8	17.7	10.5	14.3
Agree	Count	149895	246995	6633	25554	39659	468737
	Col Pct	57.6	65.0	70.8	64.3	65.0	62.5
Strongly Agree	Count	54652	80800	1790	6319	14081	157642
	Col Pct	21.0	21.3	19.1	15.9	23.1	21.0
Column Total		260448	379823	9364	39738	61019	750392
		34.7	50.6	1.2	5.3	8.1	100.0

Number of Missing Observations: 41836

RE117R	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
--------	---------------	---------	---------	---------	---------	---------	-----------

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117R							
Strongly Disagree	1	4176 1.6	3592 1.0	67 .7	138 .3	237 .4	8210 1.1
Disagree	2	7838 3.0	12180 3.2	313 3.4	884 2.2	956 1.6	22172 3.0
Neither Agree no	3	68347 26.5	86350 22.8	1991 21.3	9082 23.0	10848 17.9	176618 23.7
Agree	4	131523 51.0	211695 56.0	5532 59.2	22945 58.1	35413 58.5	407108 54.6
Strongly Agree	5	45853 17.8	64179 17.0	1446 15.5	6448 16.3	13055 21.6	130981 17.6
Column Total		257737 34.6	377996 50.7	9349 1.3	39498 5.3	60510 8.1	745089 100.0

Number of Missing Observations: 47139

RE117S How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117S							
Strongly Disagree	1	3401 1.3	3128 .8	25 .3	138 .3	161 .3	6853 .9
Disagree	2	5976 2.3	9971 2.6	224 2.4	667 1.7	538 .9	17377 2.3
Neither Agree no	3	88479 34.2	106211 28.0	2504 26.8	12504 31.5	17278 28.4	226977 30.4
Agree	4	114483 44.3	198537 52.4	5084 54.4	19525 49.1	30393 50.0	368023 49.2
Strongly Agree	5	46286 17.9	61129 16.1	1504 16.1	6924 17.4	12419 20.4	128263 17.2
Column Total		258626 34.6	378976 50.7	9342 1.2	39758 5.3	60789 8.1	747492 100.0

Number of Missing Observations: 44736

RE117T How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117T							
Strongly Disagree	1	5732 2.2	7681 2.0	187 2.0	482 1.2	462 .8	14544 1.9
Disagree	2	14210 5.5	25949 6.8	698 7.5	2187 5.5	2528 4.2	45572 6.1
Neither Agree no	3	99262 38.5	120077 31.7	2581 27.8	12211 30.7	15586 25.7	249717 33.4
Agree	4	102623 39.8	178287 47.1	4662 50.2	19359 48.7	31898 52.6	336830 45.1
Strongly Agree	5	36197 14.0	46864 12.4	1166 12.5	5472 13.8	10216 16.8	99915 13.4
Column Total		258025 34.6	378858 50.7	9293 1.2	39711 5.3	60690 8.1	746577 100.0

Number of Missing Observations: 45651

RE117U How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117U							
Strongly Disagree	1	15030 5.8	21140 5.6	523 5.6	2419 6.1	4063 6.7	43175 5.8
Disagree	2	55267 21.4	92015 24.3	2666 28.6	11050 27.8	19978 32.9	180976 24.2
Neither Agree no	3	133367 51.7	177898 47.0	4115 44.1	18272 46.1	26765 44.0	360418 48.3
Agree	4	40122 15.6	69487 18.4	1596 17.1	6813 17.2	8390 13.8	126408 16.9
Strongly Agree	5	14200 5.5	18030 4.8	435 4.7	1122 2.8	1578 2.6	35365 4.7
Column Total		257986 34.6	378569 50.7	9334 1.3	39677 5.3	60775 8.1	746341 100.0

Number of Missing Observations: 45887

RE117V How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117V							
Strongly Disagree	1	11532 4.5	17602 4.7	418 4.5	1904 4.8	3232 5.3	34688 4.7
Disagree	2	52276 20.3	102839 27.2	2694 28.9	10080 25.5	19251 31.7	187141 25.1
	3	139574	172099	4301	19486	26886	362346

Neither Agree no	4	54.2	45.5	46.2	49.3	44.3	48.6
Agree	4	42602 16.5	72480 19.2	1662 17.8	7211 18.2	10054 16.6	134007 18.0
Strongly Agree	5	11667 4.5	13004 3.4	236 2.5	868 2.2	1239 2.0	27012 3.6
Column Total		257650 34.6	378025 50.7	9311 1.2	39548 5.3	60661 8.1	745195 100.0

Number of Missing Observations: 47033

RE117W How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117W							
Strongly Disagree	1	4974 1.9	5206 1.4	73 .8	154 .4	306 .5	10713 1.4
Disagree	2	9529 3.7	13658 3.6	449 4.8	1132 2.9	1481 2.4	26250 3.5
Neither Agree no	3	94317 36.6	120286 31.9	2534 27.2	14078 35.5	18953 31.3	250168 33.6
Agree	4	116541 45.2	196886 52.2	5448 58.4	20146 50.9	31550 52.1	370570 49.8
Strongly Agree	5	32191 12.5	41020 10.9	826 8.9	4103 10.4	8316 13.7	86456 11.6
Column Total		257554 34.6	377056 50.7	9329 1.3	39613 5.3	60607 8.1	744158 100.0

Number of Missing Observations: 48070

RE117X How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117X							
Strongly Disagree	1	6421 2.5	8325 2.2	116 1.2	456 1.2	397 .7	15714 2.1
Disagree	2	13512 5.3	24050 6.4	550 5.9	2349 6.0	2589 4.3	43050 5.8
Neither Agree no	3	152387 59.5	204276 54.4	5201 56.1	25412 64.4	36343 60.3	423620 57.2
Agree	4	63097 24.6	108855 29.0	2864 30.9	8976 22.7	16118 26.7	199910 27.0
Strongly Agree	5	20602 8.0	29985 8.0	535 5.8	2277 5.8	4850 8.0	58249 7.9
Column Total		256020 34.6	375490 50.7	9266 1.3	39471 5.3	60297 8.1	740544 100.0

Number of Missing Observations: 51685

RE117Y How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117Y							
Strongly Disagree	1	8861 3.5	10430 2.8	139 1.5	645 1.6	624 1.0	20699 2.8
Disagree	2	22388 8.7	36074 9.6	1213 13.1	4699 11.9	5184 8.5	69558 9.4
Neither Agree no	3	100816 39.3	121739 32.3	3010 32.4	14965 38.0	19739 32.5	260270 35.0
Agree	4	90697 35.3	157186 41.7	3893 41.9	15074 38.3	26327 43.4	293177 39.5
Strongly Agree	5	33908 13.2	51149 13.6	1036 11.1	4009 10.2	8773 14.5	98876 13.3
Column Total		256671 34.6	376578 50.7	9291 1.3	39392 5.3	60648 8.2	742580 100.0

Number of Missing Observations: 49648

RE117Z How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
RE117Z							
Strongly Disagree	1	6787 2.6	6534 1.7	126 1.4	291 .7	354 .6	14092 1.9
Disagree	2	10782 4.2	16119 4.3	382 4.1	1265 3.2	1168 1.9	29716 4.0
Neither Agree no	3	73111 28.5	82489 21.9	1752 18.9	7484 19.0	8797 14.5	173632 23.4
Agree	4	116879 45.5	203195 54.0	5338 57.4	22040 55.9	33887 56.0	381339 51.4
Strongly Agree	5	49206 19.2	67780 18.0	1694 18.2	8313 21.1	16266 26.9	143259 19.3
Column Total		256766 34.6	376117 50.7	9292 1.3	39393 5.3	60471 8.1	742039 100.0

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Number of Missing Observations: 50189

RE117AA How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	20395 8.0	33743 9.0	757 8.2	4091 10.4	8123 13.4	67108 9.0
Disagree	2	84849 33.1	162154 43.1	4789 51.7	18503 47.0	29879 49.4	300175 40.5
Neither Agree no	3	114192 44.5	140362 37.3	3189 34.4	13851 35.1	19383 32.1	290976 39.2
Agree	4	29504 11.5	33704 9.0	406 4.4	2500 6.3	2559 4.2	68673 9.3
Strongly Agree	5	7437 2.9	6337 1.7	118 1.3	461 1.2	524 .9	14876 2.0
Column Total		256377 34.6	376300 50.7	9259 1.2	39406 5.3	60467 8.2	741809 100.0

Number of Missing Observations: 50419

RE117AB How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	19143 7.5	24339 6.5	672 7.3	2962 7.5	6692 11.1	53808 7.3
Disagree	2	60065 23.4	118746 31.6	3319 36.0	13089 33.3	24277 40.2	219496 29.6
Neither Agree no	3	129052 50.3	157874 42.0	3572 38.7	16319 41.5	21633 35.8	328450 44.3
Agree	4	37687 14.7	62158 16.5	1445 15.7	6104 15.5	6828 11.3	114221 15.4
Strongly Agree	5	10667 4.2	12757 3.4	221 2.4	868 2.2	924 1.5	25436 3.4
Column Total		256613 34.6	375873 50.7	9229 1.2	39342 5.3	60354 8.1	741411 100.0

Number of Missing Observations: 50817

RE117AC How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	6682 2.6	7966 2.1	124 1.3	492 1.2	465 .8	15729 2.1
Disagree	2	13239 5.2	24152 6.4	706 7.6	2080 5.3	2435 4.0	42613 5.8
Neither Agree no	3	135879 53.0	178411 47.6	3358 36.3	18656 47.3	24324 40.3	360627 48.7
Agree	4	77116 30.1	135780 36.2	4272 46.1	14629 37.1	25937 43.0	257733 34.8
Strongly Agree	5	23255 9.1	28398 7.6	797 8.6	3585 9.1	7165 11.9	63200 8.5
Column Total		256171 34.6	374707 50.6	9257 1.3	39442 5.3	60325 8.2	739902 100.0

Number of Missing Observations: 52326

RE117AD How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	8921 3.5	9066 2.4	129 1.4	405 1.0	390 .6	18911 2.6
Disagree	2	13746 5.4	23174 6.2	538 5.9	1178 3.0	1518 2.5	40153 5.4
Neither Agree no	3	95359 37.4	122229 32.7	2637 28.7	12128 30.9	13306 22.1	245659 33.3
Agree	4	101954 39.9	174545 46.7	4817 52.5	19673 50.2	33269 55.2	334259 45.3
Strongly Agree	5	35269 13.8	44547 11.9	1056 11.5	5813 14.8	11762 19.5	98447 13.4
Column Total		255249 34.6	373560 50.7	9178 1.2	39197 5.3	60245 8.2	737429 100.0

Number of Missing Observations: 54799

RE117AE How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	5099 2.0	4796 1.3	46 .5	129 .3	286 .5	10355 1.4
	2	10762	17339	551	1531	1880	32062

Disagree		4.2	4.6	6.0	3.9	3.1	4.4
Neither Agree no	3	92096 36.2	122253 32.8	2733 29.9	13116 33.3	17398 29.0	247596 33.6
Agree	4	110011 43.2	185650 49.7	4958 54.2	19548 49.6	31033 51.6	351199 47.7
Strongly Agree	5	36671 14.4	43180 11.6	853 9.3	5050 12.8	9497 15.8	95250 12.9
Column Total		254638 34.6	373217 50.7	9140 1.2	39373 5.3	60093 8.2	736462 100.0

Number of Missing Observations: 55766

RE117AF How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	25384 10.0	27037 7.2	725 7.9	3060 7.8	5638 9.4	61844 8.4
Disagree	2	79571 31.2	135993 36.4	3915 42.6	14833 37.7	23654 39.4	257966 35.0
Neither Agree no	3	109526 43.0	147898 39.6	3126 34.0	16076 40.9	24492 40.8	301118 40.9
Agree	4	31544 12.4	51203 13.7	1193 13.0	4130 10.5	4963 8.3	93033 12.6
Strongly Agree	5	8789 3.4	11050 3.0	230 2.5	1198 3.0	1288 2.1	22555 3.1
Column Total		254814 34.6	373181 50.7	9188 1.2	39296 5.3	60035 8.2	736515 100.0

Number of Missing Observations: 55713

RE117AG How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	7572 3.0	7931 2.1	97 1.0	352 .9	435 .7	16387 2.2
Disagree	2	19078 7.5	31818 8.6	775 8.4	3146 8.0	2863 4.8	57679 7.9
Neither Agree no	3	132361 52.1	169001 45.4	3133 34.0	16070 41.0	21891 36.5	342456 46.6
Agree	4	75418 29.7	135881 36.5	4322 46.9	16036 40.9	27168 45.3	258825 35.2
Strongly Agree	5	19809 7.8	27354 7.4	883 9.6	3601 9.2	7595 12.7	59242 8.1
Column Total		254238 34.6	371984 50.6	9209 1.3	39206 5.3	59952 8.2	734589 100.0

Number of Missing Observations: 57639

RE117AH How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	9592 3.8	12224 3.3	303 3.3	787 2.0	800 1.3	23705 3.2
Disagree	2	21435 8.4	38545 10.4	1091 11.9	5383 13.7	5738 9.6	72192 9.8
Neither Agree no	3	142945 56.3	188960 50.9	3747 40.8	19277 49.2	28319 47.3	383248 52.3
Agree	4	61144 24.1	104785 28.2	3194 34.8	10518 26.8	19023 31.8	198665 27.1
Strongly Agree	5	18698 7.4	26740 7.2	852 9.3	3252 8.3	6035 10.1	55577 7.6
Column Total		253814 34.6	371255 50.6	9188 1.3	39217 5.3	59914 8.2	733388 100.0

Number of Missing Observations: 58840

RE117AI How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade							
Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total	
Strongly Disagree	1	23660 9.3	32135 8.6	778 8.5	3405 8.7	6890 11.5	66869 9.1
Disagree	2	76897 30.2	139272 37.5	3904 42.4	15389 39.2	27247 45.5	262709 35.8
Neither Agree no	3	118866 46.7	152007 40.9	3344 36.3	15953 40.7	21609 36.0	311780 42.4
Agree	4	26899 10.6	39241 10.6	1008 11.0	3928 10.0	3662 6.1	74738 10.2
Strongly Agree	5	8021 3.2	9173 2.5	171 1.9	561 1.4	535 .9	18460 2.5

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Column Total	254343	371829	9205	39235	59944	734556
	34.6	50.6	1.3	5.3	8.2	100.0

Number of Missing Observations: 57672

RE117AJ How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AJ	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	3757 1.5	4330 1.2	49 .5	75 .2	101 .2	8311 1.1
Disagree	2	12472 4.9	21235 5.7	350 3.8	1467 3.7	1375 2.3	36899 5.0
Neither Agree no	3	127948 50.4	158807 42.7	3120 34.0	16922 43.2	20443 34.2	327239 44.6
Agree	4	90876 35.8	160492 43.1	5000 54.6	17324 44.2	30734 51.4	304426 41.5
Strongly Agree	5	18862 7.4	27455 7.4	644 7.0	3402 8.7	7173 12.0	57536 7.8
Column Total		253915 34.6	372319 50.7	9163 1.2	39190 5.3	59825 8.1	734413 100.0

Number of Missing Observations: 57816

RE117AK How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AK	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	5289 2.1	5356 1.4	50 .5	243 .6	258 .4	11197 1.5
Disagree	2	11525 4.5	20333 5.5	519 5.6	1575 4.0	2188 3.7	36141 4.9
Neither Agree no	3	95940 37.8	126215 33.9	3306 35.9	15516 39.7	19615 32.8	260593 35.5
Agree	4	107571 42.4	182299 49.0	4700 51.1	17851 45.7	30517 51.1	342938 46.7
Strongly Agree	5	33459 13.2	37755 10.2	626 6.8	3918 10.0	7155 12.0	82913 11.3
Column Total		253785 34.6	371958 50.7	9201 1.3	39105 5.3	59734 8.1	733782 100.0

Number of Missing Observations: 58446

RE117AL How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AL	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	20997 8.3	32482 8.7	829 9.0	4292 11.0	9020 15.1	67619 9.2
Disagree	2	66784 26.3	125308 33.7	3778 40.9	14837 38.1	26845 44.9	237551 32.4
Neither Agree no	3	126293 49.8	159196 42.8	3485 37.8	16457 42.3	20149 33.7	325580 44.4
Agree	4	28362 11.2	41344 11.1	1005 10.9	2856 7.3	3067 5.1	76634 10.4
Strongly Agree	5	11342 4.5	13442 3.6	131 1.4	450 1.2	647 1.1	26012 3.5
Column Total		253777 34.6	371772 50.7	9228 1.3	38892 5.3	59728 8.1	733396 100.0

Number of Missing Observations: 58832

RE117AM How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AM	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	10156 4.0	10349 2.8	121 1.3	562 1.4	541 .9	21729 3.0
Disagree	2	20070 7.9	29087 7.8	654 7.1	2784 7.1	2738 4.6	55334 7.6
Neither Agree no	3	125191 49.4	158064 42.6	2925 31.8	17041 43.6	20963 35.1	324183 44.3
Agree	4	74551 29.4	140018 37.7	4350 47.3	14364 36.8	26441 44.2	259723 35.5
Strongly Agree	5	23280 9.2	33541 9.0	1155 12.5	4299 11.0	9118 15.2	71393 9.7
Column Total		253249 34.6	371058 50.7	9205 1.3	39049 5.3	59801 8.2	732361 100.0

Number of Missing Observations: 59867

RE117AN How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AN	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	31059	47885	1304	6201	11737	98185

Strongly Disagree	2	83192 33.0	161148 43.6	4568 49.9	16766 43.1	29273 49.2	294947 40.4
Neither Agree no	3	109802 43.5	129368 35.0	2676 29.2	13274 34.1	15675 26.4	270796 37.1
Agree	4	21901 8.7	25459 6.9	491 5.4	2263 5.8	2130 3.6	52244 7.2
Strongly Agree	5	6523 2.6	6046 1.6	117 1.3	403 1.0	641 1.1	13729 1.9
Column Total		252477 34.6	369906 50.7	9157 1.3	38906 5.3	59455 8.1	729900 100.0

Number of Missing Observations: 62328

RE117AO How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AO	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	4711 1.9	4069 1.1	59 .6	146 .4	144 .2	9130 1.2
Disagree	2	10859 4.3	19273 5.2	376 4.1	1427 3.7	1407 2.4	33343 4.6
Neither Agree no	3	122606 48.6	148469 40.0	3219 35.0	16017 41.0	20483 34.4	310795 42.5
Agree	4	88719 35.1	162001 43.6	4693 51.0	16970 43.5	28063 47.2	300447 41.1
Strongly Agree	5	25581 10.1	37355 10.1	857 9.3	4489 11.5	9413 15.8	77695 10.6
Column Total		252477 34.5	371168 50.7	9204 1.3	39050 5.3	59509 8.1	731408 100.0

Number of Missing Observations: 60820

RE117AP How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AP	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	7189 2.8	8842 2.4	264 2.9	524 1.3	916 1.5	17735 2.4
Disagree	2	16444 6.5	29247 7.8	905 9.8	2370 6.1	3971 6.6	52938 7.2
Neither Agree no	3	92500 36.5	112935 30.3	2247 24.4	12433 31.8	14202 23.8	234317 31.9
Agree	4	107457 42.4	189627 50.9	5100 55.3	20193 51.7	33526 56.1	355901 48.5
Strongly Agree	5	29945 11.8	32132 8.6	706 7.7	3561 9.1	7155 12.0	73498 10.0
Column Total		253535 34.5	372783 50.8	9222 1.3	39080 5.3	59769 8.1	734389 100.0

Number of Missing Observations: 57839

RE117AQ How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AQ	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	22940 9.1	29983 8.0	713 7.7	3740 9.6	7380 12.4	64756 8.8
Disagree	2	78521 31.0	136364 36.6	4091 44.4	16829 43.1	27660 46.3	263466 35.9
Neither Agree no	3	109255 43.2	140699 37.7	3051 33.1	13761 35.2	20487 34.3	287253 39.1
Agree	4	34571 13.7	57406 15.4	1279 13.9	4283 11.0	3627 6.1	101165 13.8
Strongly Agree	5	7876 3.1	8302 2.2	84 .9	438 1.1	548 .9	17248 2.4
Column Total		253163 34.5	372754 50.8	9219 1.3	39051 5.3	59701 8.1	733888 100.0

Number of Missing Observations: 58340

RE117AR How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AR	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	3565 1.4	3620 1.0	58 .6	98 .2	218 .4	7558 1.0
Disagree	2	8699 3.4	12789 3.4	367 4.0	704 1.8	1334 2.2	23893 3.3
Neither Agree no	3	98075 38.7	116532 31.3	2404 26.1	11827 30.3	15331 25.6	244168 33.3
Agree	4	105113 41.5	187343 50.3	5043 54.8	20178 51.7	31740 53.1	349416 47.6

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Strongly Agree	5	37917 15.0	52237 14.0	1335 14.5	6219 15.9	11182 18.7	108890 14.8
Column Total		253368 34.5	372521 50.8	9207 1.3	39026 5.3	59804 8.1	733925 100.0

Number of Missing Observations: 58303

RE117AS How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AS	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	7218 2.9	8766 2.4	107 1.2	448 1.1	488 .8	17027 2.3
Disagree	2	17049 6.8	30712 8.3	1019 11.1	3303 8.5	4219 7.1	56302 7.7
Neither Agree no	3	133536 52.9	173608 46.9	3971 43.1	19262 49.4	26000 43.7	356377 48.8
Agree	4	70889 28.1	126788 34.2	3432 37.3	12479 32.0	21553 36.2	235140 32.2
Strongly Agree	5	23599 9.4	30643 8.3	676 7.3	3483 8.9	7250 12.2	65651 9.0
Column Total		252290 34.5	370516 50.7	9205 1.3	38975 5.3	59510 8.1	730496 100.0

Number of Missing Observations: 61732

RE117AT How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AT	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	15531 6.1	18049 4.8	410 4.4	2395 6.1	4943 8.3	41328 5.6
Disagree	2	67138 26.4	116718 31.3	3875 41.8	13296 33.9	23061 38.6	224088 30.5
Neither Agree no	3	129348 50.9	168651 45.2	3453 37.2	17460 44.5	24118 40.4	343029 46.6
Agree	4	34026 13.4	61543 16.5	1332 14.4	5662 14.4	7054 11.8	109617 14.9
Strongly Agree	5	7980 3.1	8422 2.3	200 2.2	403 1.0	595 1.0	17600 2.4
Column Total		254023 34.5	373383 50.8	9270 1.3	39216 5.3	59771 8.1	735663 100.0

Number of Missing Observations: 56565

RE117AU How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AU	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	18795 7.4	21719 5.8	462 5.0	2081 5.3	3966 6.6	47023 6.4
Disagree	2	65771 26.0	125655 33.7	3509 38.0	12404 31.6	20779 34.6	228118 31.0
Neither Agree no	3	132646 52.4	173545 46.5	3660 39.6	18542 47.3	25717 42.8	354111 48.2
Agree	4	28775 11.4	44099 11.8	1450 15.7	5175 13.2	8391 14.0	87890 12.0
Strongly Agree	5	7392 2.9	8229 2.2	164 1.8	1037 2.6	1222 2.0	18044 2.5
Column Total		253379 34.5	373247 50.8	9245 1.3	39239 5.3	60074 8.2	735185 100.0

Number of Missing Observations: 57043

RE117AV How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AV	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	9242 3.6	10503 2.8	235 2.5	771 2.0	1255 2.1	22006 3.0
Disagree	2	20171 7.9	36536 9.8	702 7.6	2894 7.4	4627 7.7	64930 8.8
Neither Agree no	3	119314 46.9	151416 40.5	3515 37.9	16694 42.7	22428 37.3	313366 42.5
Agree	4	76355 30.0	136044 36.4	3885 42.0	14575 37.2	23805 39.6	254664 34.6
Strongly Agree	5	29114 11.5	39347 10.5	924 10.0	4205 10.7	7968 13.3	81558 11.1
Column Total		254197 34.5	373845 50.8	9261 1.3	39139 5.3	60082 8.2	736525 100.0

Number of Missing Observations: 55703

RE117AW How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

Count	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
-------	-------	-------	-------	-------	-------	-----

RE117AW	Col Pct	1	2	3	4	5	Total
Strongly Disagree	1	40462 15.9	63885 17.1	1448 15.6	7154 18.2	11620 19.3	124569 16.9
Disagree	2	68040 26.8	139906 37.4	3978 42.9	14291 36.4	25655 42.7	251869 34.2
Neither Agree no	3	103719 40.8	114332 30.6	2529 27.3	12430 31.7	14418 24.0	247428 33.6
Agree	4	30609 12.0	42751 11.4	960 10.4	4022 10.3	6471 10.8	84812 11.5
Strongly Agree	5	11441 4.5	13090 3.5	348 3.8	1338 3.4	1920 3.2	28136 3.8
Column Total		254271 34.5	373964 50.8	9263 1.3	39233 5.3	60084 8.2	736815 100.0

Number of Missing Observations: 55413

RE117AX How much do you agree or disagree by XCPAY2.Recode 5 lev paygrade

RE117AX	Count Col Pct	E1-E4 1	E5-E9 2	W1-W5 3	O1-O3 4	O4-O6 5	Row Total
Strongly Disagree	1	9502 3.7	10338 2.8	108 1.2	382 1.0	569 .9	20898 2.8
Disagree	2	12472 4.9	17146 4.6	409 4.4	1475 3.8	1530 2.5	33032 4.5
Neither Agree no	3	84518 33.3	101979 27.3	2231 24.1	10242 26.2	11667 19.4	210637 28.6
Agree	4	94431 37.2	175806 47.1	4792 51.7	18572 47.5	30490 50.7	324091 44.0
Strongly Agree	5	53243 20.9	68124 18.2	1733 18.7	8394 21.5	15849 26.4	147343 20.0
Column Total		254166 34.5	373393 50.7	9273 1.3	39064 5.3	60105 8.2	736002 100.0

Number of Missing Observations: 56226

# Appendix G – Response Distributions by Work Location

RE117A How much do you agree or disagree by RE118.Which best describes you

Other	Count	Row							
		Office	Shop	Mainten nce	Outdoors /field	Flight- line	Ship	Clinic/ 7	
Hospital	Col Pct	1	2	3	4	5	6	8	
RE117A	Total								8
1	1179	3022	475	846	2822	340	66	383	
Strongly Disagree	1.3	1.0	.7	1.1	2.1	.7	2.2	.9	
2	4743	17307	3295	4186	9065	1672	186	2526	
Disagree	5.4	5.9	5.1	5.4	6.7	3.5	6.3	6.1	
3	26152	76368	11929	14866	33443	7241	414	11367	
Neither Agree no	29.8	25.9	18.6	19.1	24.7	15.4	14.0	27.3	
4	40851	151714	35485	41465	67713	27053	1848	20769	
Agree	46.6	51.5	55.3	53.2	50.0	57.4	62.7	49.9	
5	14797	46300	13001	16536	22409	10821	435	6614	
Strongly Agree	16.9	15.7	20.3	21.2	16.5	23.0	14.7	15.9	
Column	87722	294711	64185	77899	135452	47128	2949	41660	
Total	751707	39.2	8.5	10.4	18.0	6.3	.4	5.5	
	11.7	100.0							

Number of Missing Observations: 40521

RE117B How much do you agree or disagree by RE118.Which best describes you

Other	Count	Row							
		Office	Shop	Mainten nce	Outdoors /field	Flight- line	Ship	Clinic/ 7	
Hospital	Col Pct	1	2	3	4	5	6	8	
RE117B	Total								8
1	4190	8882	2116	3570	9935	1462	238	1499	
Strongly Disagree	4.8	3.0	3.3	4.6	7.4	3.1	8.1	3.6	
2	9899	30155	6146	8937	17598	4206	219	5241	
Disagree	11.3	10.3	9.6	11.5	13.0	8.9	7.4	12.6	
3	20672	53681	10909	13960	29922	8084	431	8620	
Neither Agree no	23.6	18.3	17.1	17.9	22.2	17.2	14.6	20.7	
4	39728	154080	33963	39989	60067	24684	1706	19779	
Agree	45.4	52.4	53.2	51.3	44.5	52.5	57.8	47.6	
5	12958	47130	10746	11425	17370	8624	358	6455	
Strongly Agree	14.8	16.0	16.8	14.7	12.9	18.3	12.1	15.5	
Column	87447	293928	63880	77882	134892	47060	2952	41593	
Total	749634	39.2	8.5	10.4	18.0	6.3	.4	5.5	
	11.7	100.0							

Number of Missing Observations: 42594

RE117C How much do you agree or disagree by RE118.Which best describes you

Other	Count	Row							
		Office	Shop	Mainten nce	Outdoors /field	Flight- line	Ship	Clinic/ 7	
Hospital	Col Pct	1	2	3	4	5	6	8	
RE117C	Total								8
1	15477	59148	13270	17406	21057	11714	586	6772	
Strongly Disagree	17.7	20.2	20.8	22.4	15.6	24.9	19.9	16.2	

2	36372	139610	28982	33930	55560	21240	1355	20669
Disagree	41.6	47.6	45.3	43.7	41.3	45.2	45.9	49.6
3	23518	63899	11662	16499	33295	8221	515	9206
Neither Agree no	26.9	21.8	18.2	21.2	24.7	17.5	17.5	22.1
4	9019	24424	7761	7788	18712	4565	361	4026
Agree	10.3	8.3	12.1	10.0	13.9	9.7	12.2	9.7
5	3031	5960	2256	2062	5956	1221	134	1034
Strongly Agree	3.5	2.0	3.5	2.7	4.4	2.6	4.5	2.5
Column	87417	293040	63930	77686	134579	46962	2950	41707
Total	748272	39.2	8.5	10.4	18.0	6.3	.4	5.6
	11.7	100.0						

Number of Missing Observations: 43956

RE117D How much do you agree or disagree by RE118.Which best describes you

Other	Count	Row							
		Office	Shop	Mainten nce	Outdoors /field	Flight- line	Ship	Clinic/ 7	
Hospital	Col Pct	1	2	3	4	5	6	8	
RE117D	Total								8
1	2108	6004	1197	1907	6170	976	81	538	
Strongly Disagree	2.4	2.1	1.9	2.5	4.6	2.1	2.8	1.3	
2	9478	33837	7559	8680	18764	4046	416	5290	
Disagree	10.9	11.6	11.9	11.2	14.0	8.6	14.1	12.9	
3	36167	112222	21984	24708	46033	14914	794	15112	
Neither Agree no	41.5	38.3	34.6	32.0	34.4	31.8	26.9	36.8	
4	33267	118894	27383	35737	52172	22059	1423	17202	
Agree	38.2	40.6	43.1	46.3	39.0	47.1	48.3	41.9	
5	6112	21761	5346	6198	10637	4837	231	2874	
Strongly Agree	7.0	7.4	8.4	8.0	8.0	10.3	7.9	7.0	
Column	87133	292719	63469	77230	133777	46833	2946	41017	
Total	745123	39.3	8.5	10.4	18.0	6.3	.4	5.5	
	11.7	100.0							

Number of Missing Observations: 47105

RE117E How much do you agree or disagree by RE118.Which best describes you

Other	Count	Row							
		Office	Shop	Mainten nce	Outdoors /field	Flight- line	Ship	Clinic/ 7	
Hospital	Col Pct	1	2	3	4	5	6	8	
RE117E	Total								8
1	2013	4090	1389	1748	4520	558	176	582	
Strongly Disagree	2.3	1.4	2.2	2.3	3.4	1.2	6.0	1.4	
2	3369	10719	3083	4571	8089	1302	171	2155	
Disagree	3.9	3.7	4.8	5.9	6.0	2.8	5.8	5.2	
3	26795	81569	12859	16267	38775	8257	464	11619	
Neither Agree no	30.7	27.8	20.1	21.0	28.9	17.6	15.7	28.0	

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
39605	355458	141470	30742	38345	59798	24035	1621   19842
45.3	47.5	48.2	48.1	49.4	44.6	51.2	55.0   47.7
15599	147139	55499	15865	16612	22876	12816	517   7356
17.9	19.7	18.9	24.8	21.4	17.1	27.3	17.5   17.7
Column Total	293348	63938	77543	134058	46968	2949	41554
87381	747738	39.2	8.6	10.4	17.9	6.3	.4   5.6
11.7	100.0						

Number of Missing Observations: 44490

RE117F How much do you agree or disagree by RE118.Which best describes you

Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
40784	303158	120361	25235	27391	57246	14896	1020   16227
46.8	40.6	41.2	39.6	35.3	42.5	31.7	34.9   39.5
28143	283945	111353	26534	34366	45633	21693	868   15354
32.3	38.0	38.1	41.6	44.3	33.9	46.2	29.7   37.4
6419	65087	25186	6513	7110	9135	6735	256   3733
7.4	8.7	8.6	10.2	9.2	6.8	14.3	8.8   9.1
Column Total	292354	63735	77642	134715	46962	2921	41063
87069	746461	39.2	8.5	10.4	18.0	6.3	.4   5.5
11.7	100.0						

Number of Missing Observations: 45767

RE117G How much do you agree or disagree by RE118.Which best describes you

Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
29610	206770	78656	15871	19077	39722	10293	595   12946
34.3	27.8	26.9	24.9	24.6	29.6	22.1	20.4   31.5
17162	142325	53740	12498	17152	28196	6791	541   6245
19.9	19.1	18.4	19.6	22.1	21.0	14.6	18.5   15.2
3126	31612	12045	2778	3568	5520	2044	158   2373
3.6	4.2	4.1	4.4	4.6	4.1	4.4	5.4   5.8
Column Total	292115	63734	77592	134145	46607	2918	41093
86430	744634	39.2	8.6	10.4	18.0	6.3	.4   5.5
11.6	100.0						

Number of Missing Observations: 47594

RE117H How much do you agree or disagree by RE118.Which best describes you

Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
23428	239477	94076	22944	26858	38358	20032	722   13059
26.9	32.1	32.2	36.2	34.7	28.5	42.7	24.7   31.8
39221	278589	111847	19596	24422	51765	13033	1216   17488
45.1	37.4	38.3	30.9	31.5	38.5	27.8	41.7   42.5
15578	139073	55003	12473	15900	26644	6212	507   6757
17.9	18.7	18.8	19.7	20.5	19.8	13.2	17.4   16.4
Column Total	291958	63445	77408	134576	46891	2918	41115
87010	745321	39.2	8.5	10.4	18.1	6.3	.4   5.5
11.7	100.0						

Number of Missing Observations: 46908

RE117I How much do you agree or disagree by RE118.Which best describes you

Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
5892	53189	19699	4059	6195	11375	2712	156   3101
6.8	7.1	6.8	6.4	8.0	8.5	5.8	5.4   7.5
22131	139707	53330	9803	13364	26070	6247	348   8415
25.5	18.8	18.3	15.4	17.3	19.4	13.4	11.9   20.5
36848	364084	147563	32591	40045	61805	23864	1745   19623
42.4	48.9	50.6	51.2	51.7	45.9	51.0	59.8   47.7
Column Total	291466	63699	77429	134601	46771	2916	41107
86919	744908	39.1	8.6	10.4	18.1	6.3	.4   5.5
11.7	100.0						

Number of Missing Observations: 47320

RE117J How much do you agree or disagree by RE118.Which best describes you

Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
3404	25208	6647	1648	2922	8193	1179	164   1050
3.9	3.4	2.3	2.6	3.8	6.1	2.5	5.7   2.6
3838	41857	14520	3294	5034	10800	2130	598   1642
4.4	5.6	5.0	5.2	6.5	8.0	4.6	20.6   4.0

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

24751	162968	3	63424	11476	14905	31437	6802	425	9747
Neither Agree	no		21.8	18.0	19.3	23.4	14.6	14.6	23.8
28.5	21.9								
38498	360532	4	144885	33377	37789	60442	23925	1223	20393
Agree			49.7	52.4	48.9	45.0	51.2	42.1	49.8
44.3	48.4								
16328	153632	5	61881	13950	16657	23550	12659	496	8111
Strongly Agree			21.2	21.9	21.5	17.5	27.1	17.1	19.8
18.8	20.6								
86819	744196	Column	291358	63744	77306	134422	46696	2907	40944
11.7	100.0	Total	39.2	8.6	10.4	18.1	6.3	.4	5.5

Number of Missing Observations: 48032

RE117K How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117K	Col Pct								
8	Total								
1	810	151	249	845	37	7	91		
Strongly Disagree		.3	.2	.3	.6	.1	.2	.2	
577	2768								
1.0	6409								
Disagree		.8	.4	1.6	.9	.6	.2	.4	
880	6409								
1.0	.9								
13518	75459	3	31263	4151	6119	12836	2839	312	4421
Neither Agree	no		10.7	6.5	7.9	9.6	6.1	10.8	10.6
15.6	10.1								
45985	429967	4	176064	37728	45115	71925	25878	1662	25611
Agree			60.3	59.2	58.3	53.8	55.2	57.5	61.6
53.1	57.7								
25719	230327	5	81668	21419	24710	46759	17830	905	11318
Strongly Agree			28.0	33.6	31.9	35.0	38.0	31.3	27.2
29.7	30.9								
86679	744931	Column	292113	63722	77447	133597	46882	2891	41598
11.6	100.0	Total	39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 47297

RE117L How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117L	Col Pct								
8	Total								
1	68945	13404	16909	23960	13573	465	9063		
Strongly Disagree		23.6	21.0	21.9	17.9	29.1	15.8	21.8	
15003	161321								
17.3	21.7								
40530	363507	2	146150	32907	37383	59807	23712	1184	21833
Disagree			50.1	51.6	48.3	44.8	50.9	40.4	52.6
46.8	48.8								
24787	164712	3	59902	12766	16151	35717	6072	1015	8302
Neither Agree	no		20.5	20.0	20.9	26.7	13.0	34.6	20.0
28.6	22.1								
4446	41324	4	13441	3674	5470	10141	2294	255	1604
Agree			4.6	5.8	7.1	7.6	4.9	8.7	3.9
5.1	5.6								
1804	13284	5	3426	1056	1451	3902	933	13	699
Strongly Agree			1.2	1.7	1.9	2.9	2.0	.5	1.7
2.1	1.8								
86569	744148	Column	291864	63808	77363	133527	46584	2932	41501

11.6 100.0 Total 39.2 8.6 10.4 17.9 6.3 .4 5.6

Number of Missing Observations: 48080

RE117M How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117M	Col Pct								
8	Total								
1	5438	1378	1458	3839	454	122	1172		
Strongly Disagree		1.9	2.2	1.9	2.9	1.0	4.2	2.8	
1901	15763								
2.2	2.1								
6074	62376	2	25849	4388	7476	12664	3320	214	2391
Disagree			8.9	6.9	9.7	9.5	7.1	7.3	5.7
7.0	8.4								
32784	247251	3	105266	18875	24791	41970	10934	549	12083
Neither Agree	no		36.1	29.6	32.1	31.4	23.4	18.7	29.0
38.0	33.2								
35002	323911	4	125398	30003	33573	56925	22723	1686	18601
Agree			43.0	47.1	43.4	42.6	48.6	57.4	44.7
40.6	43.5								
10550	94782	5	29934	9074	10042	18162	9294	365	7361
Strongly Agree			10.3	14.2	13.0	13.6	19.9	12.4	17.7
12.2	12.7								
86310	744084	Column	291885	63718	77341	133560	46725	2937	41608
11.6	100.0	Total	39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 48145

RE117N How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117N	Col Pct								
8	Total								
1	5571	1097	1822	6313	633	143	777		
Strongly Disagree		1.9	1.7	2.4	4.7	1.4	5.0	1.9	
2480	18835								
2.9	2.5								
7160	63286	2	24208	4719	6976	15250	1773	257	2945
Disagree			8.3	7.4	9.0	11.4	3.8	9.0	7.2
8.3	8.5								
39814	267775	3	96772	22783	26745	51143	11398	1371	17750
Neither Agree	no		33.2	35.9	34.7	38.4	24.4	48.2	43.3
46.1	36.1								
29240	305258	4	129075	27618	31853	49348	23103	798	14223
Agree			44.2	43.5	41.3	37.0	49.5	28.0	34.7
33.8	41.1								
7734	87422	5	36105	7257	9781	11255	9732	277	5280
Strongly Agree			12.4	11.4	12.7	8.4	20.9	9.7	12.9
8.9	11.8								
86427	742576	Column	291731	63474	77176	133309	46638	2846	40975
11.6	100.0	Total	39.3	8.5	10.4	18.0	6.3	.4	5.5

Number of Missing Observations: 49652

RE117O How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
RE117O	Col Pct							
8	Total							
1	5265	1622	2539	6211	685	10	575	
Strongly Disagree		1.8	2.6	3.3	4.7	1.5	.3	1.4
2690	19598							
3.1	2.6							

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

		2	3	4	5	6	7	8	9	10
5634	51688	17358	4342	6392	13666	1910	630	1757		
Disagree		6.0	6.8	8.4	10.3	4.1	21.4	4.3		
6.5	7.0									
45005	327764	131272	26373	30810	59659	12817	986	20841		
Neither	Agree no	45.1	41.6	40.4	44.9	27.4	33.6	50.4		
52.2	44.3									
25371	259688	104323	24583	27549	42468	20709	983	13701		
Agree		35.9	38.7	36.1	32.0	44.3	33.5	33.2		
29.4	35.1									
7493	81890	32624	6526	8979	10846	10652	326	4445		
Strongly	Agree	11.2	10.3	11.8	8.2	22.8	11.1	10.8		
8.7	11.1									
86193	740629	290842	63447	76269	132850	46772	2935	41319		
Column	Total	39.3	8.6	10.3	17.9	6.3	.4	5.6		
11.6	100.0									

Number of Missing Observations: 51599

RE117P How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other					nce	/field	line		
Hospital	Row	1	2	3	4	5	6	7	
8	Col Pct								
8	Total								
4888	54840	21578	5021	6099	9578	5187	191	2298	
Strongly	Disagree	7.4	7.9	7.9	7.2	11.1	6.7	5.6	
5.7	7.4								
21721	226687	92175	20450	23015	38752	17290	750	12534	
Disagree		31.8	32.2	29.8	29.1	37.0	26.3	30.3	
25.2	30.6								
42132	295867	116506	22813	29937	50458	13884	1301	18837	
Neither	Agree no	40.2	35.9	38.8	37.9	29.7	45.7	45.6	
48.9	39.9								
14016	136208	49586	13460	15244	28666	8238	437	6560	
Agree		17.1	21.2	19.7	21.5	17.6	15.3	15.9	
16.3	18.4								
3361	27487	10284	1766	2946	5750	2095	170	1116	
Strongly	Agree	3.5	2.8	3.8	4.3	4.5	6.0	2.7	
3.9	3.7								
86118	741090	290129	63510	77241	133203	46694	2850	41345	
Column	Total	39.1	8.6	10.4	18.0	6.3	.4	5.6	
11.6	100.0								

Number of Missing Observations: 51138

RE117Q How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other					nce	/field	line		
Hospital	Row	1	2	3	4	5	6	7	
8	Col Pct								
8	Total								
834	3264	918	128	286	793	119	115	71	
Strongly	Disagree	.3	.2	.4	.6	.3	4.0	.2	
1.0	.4								
1357	12831	6058	720	1139	2630	276	22	629	
Disagree		2.1	1.1	1.5	2.0	.6	.8	1.5	
1.6	1.7								
15695	106210	45179	6655	8195	20138	2765	172	7412	
Neither	Agree no	15.6	10.4	10.7	15.1	5.9	6.0	17.9	
18.2	14.3								
51310	463218	184484	42412	48477	82447	27331	2016	24739	
Agree		63.6	66.6	63.0	61.8	58.5	70.7	59.9	
59.5	62.5								

17031	155538	5	53272	13779	18829	27430	16224	527	8445
Strongly	Agree	18.4	21.6	24.5	20.6	34.7	18.5	20.4	
19.8	21.0								

86228	741062	Column	289911	63694	76926	133438	46715	2853	41296
11.6	100.0	Total	39.1	8.6	10.4	18.0	6.3	.4	5.6

Number of Missing Observations: 51166

RE117R How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other					nce	/field	line		
Hospital	Row	1	2	3	4	5	6	7	
8	Col Pct								
8	Total								
1215	8063	2340	536	1011	2325	330	141	166	
Strongly	Disagree	.8	.8	1.3	1.8	.7	5.0	.4	
1.4	1.1								
2450	21714	6743	2238	2801	5440	943	69	1031	
Disagree		2.3	3.5	3.7	4.1	2.0	2.5	2.5	
2.9	2.9								

24449	174630	73129	10997	15722	33330	5862	373	10766	
Neither	Agree no	25.4	17.3	20.5	25.3	12.6	13.2	26.5	
28.5	23.7								
45045	402576	159960	37637	41653	69256	25584	1792	21649	
Agree		55.5	59.2	54.4	52.5	54.9	63.5	53.3	
52.5	54.7								
12705	129083	46067	12123	15347	21527	13847	445	7021	
Strongly	Agree	16.0	19.1	20.1	16.3	29.7	15.8	17.3	
14.8	17.5								
85864	736065	Column	288239	63532	76533	131877	46565	2820	40634
11.7	100.0	Total	39.2	8.6	10.4	17.9	6.3	.4	5.5

Number of Missing Observations: 56163

RE117S How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other					nce	/field	line		
Hospital	Row	1	2	3	4	5	6	7	
8	Col Pct								
8	Total								
862	6712	1876	403	853	2085	278	61	294	
Strongly	Disagree	.6	.6	1.1	1.6	.6	2.2	.7	
1.0	.9								
1961	16884	4862	1371	2507	4707	774	49	653	
Disagree		1.7	2.2	3.3	3.5	1.7	1.7	1.6	
2.3	2.3								
99641	13654	99641	13654	16289	41697	6499	973	11643	
34001	224398	34.5	21.5	21.2	31.4	14.0	34.6	28.2	
39.5	30.4								
37319	364628	135902	35802	42601	63844	26766	1194	21200	
Agree		47.1	56.5	55.4	48.1	57.6	42.5	51.3	
43.3	49.4								
12004	125912	46470	12190	14620	20409	12162	534	7524	
Strongly	Agree	16.1	19.2	19.0	15.4	26.2	19.0	18.2	
13.9	17.0								
86147	738534	Column	288751	63419	76869	132743	46479	2811	41315
11.7	100.0	Total	39.1	8.6	10.4	18.0	6.3	.4	5.6

Number of Missing Observations: 53694

RE117T How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other					nce	/field	line		
Hospital	Row	1	2	3	4	5	6	7	

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

8		Col Pct Total	1	2	3	4	5	6	7
RE117T									
1		4194	1114	1639	4410	439	70	597	
1871	14333	Strongly Disagree	1.5	1.8	2.1	3.3	.9	2.5	1.4
2.2	1.9								
2									
2		15317	3088	5344	11299	2467	124	2344	
4922	44905	Disagree	5.3	4.9	6.9	8.5	5.3	4.4	5.7
5.7	6.1								
3									
3		97746	17875	22222	48223	9239	1228	14073	
36356	246962	Neither Agree no	33.9	28.2	28.9	36.5	19.8	43.2	34.0
42.3	33.5								
4									
4		133256	31803	36147	54013	24125	1033	18976	
33831	333184	Agree	46.2	50.3	47.0	40.8	51.7	36.3	45.9
39.3	45.2								
5									
5		37758	9399	11603	14349	10370	390	5377	
9028	98273	Strongly Agree	13.1	14.9	15.1	10.8	22.2	13.7	13.0
10.5	13.3								
Column Total		288271	63279	76954	132292	46640	2845	41368	
86008	737657	Total	39.1	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 54571

RE117U How much do you agree or disagree by RE118.Which best describes you

Count		Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital		Row							
8		Col Pct Total	1	2	3	4	5	6	7
RE117U									
1		17384	4233	4711	7127	2798	193	2213	
4283	42941	Strongly Disagree	6.0	6.7	6.1	5.4	6.0	6.7	5.4
5.0	5.8								
2									
2		73035	15624	18427	26248	14437	538	10869	
19942	179120	Disagree	25.2	24.6	24.0	19.9	30.9	18.8	26.5
23.2	24.2								
3									
3		143683	28637	34849	63235	18160	1549	19457	
47432	357003	Neither Agree no	49.5	45.1	45.3	47.8	38.9	54.0	47.4
55.1	48.3								
4									
4		45141	11577	15253	26965	8602	465	6735	
10672	125409	Agree	15.6	18.2	19.8	20.4	18.4	16.2	16.4
12.4	17.0								
5									
5		10776	3471	3633	8651	2716	125	1796	
3806	34974	Strongly Agree	3.7	5.5	4.7	6.5	5.8	4.4	4.4
4.4	4.7								
Column Total		290019	63541	76873	132226	46713	2871	41070	
86134	739447	Total	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.6	100.0								

Number of Missing Observations: 52781

RE117V How much do you agree or disagree by RE118.Which best describes you

Count		Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital		Row							
8		Col Pct Total	1	2	3	4	5	6	7
RE117V									
1		14200	3002	4257	4597	3133	135	1397	
3814	34534	Strongly Disagree	4.9	4.7	5.5	3.5	6.7	4.7	3.4
4.4	4.7								
2									
2		74228	16190	20607	28424	14033	645	11873	
19641	185641	Disagree	25.7	25.5	26.8	21.4	30.1	22.6	28.9
22.8	25.1								
3									
3		141511	29734	35749	62585	19661	1334	20960	
47404	358938	Neither Agree no	48.9	46.8	46.5	47.2	42.2	46.7	51.0
55.1	48.6								

Count		Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital		Row							
8		Col Pct Total	1	2	3	4	5	6	7
RE117W									
4		50348	12437	13372	30095	8094	645	5731	
12142	132864	Agree	17.4	19.6	17.4	22.7	17.4	22.6	14.0
14.1	18.0								
5									
5		8834	2136	2825	6824	1712	100	1116	
3044	26590	Strongly Agree	3.1	3.4	3.7	5.1	3.7	3.5	2.7
3.5	3.6								
Column Total		289122	63499	76810	132524	46633	2859	41076	
86044	738568	Total	39.1	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 53661

RE117W How much do you agree or disagree by RE118.Which best describes you

Count		Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital		Row							
8		Col Pct Total	1	2	3	4	5	6	7
RE117W									
1		3125	795	1110	3021	374	60	611	
1470	10565	Strongly Disagree	1.1	1.3	1.5	2.3	.8	2.1	1.5
1.7	1.4								
2									
2		8477	1419	3250	6192	1238	171	2216	
3005	25968	Disagree	2.9	2.2	4.2	4.7	2.7	6.0	5.4
3.5	3.5								
3									
3		111287	16281	19933	40842	8900	709	14616	
35127	247696	Neither Agree no	38.5	25.7	26.1	30.8	19.2	24.7	35.6
40.8	33.6								
4									
4		137401	37006	41453	67381	25937	1625	20025	
36883	367709	Agree	47.5	58.5	54.2	50.9	55.9	56.6	48.8
42.9	49.8								
5									
5		28857	7743	10730	14995	9932	306	3596	
9570	85729	Strongly Agree	10.0	12.2	14.0	11.3	21.4	10.6	8.8
11.1	11.6								
Column Total		289147	63245	76475	132430	46379	2871	41063	
86055	737666	Total	39.2	8.6	10.4	18.0	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 54562

RE117X How much do you agree or disagree by RE118.Which best describes you

Count		Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital		Row							
8		Col Pct Total	1	2	3	4	5	6	7
RE117X									
1		4843	1154	2358	4351	407	58	560	
1853	15583	Strongly Disagree	1.7	1.8	3.1	3.3	.9	2.0	1.4
2.2	2.1								
2									
2		15013	3374	5032	9292	1755	121	2675	
5224	42486	Disagree	5.2	5.3	6.6	7.1	3.8	4.2	6.5
6.1	5.8								
3									
3		180800	27683	30742	78473	18926	1015	25913	
56333	419886	Neither Agree no	62.9	43.9	40.5	59.6	40.7	35.5	63.3
65.7	57.2								
4									
4		68661	23614	28086	31859	18292	1270	9624	
16774	198179	Agree	23.9	37.4	37.0	24.2	39.4	44.5	23.5
19.6	27.0								
5									
5		18139	7293	9663	7742	7065	392	2171	
5526	57991	Strongly Agree	6.3	11.6	12.7	5.9	15.2	13.7	5.3
6.4	7.9								
Column Total		287456	63118	75880	131717	46444	2856	40943	
85709	734125	Total	39.2	8.6	10.3	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 58103

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

RE117Y How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Col Pct	Row	1	2	3	4	5	6	7
RE117Y	8	Total							
2723 Strongly Disagree	20438 Disagree	1	6833	1494	2265	5738	524	153	709
3.2	2.8		2.4	2.4	3.0	4.3	1.1	5.3	1.7
7536 Disagree	68840 Disagree	2	29885	4700	6564	14205	1451	163	4336
8.8	9.4		10.4	7.4	8.6	10.8	3.1	5.7	10.6
38176 Neither Agree no	257521 Agree no	3	108993	16852	21912	49145	8573	675	13194
44.7	35.0		37.8	26.7	28.7	37.2	18.5	23.5	32.1
27811 Agree	291066 Agree	4	111520	27448	32594	48910	24096	1401	17285
32.5	39.5		38.6	43.4	42.7	37.0	52.0	48.8	42.1
9233 Strongly Agree	98236 Agree	5	31439	12691	13074	14075	11689	480	5556
10.8	13.3		10.9	20.1	17.1	10.7	25.2	16.7	13.5
85478 Column Total	736100 Total		288671	63185	76409	132073	46334	2871	41080
11.6	100.0		39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 56128

RE117Z How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Col Pct	Row	1	2	3	4	5	6	7
RE117Z	8	Total							
1875 Strongly Disagree	14010 Disagree	1	4103	761	1354	4533	628	115	641
2.2	1.9		1.4	1.2	1.8	3.4	1.3	4.0	1.6
3348 Disagree	29291 Disagree	2	9228	2216	3340	7897	1715	169	1377
3.9	4.0		3.2	3.5	4.4	6.0	3.7	5.9	3.4
25272 Neither Agree no	172034 Agree no	3	65638	11583	16683	33841	8154	487	10375
29.7	23.4		22.7	18.3	21.8	25.6	17.5	17.0	25.3
40876 Agree	378752 Agree	4	151110	34983	40477	63615	24552	1617	21521
48.0	51.4		52.3	55.4	52.8	48.2	52.6	56.5	52.4
13788 Strongly Agree	142263 Agree	5	58733	13651	14803	22081	11585	471	7151
16.2	19.3		20.3	21.6	19.3	16.7	24.8	16.5	17.4
85158 Column Total	736350 Total		288813	63194	76657	131968	46634	2860	41065
11.6	100.0		39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 55878

RE117AA How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Col Pct	Row	1	2	3	4	5	6	7
RE117AA	8	Total							
6342 Strongly Disagree	66707 Disagree	1	27390	5326	7256	10395	6602	260	3138
7.4	9.1		9.5	8.4	9.5	7.9	14.2	9.1	7.8
29313 Strongly Agree	298282 Agree	2	121397	27546	33065	46948	21560	810	17643

Disagree	34.3	40.5	42.0	43.4	43.2	35.6	46.2	28.2	43.6
40263 Neither Agree no	288799 Agree no	3	112725	22392	26364	55266	14060	1220	16509
47.0	39.2		39.0	35.3	34.4	41.9	30.2	42.5	40.8
7553 Agree	67891 Agree	4	22776	6849	7982	16030	3783	498	2421
8.8	9.2		7.9	10.8	10.4	12.1	8.1	17.4	6.0
2114 Strongly Agree	14722 Agree	5	4599	1286	1876	3396	612	81	758
2.5	2.0		1.6	2.0	2.5	2.6	1.3	2.8	1.9
85584 Column Total	736400 Total		288887	63399	76542	132034	46617	2868	40468
11.6	100.0		39.2	8.6	10.4	17.9	6.3	.4	5.5

Number of Missing Observations: 55828

RE117AB How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Col Pct	Row	1	2	3	4	5	6	7
RE117AB	8	Total							
5848 Strongly Disagree	53647 Disagree	1	21015	3890	6131	7884	4937	356	3586
6.8	7.3		7.3	6.2	8.0	6.0	10.6	12.4	8.8
20547 Disagree	218156 Disagree	2	88494	20621	22191	33321	18300	1127	13556
24.0	29.6		30.7	32.6	29.1	25.2	39.3	39.3	33.1
45077 Neither Agree no	325975 Agree no	3	127925	25249	32003	60947	16165	736	17873
52.6	44.3		44.3	39.9	41.9	46.2	34.7	25.7	43.7
11298 Agree	113258 Agree	4	43288	11185	12893	23410	5801	554	4828
13.2	15.4		15.0	17.7	16.9	17.7	12.4	19.3	11.8
2933 Strongly Agree	25274 Agree	5	7827	2281	3164	6495	1398	92	1083
3.4	3.4		2.7	3.6	4.1	4.9	3.0	3.2	2.6
85704 Column Total	736311 Total		288548	63227	76382	132057	46602	2866	40926
11.6	100.0		39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 55917

RE117AC How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Col Pct	Row	1	2	3	4	5	6	7
RE117AC	8	Total							
1908 Strongly Disagree	15576 Disagree	1	4560	1390	1937	4802	411	79	489
2.2	2.1		1.6	2.2	2.5	3.6	.9	2.8	1.2
4219 Disagree	42366 Disagree	2	15058	2766	5079	11146	1949	128	2021
4.9	5.8		5.2	4.4	6.7	8.5	4.2	4.5	4.9
48640 Neither Agree no	357994 Agree no	3	139971	28202	34117	68455	17721	1445	19444
56.8	48.7		48.6	44.7	44.8	52.0	38.2	51.1	47.6
24207 Agree	255971 Agree	4	103340	24674	28034	38331	20804	899	15680
28.3	34.8		35.9	39.1	36.8	29.1	44.8	31.8	38.4
6624 Strongly Agree	62875 Agree	5	25281	6035	6931	8956	5545	276	3227
7.7	8.6		8.8	9.6	9.1	6.8	11.9	9.8	7.9

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

85597	Column 734783	288210	63067	76099	131691	46431	2828	40861
11.6	100.0	39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 57445

RE117AD How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
Col Pct	Total							

RE117AD	8	1	5063	991	2073	6230	1085	128	682
2486	18738	1.8	1.6	2.7	4.7	2.3	4.5	1.7	2.6
Strongly Disagree	2.9								

RE117AD	2	13647	3332	4639	9824	2106	92	1782	
4372	39792	4.8	5.3	6.1	7.5	4.5	3.2	4.4	
Disagree	5.1								
Strongly Disagree	5.4								

RE117AD	3	94492	16521	24362	47294	11690	1213	13786	
34325	243683	32.9	26.2	32.1	36.0	25.2	42.4	33.7	
Neither Agree no	40.3								
Strongly Disagree	33.3								

RE117AD	4	133919	32921	34954	52396	23403	982	19852	
33778	332205	46.6	52.3	46.1	39.9	50.4	34.3	48.5	
Agree	39.7								
Strongly Disagree	45.4								

RE117AD	5	39972	9233	9873	15470	8137	446	4831	
10141	98103	13.9	14.7	13.0	11.8	17.5	15.6	11.8	
Strongly Agree	11.9								
Disagree	13.4								

85102	Column 732521	287093	62998	75900	131213	46421	2861	40933
11.6	100.0	39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 59707

RE117AE How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
Col Pct	Total							

RE117AE	8	1	2886	841	1105	3250	296	61	251
1608	10299	1.0	1.3	1.5	2.5	.6	2.1	.6	1.4
Strongly Disagree	1.9								
Disagree	1.4								

RE117AE	2	11270	2371	3555	7948	1160	166	1771	
3558	31799	3.9	3.8	4.7	6.1	2.5	5.8	4.3	
Disagree	4.2								
Strongly Disagree	4.3								

RE117AE	3	101618	16315	21260	45765	10161	689	14696	
35519	246024	35.4	25.9	28.1	35.0	21.9	24.1	36.0	
Neither Agree no	41.6								
Strongly Disagree	33.6								

RE117AE	4	135991	34595	38542	58456	25328	1627	19482	
35134	349154	47.4	54.9	51.0	44.6	54.6	56.9	47.7	
Agree	41.2								
Strongly Disagree	47.7								

RE117AE	5	35361	8865	11181	15513	9435	317	4612	
9544	94827	12.3	14.1	14.8	11.8	20.3	11.1	11.3	
Strongly Agree	11.2								
Disagree	13.0								

85363	Column 732104	287127	62988	75643	130931	46380	2860	40812
11.7	100.0	39.2	8.6	10.3	17.9	6.3	.4	5.6

Number of Missing Observations: 60124

RE117AF How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
Col Pct	Total							

RE117AF	8	1	35361	8865	11181	15513	9435	317	4612
9544	94827	12.3	14.1	14.8	11.8	20.3	11.1	11.3	13.0
Strongly Agree	11.2								
Disagree	13.0								

5803	61749	1	20362	7309	9012	9860	5979	218	3207
Strongly Disagree	8.4	7.1	11.6	11.9	7.5	12.9	7.6	7.9	8.4
Disagree	8.4								
Strongly Disagree	8.4								

RE117AD	2	98589	27124	27879	41664	20049	827	14383	
26189	256703	34.3	43.0	36.9	31.8	43.3	28.6	35.4	
Disagree	30.7								
Strongly Disagree	35.1								

RE117AD	3	130592	18164	24681	53107	13254	1268	17422	
40440	298929	45.5	28.8	32.6	40.5	28.6	43.9	42.9	
Neither Agree no	47.4								
Strongly Disagree	40.8								

RE117AD	4	31291	7713	11010	21246	5323	459	4872	
10440	92354	10.9	12.2	14.6	16.2	11.5	15.9	12.0	
Agree	12.2								
Strongly Disagree	12.6								

RE117AD	5	6318	2700	3057	5298	1682	119	751	
2533	22458	2.2	4.3	4.0	4.0	3.6	4.1	1.8	
Strongly Agree	3.0								
Disagree	3.1								

85405	Column 732193	287151	63010	75639	131176	46287	2891	40635
11.7	100.0	39.2	8.6	10.3	17.9	6.3	.4	5.5

Number of Missing Observations: 60035

RE117AG How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
Col Pct	Total							

RE117AG	8	1	4586	1338	2222	5050	558	78	496
1921	16247	1.6	2.1	2.9	3.9	1.2	2.8	1.2	2.2
Strongly Disagree	2.3								
Disagree	2.2								

RE117AG	2	21146	4198	6255	13342	2307	205	3016	
6965	57433	7.4	6.7	8.3	10.2	5.0	7.2	7.4	
Disagree	8.2								
Strongly Disagree	7.9								

RE117AG	3	131854	26549	32227	64986	15164	1369	19398	
48750	340295	46.0	42.3	42.6	49.8	32.8	48.5	47.6	
Neither Agree no	57.3								
Strongly Disagree	46.6								

RE117AG	4	104694	25413	28511	39518	21325	924	14519	
22481	257383	36.5	40.5	37.7	30.3	46.1	32.7	35.6	
Agree	26.4								
Strongly Disagree	35.2								

RE117AG	5	24378	5229	6391	7703	6879	250	3334	
4970	59134	8.5	8.3	8.5	5.9	14.9	8.8	8.2	
Strongly Agree	5.8								
Disagree	8.1								

85087	Column 730494	286657	62726	75606	130599	46233	2824	40762
11.6	100.0	39.2	8.6	10.4	17.9	6.3	.4	5.6

Number of Missing Observations: 61735

RE117AH How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
Col Pct	Total							

RE117AH	8	1	7359	1735	2347	7436	989	106	986
2616	23573	2.6	2.8	3.1	5.7	2.1	3.7	2.4	3.2
Strongly Disagree	3.1								
Disagree	3.2								

RE117AH	2	27686	5062	7187	14991	4578	122	4781	
7457	71863	9.7	8.1	9.5	11.5	9.9	4.3	11.8	
Disagree	8.7								
Strongly Disagree	9.9								

RE117AH	3	148711	29698	37089	72998	18524	1596	20598	
51556	380771	52.1	47.3	49.1	56.0	40.2	55.7	50.7	
Neither Agree no	60.4								
Strongly Disagree	52.2								

RE117AH	4	78855	21586	22290	28160	16047	770	11558	
18570	197835								

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Agree	21.8	27.1	27.6	34.4	29.5	21.6	34.8	26.9	28.5
5097	55281	23038	4746	6662	6878	5919	271	2670	
Strongly Agree	6.0	7.6	8.1	7.6	8.8	5.3	12.9	9.4	6.6
Column Total	285649	62827	75574	130464	46058	2866	40592		
85295	729324	39.2	8.6	10.4	17.9	6.3	.4	5.6	
11.7	100.0								

Number of Missing Observations: 62904

RE117AI How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117AI	Col Pct								
8	Total								
5749	66749	25875	7010	8435	9268	6163	210	4039	
Strongly Disagree	6.7	9.1	9.0	11.2	11.2	7.1	13.4	7.2	9.9

24907	261767	105877	25924	28287	39432	20521	1403	15416	
Disagree	29.2	35.8	36.9	41.3	37.4	30.2	44.5	48.4	37.9

43942	309536	125247	22098	27317	58751	14065	872	17244	
Neither Agree no	51.6	42.4	43.7	35.2	36.1	45.0	30.5	30.1	42.4

8612	74223	24235	6182	9411	17739	4357	344	3343	
Agree	10.1	10.2	8.5	9.8	12.5	13.6	9.5	11.9	8.2

2007	18367	5525	1610	2135	5430	966	72	622	
Strongly Agree	2.4	2.5	1.9	2.6	2.8	4.2	2.1	2.5	1.5

Column Total	286760	62823	75584	130620	46072	2901	40665	
85217	730642	39.2	8.6	10.3	17.9	6.3	.4	5.6
11.7	100.0							

Number of Missing Observations: 61586

RE117AJ How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
RE117AJ	Col Pct							
8	Total							
1048	8275	2260	576	1321	2356	480		234
Strongly Disagree	1.2	1.1	.8	.9	1.7	1.8	1.0	.6

3797	36796	10807	3323	4505	9927	2364	65	2009	
Disagree	4.5	5.0	3.8	5.3	5.9	7.6	5.1	2.2	4.9

44231	325319	127854	25849	32176	58502	15707	935	20064	
Neither Agree no	51.9	44.5	44.6	41.2	42.4	44.6	34.1	32.1	49.3

31053	303309	121935	28283	31648	51558	21733	1686	15413	
Agree	36.5	41.5	42.6	45.1	41.7	39.3	47.2	57.9	37.9

5039	57242	23703	4638	6256	8687	5727	225	2967	
Strongly Agree	5.9	7.8	8.3	7.4	8.2	6.6	12.4	7.7	7.3

Column Total	286559	62670	75905	131030	46011	2911	40687	
85168	730941	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0							

Number of Missing Observations: 61288

RE117AK How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
RE117AK	Col Pct							
8	Total							

1602	11135	2949	911	1369	3256	342	121	583	
Strongly Disagree	1.9	1.5	1.0	1.5	1.8	2.5	.7	4.2	1.4

3955	36006	12290	2831	4411	8654	1677	163	2025	
Disagree	4.7	4.9	4.3	4.5	5.8	6.6	3.6	5.7	5.0

35496	259076	111404	17425	21999	46924	10412	572	14843	
Neither Agree no	41.7	35.5	38.9	27.8	29.1	35.9	22.5	19.8	36.5

35731	341454	130745	33040	38209	58117	25105	1720	18789	
Agree	42.0	46.8	45.6	52.7	50.6	44.5	54.3	59.6	46.2

8260	82609	29182	8494	9592	13657	8665	310	4449	
Strongly Agree	9.7	11.3	10.2	13.5	12.7	10.5	18.8	10.7	10.9

Column Total	286570	62701	75581	130608	46201	2886	40689	
85044	730281	39.2	8.6	10.3	17.9	6.3	.4	5.6
11.6	100.0							

Number of Missing Observations: 61947

RE117AL How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117AL	Col Pct								
8	Total								
6228	67460	29695	6373	6510	9406	5983	184	3081	
Strongly Disagree	7.3	9.2	10.4	10.2	8.6	7.2	13.0	6.3	7.6

22683	236649	98896	22631	23287	35947	17262	1179	14765	
Disagree	26.7	32.4	34.5	36.2	30.8	27.5	37.4	40.6	36.3

44872	323725	126323	23926	32881	59951	16239	1018	18515	
Neither Agree no	52.8	44.3	44.1	38.3	43.5	45.9	35.2	35.0	45.5

8058	76235	24958	7410	9346	17922	4585	437	3519	
Agree	9.5	10.4	8.7	11.8	12.4	13.7	9.9	15.0	8.6

3105	25883	6527	2198	3607	7436	2122	88	801	
Strongly Agree	3.7	3.5	2.3	3.5	4.8	5.7	4.6	3.0	2.0

Column Total	286399	62539	75631	130662	46190	2907	40680	
84945	729953	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.6	100.0							

Number of Missing Observations: 62275

RE117AM How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117AM	Col Pct								
8	Total								
2186	21656	6013	1477	2514	7562	807	161	934	
Strongly Disagree	2.6	3.0	2.1	2.4	3.3	5.8	1.7	5.6	2.3

6789	55198	18053	4416	6097	14531	2666	131	2516	
Disagree	8.0	7.6	6.3	7.0	8.1	11.1	5.8	4.5	6.2

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

44252	322132	3	124358	24401	31236	63230	14513	1215	18925
Neither Agree	no		43.5	38.9	41.3	48.5	31.4	41.8	46.6
52.4	44.2								
23528	258802	4	109167	25362	28058	36330	21075	1214	14067
Agree			38.2	40.5	37.1	27.8	45.6	41.8	34.7
27.8	35.5								
7730	71132	5	28388	7009	7714	8849	7124	183	4135
Strongly Agree			9.9	11.2	10.2	6.8	15.4	6.3	10.2
9.1	9.8								
Column	285980	62665	75619	130502	46186	2905	40577		
84485	728919	Total	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.6	100.0								

Number of Missing Observations: 63309

RE117AN How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117AN	Col Pct	Total							
1	40811	8374	10808	15205	8135	362	4601		
Strongly Disagree	14.3	13.4	14.4	11.7	17.7	12.5	11.4		
11.4	13.5								
2	119218	29186	30387	46967	22024	1476	17713		
Disagree	41.8	46.6	40.4	36.2	47.9	50.8	43.8		
32.1	40.5								
3	105438	18853	26112	51033	11639	745	15536		
Neither Agree	37.0	30.1	34.7	39.3	25.3	25.7	38.4		
46.7	37.0								
4	15676	5135	6264	12686	3303	295	1984		
Agree	5.5	8.2	8.3	9.8	7.2	10.1	4.9		
7.8	7.2								
5	3912	1088	1615	3821	901	27	591		
Strongly Agree	1.4	1.7	2.1	2.9	2.0	.9	1.5		
2.0	1.9								
Column	285055	62636	75185	129712	46002	2905	40425		
84812	726731	Total	39.2	8.6	10.3	17.8	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 65497

RE117AO How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117AO	Col Pct	Total							
1	2133	1015	1320	2680	240	7	248		
Strongly Disagree	.7	1.6	1.8	2.1	.5	.3	.6		
1.7	1.2								
2	10366	2835	3377	9009	1761	89	2036		
Disagree	3.6	4.5	4.5	6.9	3.8	3.1	5.0		
4.4	4.6								
3	123987	22062	28536	56713	13772	1288	19004		
Neither Agree	43.4	35.3	37.9	43.6	29.9	45.4	46.9		
51.4	42.5								
4	117590	29823	33459	50819	22306	1205	15123		
Agree	41.2	47.8	44.4	39.1	48.4	42.5	37.3		
33.8	41.1								
5	31515	6689	8699	10771	8012	246	4144		
Strongly Agree	11.0	10.7	11.5	8.3	17.4	8.7	10.2		
8.6	10.6								
Column	285590	62424	75391	129992	46091	2835	40556		
85222	728100	Total	39.2	8.6	10.4	17.9	6.3	.4	5.6

11.7	100.0	Total	39.2	8.6	10.4	17.9	6.3	.4	5.6
------	-------	-------	------	-----	------	------	-----	----	-----

Number of Missing Observations: 64128

RE117AP How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117AP	Col Pct	Total							
1	5588	1608	1869	4999	746	88	685		
Strongly Disagree	1.9	2.6	2.5	3.8	1.6	3.0	1.7		
2.4	2.4								
2	18564	4019	5751	12143	3058	184	3400		
Disagree	6.5	6.4	7.6	9.3	6.6	6.3	8.3		
6.5	7.2								
3	88131	14899	20082	49586	10501	653	12894		
Neither Agree	30.7	23.8	26.6	38.0	22.7	22.5	31.6		
42.3	31.9								
4	145639	34716	40195	53104	25369	1772	19453		
Agree	50.8	55.4	53.2	40.6	54.9	60.9	47.7		
40.1	48.5								
5	28845	7453	7720	10812	6542	210	4337		
Strongly Agree	10.1	11.9	10.2	8.3	14.2	7.2	10.6		
8.7	10.0								
Column	286767	62695	75616	130644	46217	2907	40770		
85480	731095	Total	39.2	8.6	10.3	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 61133

RE117AQ How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
Hospital	Row	1	2	3	4	5	6	7	
RE117AQ	Col Pct	Total							
1	25488	6128	6841	8613	6876	259	3994		
Strongly Disagree	8.9	9.7	9.0	6.6	14.9	8.9	9.8		
7.5	8.8								
2	103314	25075	26935	43649	20265	1430	16981		
Disagree	36.1	39.9	35.5	33.4	43.9	49.3	41.7		
29.3	36.0								
3	121508	20352	24322	50178	12134	892	15363		
Neither Agree	42.5	32.3	32.1	38.4	26.3	30.8	37.8		
47.9	39.1								
4	32189	9615	14713	23757	5710	270	3390		
Agree	11.3	15.3	19.4	18.2	12.4	9.3	8.3		
12.8	13.8								
5	3570	1753	2995	4350	1205	49	967		
Strongly Agree	1.2	2.8	4.0	3.3	2.6	1.7	2.4		
2.7	2.3								
Column	286071	62923	75806	130546	46190	2901	40696		
85469	730601	Total	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 61627

RE117AR How much do you agree or disagree by RE118.Which best describes you

Other	Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Hospital	Row	1	2	3	4	5	6	7
RE117AR	Col Pct	Total						
1	2236	420	867	2379	224	61	175	
Strongly Disagree	.8	.7	1.1	1.8	.5	2.2	.4	
1.3	1.0							

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

		2	8135	1618	2590	5913	1345	147	1295
2784	23826	Disagree	2.8	2.6	3.4	4.5	2.9	5.2	3.2
34833	242664	Neither Agree no	34.2	27.2	29.6	34.8	22.4	20.3	34.8
40.7	33.2								
35263	348155	Agree	47.5	54.1	50.1	45.2	53.1	59.7	48.6
41.2	47.6								
11613	108515	Strongly Agree	14.7	15.4	15.7	13.6	21.1	12.7	12.9
13.6	14.9								
85646	730676	Column Total	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 61552

RE117AS How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other			nce /field line						
Hospital		Row	1	2	3	4	5	6	7
RE117AS		Col Pct Total							
1924	16967	Strongly Disagree	1.7	2.2	2.9	4.0	1.7	2.6	1.5
2.3	2.3								
5883	56174	Disagree	7.2	7.0	8.0	9.7	6.9	7.0	8.0
6.9	7.7								
48540	354400	Neither Agree no	49.6	43.9	45.0	49.6	39.3	51.8	47.7
56.9	48.7								
22100	234229	Agree	32.5	37.6	34.4	29.0	38.3	30.3	34.4
25.9	32.2								
6844	65516	Strongly Agree	9.0	9.3	9.7	7.7	13.8	8.3	8.4
8.0	9.0								
85291	727286	Column Total	39.1	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 64942

RE117AT How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other			nce /field line						
Hospital		Row	1	2	3	4	5	6	7
RE117AT		Col Pct Total							
4983	41258	Strongly Disagree	5.8	5.6	5.3	4.3	9.4	4.6	4.6
5.8	5.6								
20603	223503	Disagree	31.0	34.8	32.1	26.8	38.2	26.9	35.1
24.0	30.5								
47339	340804	Neither Agree no	47.8	40.8	44.1	46.1	36.3	49.2	45.6
55.1	46.5								
10727	109276	Agree	13.8	15.9	16.0	18.8	14.4	15.4	12.8
12.5	14.9								

2199	17536	Strongly Agree	1.6	2.9	2.5	4.0	1.7	3.9	2.0
2.6	2.4								

85851	732377	Column Total	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 59851

RE117AU How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other			nce /field line						
Hospital		Row	1	2	3	4	5	6	7
RE117AU		Col Pct Total							
5410	46947	Strongly Disagree	6.5	7.6	7.4	4.8	8.8	6.6	4.9
6.4	6.4								
21886	227219	Disagree	31.0	37.2	33.3	28.6	34.7	23.5	33.1
25.7	31.0								
47214	352181	Neither Agree no	49.1	43.0	44.5	48.4	39.8	54.0	48.6
55.4	48.1								
8363	87579	Agree	11.3	10.2	12.8	14.8	13.1	13.9	11.8
9.8	12.0								
2275	17969	Strongly Agree	2.2	2.0	1.9	3.4	3.5	2.0	1.5
2.7	2.5								
85148	731895	Column Total	39.3	8.6	10.3	17.9	6.3	.4	5.6
11.6	100.0								

Number of Missing Observations: 60333

RE117AV How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other			nce /field line						
Hospital		Row	1	2	3	4	5	6	7
RE117AV		Col Pct Total							
2818	21959	Strongly Disagree	2.6	2.5	2.6	4.0	4.2	2.1	2.1
3.3	3.0								
6884	64760	Disagree	8.6	8.2	8.7	9.0	11.1	9.1	10.5
8.0	8.8								
41925	311498	Neither Agree no	43.9	41.6	38.1	41.1	34.8	44.3	41.2
48.9	42.5								
25128	253910	Agree	34.8	35.9	38.6	34.0	34.9	34.9	36.8
29.3	34.6								
9038	81167	Strongly Agree	10.1	11.7	12.0	11.9	15.0	9.6	9.4
10.5	11.1								
85794	733293	Column Total	39.2	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0								

Number of Missing Observations: 58935

RE117AW How much do you agree or disagree by RE118.Which best describes you

		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/
Other			nce /field line						
Hospital		Row							

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

		Col 8	Pct Total	1	2	3	4	5	6	7
RE117AW										
-----										
		1		48132	10276	13452	22932	8974	1054	6182
13175	124178	Strongly Disagree		16.7	16.3	17.7	17.5	19.4	36.3	15.2
15.4	16.9		-----							
		2		107799	22780	24847	37787	17544	712	15688
23938	251095	Disagree		37.4	36.2	32.7	28.8	37.9	24.5	38.5
27.9	34.2		-----							
		3		92374	20397	24810	45395	12511	729	13388
36147	245751	Neither Agree no		32.1	32.4	32.7	34.7	27.0	25.1	32.8
42.2	33.5		-----							
		4		30922	6970	9869	17865	5103	327	4385
9042	84482	Agree		10.7	11.1	13.0	13.6	11.0	11.3	10.8
10.6	11.5		-----							
		5		8666	2507	2994	6998	2200	81	1126
3399	27971	Strongly Agree		3.0	4.0	3.9	5.3	4.7	2.8	2.8
4.0	3.8		-----							
		Column		287893	62930	75973	130977	46332	2903	40769
85701	733477	Total		39.3	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0		-----							

Number of Missing Observations: 58751

RE117AX How much do you agree or disagree by RE118.Which best describes you										
		Count	Office	Shop	Maintena	Outdoors	Flight-	Ship	Clinic/	
		Row								
		Row								
		Col 8	Pct Total	1	2	3	4	5	6	7
RE117AX										
-----										
		1		5885	1435	2484	6557	1153	39	631
2638	20822	Strongly Disagree		2.0	2.3	3.3	5.0	2.5	1.4	1.6
3.1	2.8		-----							
		2		10580	2794	3476	7704	2298	138	1514
4388	32892	Disagree		3.7	4.4	4.6	5.9	5.0	4.8	3.7
5.1	4.5		-----							
		3		79850	15273	19471	40206	9905	965	13359
30262	209291	Neither Agree no		27.8	24.3	25.7	30.7	21.4	33.7	32.8
35.3	28.6		-----							
		4		131043	31333	35688	51692	22085	1198	16547
33385	322973	Agree		45.6	49.8	47.0	39.4	47.6	41.9	40.7
39.0	44.1		-----							
		5		59841	12032	14738	25018	10918	521	8625
14993	146687	Strongly Agree		20.8	19.1	19.4	19.1	23.6	18.2	21.2
17.5	20.0		-----							
		Column		287200	62868	75858	131177	46360	2861	40677
85666	732665	Total		39.2	8.6	10.4	17.9	6.3	.4	5.6
11.7	100.0		-----							

Number of Missing Observations: 59563

# Appendix H – Response Distributions by Reserve Component

RE117A How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	4698 1.5	2672 1.5	816 1.2	409 1.1	291 .3	389 .5	9275 1.2
2 Disagree	20061 6.6	13138 7.2	3493 5.0	1852 5.1	2996 2.9	2309 3.2	43848 5.7
3 Neither Agree no	76613 25.2	52844 28.9	17379 24.9	10249 28.4	13711 13.5	14208 20.0	185003 24.2
4 Agree	153924 50.6	89099 48.7	35849 51.4	17462 48.4	59436 58.5	38066 53.5	393836 51.5
5 Strongly Agree	48757 16.0	25049 13.7	12143 17.4	6105 16.9	25182 24.8	16175 22.7	133412 17.4
Column Total	304052 39.7	182802 23.9	69680 9.1	36077 4.7	101615 13.3	71147 9.3	765373 100.0

Number of Missing Observations: 26855

RE117B How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	16504 5.4	9680 5.3	1378 2.0	1321 3.7	1943 1.9	1592 2.2	32419 4.2
2 Disagree	36503 12.0	24437 13.4	4510 6.5	3543 9.9	8556 8.5	6451 9.1	84000 11.0
3 Neither Agree no	63059 20.8	40531 22.2	11653 16.7	7283 20.3	14838 14.7	11818 16.6	149183 19.5
4 Agree	145743 48.1	86179 47.2	38877 55.9	17639 49.2	54141 53.5	37513 52.8	380092 49.8
5 Strongly Agree	41299 13.6	21592 11.8	13168 18.9	6066 16.9	21662 21.4	13735 19.3	117520 15.4
Column Total	303108 39.7	182419 23.9	69586 9.1	35852 4.7	101141 13.3	71109 9.3	763214 100.0

Number of Missing Observations: 29014

RE117C How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	50251 16.7	29900 16.4	15888 22.9	5843 16.3	27833 27.5	18591 26.2	148306 19.5
2 Disagree	130482 43.2	80020 43.9	31150 44.8	15592 43.5	50853 50.2	35109 49.4	343204 45.0
3 Neither Agree no	72152 23.9	47457 26.0	15398 22.2	9727 27.1	13978 13.8	10962 15.4	169673 22.3
4 Agree	37858 12.5	20103 11.0	5391 7.8	3494 9.7	6825 6.7	4714 6.6	78384 10.3
5 Strongly Agree	11058 3.7	4831 2.6	1671 2.4	1227 3.4	1820 1.8	1665 2.3	22271 2.9
Column Total	301800 39.6	182310 23.9	69497 9.1	35882 4.7	101308 13.3	71041 9.3	761837 100.0

Number of Missing Observations: 30391

RE117D How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	9331 3.1	5022 2.8	1393 2.0	1007 2.8	1599 1.6	1030 1.5	19383 2.6
2 Disagree	38413 12.8	25436 14.0	6879 10.0	3815 10.6	8411 8.4	6436 9.1	89389 11.8
3 Neither Agree no	108448 36.1	70720 38.9	27943 40.5	13475 37.6	30284 30.1	25091 35.5	275961 36.4
4 Agree	122668 40.8	68429 37.7	27245 39.4	14889 41.5	50122 49.8	30741 43.5	314094 41.4
5 Strongly Agree	21518 7.2	12059 6.6	5612 8.1	2664 7.4	10231 10.2	7412 10.5	59496 7.8
Column Total	300378 39.6	181666 24.0	69071 9.1	35850 4.7	100647 13.3	70710 9.3	758322 100.0

Number of Missing Observations: 33906

RE117E How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	8064 2.7	4279 2.4	678 1.0	670 1.9	877 .9	786 1.1	15354 2.0
2 Disagree	15748 5.2	11033 6.1	1879 2.7	1172 3.3	2816 2.8	1693 2.4	34340 4.5
3 Neither Agree no	82846 27.2	55745 30.5	19747 28.5	9626 27.6	16926 16.5	14740 20.5	199629 26.3

Neither Agree no	27.4	30.6	28.5	26.8	16.7	20.8	26.2
Agree	4 140402 46.5	83013 45.6	32841 47.4	16684 46.5	53112 52.5	35621 50.2	361673 47.5
5 Strongly Agree	54831 18.2	27972 15.4	14114 20.4	7743 21.6	27453 27.1	18056 25.5	150170 19.7
Column Total	301891 39.7	182043 23.9	69259 9.1	35895 4.7	101184 13.3	70895 9.3	761167 100.0

Number of Missing Observations: 31061

RE117F How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	12012 4.0	7421 4.1	1085 1.6	857 2.4	892 .9	417 .6	22683 3.0
2 Disagree	35840 11.9	22947 12.7	4811 7.0	2745 7.7	4284 4.2	2374 3.4	73001 9.6
3 Neither Agree no	123251 40.8	83692 46.4	32884 47.6	15931 44.8	28091 27.8	24256 34.4	308105 40.6
4 Agree	108305 35.9	57035 31.6	24797 35.9	12759 35.8	51807 51.3	33482 47.5	288184 38.0
5 Strongly Agree	22527 7.5	9354 5.2	5549 8.0	3304 9.3	16007 15.8	9987 14.2	66728 8.8
Column Total	301934 39.8	180448 23.8	69127 9.1	35596 4.7	101082 13.3	70516 9.3	758702 100.0

Number of Missing Observations: 33526

RE117G How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	29299 9.7	14471 8.0	7264 10.5	3942 11.1	15520 15.5	11101 15.7	81597 10.8
2 Disagree	109300 36.3	63920 35.5	25824 37.3	13689 38.6	42801 42.7	30724 43.6	286256 37.8
3 Neither Agree no	88758 29.5	57106 31.7	19468 28.1	10068 28.4	20109 20.1	14469 20.5	209978 27.7
4 Agree	61807 20.5	36945 20.5	13706 19.8	6034 17.0	16373 16.3	10713 15.2	145579 19.2
5 Strongly Agree	11865 3.9	7648 4.2	3054 4.4	1740 4.9	5482 5.5	3533 5.0	33322 4.4
Column Total	301030 39.8	180089 23.8	69316 9.2	35472 4.7	100285 13.3	70539 9.3	756732 100.0

Number of Missing Observations: 35496

RE117H How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	21047 7.0	10177 5.6	4362 6.3	3163 8.9	12596 12.5	10161 14.4	61505 8.1
2 Disagree	90906 30.1	48546 26.9	21612 31.4	11920 33.6	40664 40.3	29262 41.5	242910 32.1
3 Neither Agree no	112215 37.2	73247 40.7	27513 40.0	14807 41.7	33238 32.9	21872 31.0	282892 37.3
4 Agree	63374 21.0	40953 22.7	13142 19.1	4763 13.4	11804 11.7	7640 10.8	141677 18.7
5 Strongly Agree	14009 4.6	7267 4.0	2176 3.2	865 2.4	2660 2.6	1629 2.3	28604 3.8
Column Total	301550 39.8	180190 23.8	68805 9.1	35518 4.7	100962 13.3	70564 9.3	757588 100.0

Number of Missing Observations: 34640

RE117I How much do you agree or disagree by XSRRC.Recoded-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	13051 4.3	8798 4.9	1245 1.8	772 2.2	1819 1.8	1697 2.4	27381 3.6
2 Disagree	23875 7.9	16388 9.1	3168 4.6	1699 4.8	5422 5.4	3636 5.2	54188 7.2
3 Neither Agree no	57915 19.2	40629 22.6	11329 16.4	6792 19.2	13654 13.5	11730 16.7	142050 18.8
4 Agree	145603 48.3	84070 46.7	36168 52.4	17146 48.3	50765 50.3	35604 50.6	369357 48.8
5 Strongly Agree	60981 20.2	30004 16.7	17155 24.8	9054 25.5	29323 29.0	17651 25.1	164167 21.7
Column Total	301425 39.8	179889 23.8	69064 9.1	35463 4.7	100983 13.3	70318 9.3	757142 100.0

Number of Missing Observations: 35086

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

RE117J How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	14253 4.7	7437 4.1	840 1.2	841 2.4	1482 1.5	875 1.2	25728 3.4
2 Disagree	22050 7.3	10795 6.0	2571 3.7	1550 4.4	3892 3.9	1690 2.4	42548 5.6
3 Neither Agree no	69577 23.2	48239 26.7	13990 20.3	7622 21.5	14278 14.2	11864 16.8	165569 21.9
4 Agree	139217 46.3	84210 46.7	35400 51.4	17721 50.1	51837 51.5	37627 53.4	366012 48.4
5 Strongly Agree	55289 18.4	29773 16.5	16125 23.4	7665 21.7	29103 28.9	18406 26.1	156361 20.7
Column Total	300385 39.7	180454 23.9	68927 9.1	35398 4.7	100592 13.3	70462 9.3	756217 100.0

Number of Missing Observations: 36011

RE117K How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	1255 .4	884 5.5	257 .4	164 .5	129 .1	121 .2	2810 .4
2 Disagree	2848 .9	2103 1.2	653 .9	351 1.0	168 .2	426 .6	6549 .9
3 Neither Agree no	30327 10.1	20546 11.4	9012 13.0	4254 12.1	6493 6.5	5988 8.5	76620 10.1
4 Agree	169667 56.6	109104 60.5	38740 55.9	19429 55.1	57753 57.5	41416 58.7	436109 57.7
5 Strongly Agree	95797 31.9	47717 26.5	20694 29.8	11061 31.4	35970 35.8	22602 32.0	233841 30.9
Column Total	299895 39.7	180353 23.9	69356 9.2	35260 4.7	100513 13.3	70552 9.3	755928 100.0

Number of Missing Observations: 36300

RE117L How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	54102 18.1	32270 17.9	17860 25.9	7715 21.9	29710 29.6	22116 31.5	163773 21.7
2 Disagree	141114 47.1	86713 48.0	35136 50.9	16541 47.0	52930 52.8	35629 50.7	368063 48.8
3 Neither Agree no	77008 25.7	46920 26.0	12783 18.5	8377 23.8	12654 12.6	9532 13.6	167275 22.2
4 Agree	20419 6.8	10907 6.0	2732 4.0	2169 6.2	4004 4.0	1939 2.8	42171 5.6
5 Strongly Agree	6866 2.3	3722 2.1	528 .8	425 1.2	967 1.0	1098 1.6	13607 1.8
Column Total	299509 39.7	180533 23.9	69038 9.1	35228 4.7	100266 13.3	70315 9.3	754889 100.0

Number of Missing Observations: 37339

RE117M How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	8109 2.7	5042 2.8	1129 1.6	739 2.1	469 5.5	473 7.7	15959 2.1
2 Disagree	28832 9.6	19265 10.7	5053 7.3	2683 7.6	4254 4.2	3207 4.6	63295 8.4
3 Neither Agree no	100604 33.6	72519 40.2	24281 35.1	12195 34.7	22199 22.1	19024 27.0	250822 33.2
4 Agree	125221 41.9	68629 38.0	29735 43.0	15058 42.8	53555 53.4	35670 50.7	327869 43.4
5 Strongly Agree	36225 12.1	15117 8.4	8990 13.0	4473 12.7	19880 19.8	12041 17.1	96726 12.8
Column Total	298990 39.6	180572 23.9	69188 9.2	35147 4.7	100358 13.3	70416 9.3	754671 100.0

Number of Missing Observations: 37558

RE117N How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	9861 3.3	5426 3.0	1274 1.8	904 2.6	989 1.0	656 .9	19110 2.5
2 Disagree	29886 10.0	19018 10.6	6815 9.9	2394 6.8	3870 3.9	2505 3.6	64487 8.6
3 Neither Agree no	108821 36.5	73098 40.6	28209 40.8	14233 40.6	27118 27.1	19774 28.2	271253 36.0
4 Agree	120601 40.4	67988 37.8	24744 35.8	13245 37.8	49604 49.5	33086 47.1	309269 41.1

5 Strongly Agree	29302 9.8	14518 8.1	8026 11.6	4286 12.2	18667 18.6	14201 20.2	89000 11.8
Column Total	298472 39.6	180047 23.9	69068 9.2	35061 4.7	100248 13.3	70223 9.3	753118 100.0

Number of Missing Observations: 39110

RE117O How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	10807 3.6	5352 3.0	734 1.1	1068 3.1	1330 1.3	567 .8	19858 2.6
2 Disagree	27040 9.1	14827 8.3	2709 3.9	2327 6.7	3901 3.9	1729 2.5	52533 7.0
3 Neither Agree no	134345 45.1	92796 51.8	33617 48.7	15717 45.0	31174 31.2	24759 35.3	332409 34.3
4 Agree	99313 33.4	54936 30.7	23363 33.9	11830 33.9	43671 43.7	29760 42.4	262873 35.0
5 Strongly Agree	26146 8.8	11215 6.3	8587 12.4	3968 11.4	19947 19.9	13353 19.0	83218 11.1
Column Total	297652 39.6	179127 23.9	69010 9.2	34911 4.6	100024 13.3	70167 9.3	750891 100.0

Number of Missing Observations: 41337

RE117P How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	18583 6.2	8627 4.8	5847 8.5	2496 7.2	11425 11.4	8857 12.6	55836 7.4
2 Disagree	87300 29.3	46474 25.9	20849 30.4	11100 31.8	39462 39.5	23774 33.8	228959 30.5
3 Neither Agree no	117524 39.5	82941 46.3	28972 42.2	14253 40.9	30896 30.9	24670 35.1	299255 39.9
4 Agree	61374 20.6	34435 19.2	10804 15.7	6130 17.6	15121 15.1	10459 14.9	138322 18.4
5 Strongly Agree	12690 4.3	6697 3.7	2216 3.2	903 2.6	3016 3.0	2477 3.5	27998 3.7
Column Total	297471 39.6	179174 23.9	68687 9.2	34881 4.6	99920 13.3	70236 9.4	750369 100.0

Number of Missing Observations: 41859

RE117Q How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	1492 .5	1096 .6	302 .4	219 .6	133 .1	125 .2	3368 .4
2 Disagree	6275 2.1	4063 2.3	1191 1.7	554 1.6	626 .6	356 .5	13065 1.7
3 Neither Agree no	44563 15.0	33891 18.9	11236 16.4	5708 16.4	6524 6.5	5658 8.1	107580 14.3
4 Agree	189126 63.5	110522 61.7	41073 59.8	21213 60.9	63098 63.3	43705 62.3	468737 62.5
5 Strongly Agree	56496 19.0	29481 16.5	14840 21.6	7111 20.4	29364 29.4	20349 29.0	157642 21.0
Column Total	297952 39.7	179054 23.9	68643 9.1	34806 4.6	99743 13.3	70194 9.4	750392 100.0

Number of Missing Observations: 41836

RE117R How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	3948 1.3	2553 1.4	505 .7	356 1.0	464 .5	383 .5	8210 1.1
2 Disagree	11864 4.0	5918 3.3	941 1.4	591 1.7	2209 2.2	649 .9	22172 3.0
3 Neither Agree no	75286 25.5	51434 28.9	17463 25.7	8001 23.1	13356 13.4	11078 15.9	176618 23.7
4 Agree	159697 54.2	94149 52.8	36029 52.9	19540 56.4	57984 58.3	39709 56.9	407108 54.6
5 Strongly Agree	44082 14.9	24132 13.5	13124 19.3	6169 17.8	25473 25.6	18001 25.8	130981 17.6
Column Total	294877 39.6	178185 23.9	68062 9.1	34658 4.7	99487 13.4	69820 9.4	745089 100.0

Number of Missing Observations: 47139

RE117S How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1 Strongly Disagree	3298 1.1	2332 1.3	512 .7	346 1.0	154 .2	212 .3	6853 .9

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Disagree	2	9658 3.3	4898 2.7	848 1.2	584 1.7	905 .9	484 .7	17377 2.3
Neither Agree no	3	96627 32.6	69241 38.7	21701 31.7	9651 27.9	15661 15.7	14096 20.2	226977 30.4
Agree	4	140928 47.6	81231 45.5	33314 48.7	17743 51.2	57213 57.5	37593 53.8	368023 49.2
Strongly Agree	5	45856 15.5	21008 11.8	12010 17.6	6298 18.2	25653 25.8	17436 17.2	128263 17.2
Column Total		296367 39.6	178711 23.9	68385 9.1	34622 4.6	99587 13.3	69821 9.3	747492 100.0

Number of Missing Observations: 44736

RE117T How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	7635 2.6	4175 2.3	624 .9	545 1.6	1175 1.2	390 .6	14544 1.9
Disagree	2	23113 7.8	13109 7.4	3054 4.5	1213 3.5	3273 3.3	1809 2.6	45572 6.1
Neither Agree no	3	108631 36.7	71650 40.3	23039 33.7	11565 33.4	19450 19.5	15381 22.0	249717 33.4
Agree	4	123835 41.8	72325 40.7	31925 46.7	16824 48.6	54415 54.6	37505 53.6	336830 45.1
Strongly Agree	5	32854 11.1	16593 9.3	9742 14.2	4451 12.9	21424 21.5	14852 21.2	99915 13.4
Column Total		296068 39.7	177852 23.8	68384 9.2	34598 4.6	99737 13.4	69938 9.4	746577 100.0

Number of Missing Observations: 45651

RE117U How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	14532 4.9	8315 4.7	5100 7.4	2017 5.8	7424 7.4	5787 8.3	43175 5.8
Disagree	2	65721 22.3	38124 21.4	19784 28.8	7605 21.9	28619 28.6	21123 30.2	180976 24.2
Neither Agree no	3	141703 48.0	94897 53.3	31734 46.2	18384 52.9	43384 43.4	30316 43.3	360418 48.3
Agree	4	57565 19.5	29155 16.4	9633 14.0	5177 14.9	14816 14.8	10062 14.4	126408 16.9
Strongly Agree	5	15433 5.2	7670 4.3	2380 3.5	1555 4.5	5664 5.7	2662 3.8	35365 4.7
Column Total		294954 39.5	178161 23.9	68631 9.2	34738 4.7	99907 13.4	69950 9.4	746341 100.0

Number of Missing Observations: 45887

RE117V How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	10662 3.6	6454 3.6	4318 6.3	1210 3.5	6829 6.9	5215 7.5	34688 4.7
Disagree	2	67141 22.8	38550 21.7	18990 27.7	6757 19.5	33136 33.3	22567 32.4	187141 25.1
Neither Agree no	3	141967 48.1	94343 53.1	33205 48.4	18651 53.7	43335 43.5	30846 44.2	362346 48.6
Agree	4	62785 21.3	31817 17.9	10126 14.8	6579 18.9	13487 13.5	9213 13.2	134007 18.0
Strongly Agree	5	12315 4.2	6517 3.7	1948 2.8	1527 4.4	2824 2.8	1880 2.7	27012 3.6
Column Total		294870 39.6	177681 23.8	68587 9.2	34724 4.7	99612 13.4	69722 9.4	745195 100.0

Number of Missing Observations: 47033

RE117W How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	5460 1.9	2954 1.7	474 .7	359 1.0	1065 1.1	403 .6	10713 1.4
Disagree	2	13375 4.5	7120 4.0	1437 2.1	1194 3.5	1913 1.9	1211 1.7	26250 3.5
Neither Agree no	3	100480 34.1	73647 41.4	26559 38.9	11837 34.2	20551 20.7	17093 24.5	250168 33.6
Agree	4	145155 49.3	79694 44.8	32426 47.6	17151 49.6	57645 58.0	38500 55.2	370570 49.8
Strongly Agree	5	30161 10.2	14285 8.0	7296 10.7	4046 11.7	18159 18.3	12509 17.9	86456 11.6
Column Total		294632 39.6	177699 23.9	68191 9.2	34588 4.6	99333 13.3	69715 9.4	744158 100.0

Number of Missing Observations: 48070

RE117X How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	8505 2.9	5007 2.8	477 .7	498 1.4	722 .7	505 .7	15714 2.1
Disagree	2	22641 7.7	11845 6.7	2321 3.4	1754 5.1	2778 2.8	1711 2.5	43050 5.8
Neither Agree no	3	175323 59.9	117130 66.4	36157 52.8	21269 61.5	40016 40.4	33725 48.8	423620 57.2
Agree	4	70210 24.0	35692 20.2	22054 32.2	8616 24.9	39893 40.2	23446 33.9	199910 27.0
Strongly Agree	5	16068 5.5	6851 3.9	7457 10.9	2439 7.1	15728 15.9	9705 14.0	58249 7.9
Column Total		292748 39.5	176524 23.8	68467 9.2	34576 4.7	99137 13.4	69092 9.3	740544 100.0

Number of Missing Observations: 51685

RE117Y How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	11068 3.8	6917 3.9	979 1.4	795 2.3	582 6.6	359 5.5	20699 2.8
Disagree	2	35067 11.9	22220 12.6	4979 7.3	3562 10.3	2086 2.1	1644 2.4	69558 9.4
Neither Agree no	3	114487 38.9	78046 44.1	24014 35.1	13835 40.1	16192 16.3	13695 19.7	260270 35.0
Agree	4	104939 35.7	58124 32.9	28291 41.3	12647 36.7	54142 54.6	35033 50.3	293177 39.5
Strongly Agree	5	28537 9.7	11536 6.5	10186 14.9	3635 10.5	26110 26.3	18873 27.1	98876 13.3
Column Total		294098 39.6	176844 23.8	68449 9.2	34474 4.6	99111 13.3	69604 9.4	742580 100.0

Number of Missing Observations: 49648

RE117Z How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	7649 2.6	4448 2.5	542 .8	432 1.3	634 6.6	386 6.6	14092 1.9
Disagree	2	16091 5.5	7675 4.3	1245 1.8	1166 3.4	2503 2.5	1036 1.5	29716 4.0
Neither Agree no	3	76322 26.0	50155 28.3	14657 21.5	8159 23.7	13586 13.7	10753 15.4	173632 23.2
Agree	4	146125 49.8	88930 50.2	36088 53.0	17947 52.2	54342 54.8	37907 54.4	381339 51.4
Strongly Agree	5	47393 16.1	25811 14.6	15621 22.9	6686 19.4	28162 28.4	19587 28.1	143259 19.3
Column Total		293580 39.6	177020 23.9	68152 9.2	34390 4.6	99226 13.4	69670 9.4	742039 100.0

Number of Missing Observations: 50189

RE117AA How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	20768 7.1	11735 6.6	7034 10.3	3014 8.8	14207 14.3	10349 14.8	67108 9.0
Disagree	2	115964 39.6	63249 35.8	27422 40.2	12757 37.2	47321 47.6	33460 48.0	300175 40.5
Neither Agree no	3	117300 40.0	80755 45.7	28093 41.2	14638 42.7	29236 29.4	20955 30.0	290976 39.2
Agree	4	32316 11.0	17667 10.0	4608 6.8	3117 9.1	7104 7.1	3861 5.5	68673 9.3
Strongly Agree	5	6817 2.3	3486 2.0	1066 1.6	754 2.2	1631 1.6	1123 1.6	14876 2.0
Column Total		293166 39.5	176892 23.8	68223 9.2	34280 4.6	99500 13.4	69748 9.4	741809 100.0

Number of Missing Observations: 50419

RE117AB How much do you agree or disagree by XSRRC.Recoded-Reserve Component

	Count	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
Strongly Disagree	1	15471 5.3	9245 5.2	5182 7.6	1862 5.4	13713 13.8	8335 12.0	53808 7.3
Disagree	2	77164 26.3	40338 22.8	21201 31.1	9794 28.6	42431 42.7	28567 41.0	219496 29.6
Neither Agree no	3	136620 46.6	88754 50.3	31592 46.4	16951 49.4	29993 30.2	24539 35.2	328450 44.3
Agree	4	51682 17.6	31668 17.9	8416 12.4	4563 13.3	11231 11.3	6661 9.6	114221 15.4

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

Strongly Agree	5	12451 4.2	6549 3.7	1681 2.5	1117 3.3	2089 2.1	1550 2.2	25436 3.4
Column Total		293389 39.6	176554 23.8	68071 9.2	34288 4.6	99457 13.4	69652 9.4	741411 100.0

Number of Missing Observations: 50817

RE117AC How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	7950 2.7	5325 3.0	664 1.0	486 1.4	989 1.0	313 .5	15729 2.1
Disagree	2	22523 7.7	11129 6.3	2983 4.4	1116 3.3	2889 2.9	1974 2.8	42613 5.8
Neither Agree no	3	148005 50.6	96634 54.8	32612 47.9	17004 49.5	36805 37.2	29567 42.6	360627 48.7
Agree	4	92298 31.5	54395 30.8	25859 38.0	12547 36.6	44323 44.8	28311 40.8	257733 34.8
Strongly Agree	5	21932 7.5	8939 5.1	5927 8.7	3174 9.2	14035 14.2	9194 13.3	63200 8.5
Column Total		292709 39.6	176422 23.8	68045 9.2	34327 4.6	99042 13.4	69359 9.4	739902 100.0

Number of Missing Observations: 52326

RE117AD How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	10386 3.6	5392 3.1	757 1.1	726 2.1	1110 1.1	540 .8	18911 2.6
Disagree	2	22495 7.7	9399 5.4	1644 2.4	1159 3.4	3699 3.7	1757 2.5	40153 5.4
Neither Agree no	3	101908 35.0	69554 39.7	22419 33.0	11446 33.6	22374 22.6	17956 25.8	245659 33.3
Agree	4	124048 42.6	73434 41.9	33062 48.7	15888 46.6	52242 52.7	35585 51.2	334259 45.3
Strongly Agree	5	32646 11.2	17549 10.0	10043 14.8	4858 14.3	19700 19.9	13651 19.6	98447 13.4
Column Total		291484 39.5	175328 23.8	67925 9.2	34077 4.6	99126 13.4	69489 9.4	737429 100.0

Number of Missing Observations: 54799

RE117AE How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	5421 1.9	2949 1.7	623 .9	435 1.3	372 .4	555 .8	10355 1.4
Disagree	2	16348 5.6	8720 5.0	2434 3.6	1004 2.9	2531 2.6	1026 1.5	32062 4.4
Neither Agree no	3	102198 35.2	70721 40.3	24907 36.8	11694 34.3	20654 20.9	17422 25.1	247596 33.6
Agree	4	134104 46.1	75883 43.2	31259 46.1	16789 49.2	56711 57.4	36453 52.5	351199 47.7
Strongly Agree	5	32668 11.2	17296 9.9	8534 12.6	4185 12.3	18602 18.8	13965 20.1	95250 12.9
Column Total		290739 39.5	175569 23.8	67757 9.2	34107 4.6	98869 13.4	69421 9.4	736462 100.0

Number of Missing Observations: 55766

RE117AF How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	21050 7.2	10302 5.9	5565 8.2	3683 10.8	13486 13.7	7757 11.2	61844 8.4
Disagree	2	100937 34.6	50347 28.7	22049 32.6	11867 34.8	44843 45.4	27924 40.3	257966 35.0
Neither Agree no	3	115143 39.5	85797 48.9	32377 47.8	13833 40.6	28216 28.6	25753 37.2	301118 40.9
Agree	4	43754 15.0	23727 13.5	6113 9.0	3636 10.7	9601 9.7	6202 9.0	93033 12.6
Strongly Agree	5	10466 3.6	5168 2.9	1601 2.4	1068 3.1	2642 2.7	1611 2.3	22555 3.1
Column Total		291350 39.6	175341 23.8	67705 9.2	34086 4.6	98787 13.4	69247 9.4	736515 100.0

Number of Missing Observations: 55713

RE117AG How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	8939 3.1	4732 2.7	736 1.1	494 1.5	941 1.0	546 .8	16387 2.2
	2	28338	15992	4555	2235	3934	2625	57679

Disagree		9.8	9.1	6.8	6.6	4.0	3.8	7.9
Neither Agree no	3	141949 48.9	92501 52.8	30846 45.8	17276 51.2	34380 34.9	25503 36.8	342456 46.6
Agree	4	93412 32.2	53683 30.6	24820 36.9	10970 32.5	45577 46.3	30363 43.8	258825 35.2
Strongly Agree	5	17826 6.1	8343 4.8	6380 9.5	2778 8.2	13628 13.8	10288 14.8	59242 8.1
Column Total		290464 39.5	175251 23.9	67337 9.2	33752 4.6	98460 13.4	69325 9.4	734589 100.0

Number of Missing Observations: 57639

RE117AH How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	12372 4.3	6672 3.8	1148 1.7	919 2.7	1689 1.7	905 1.3	23705 3.2
Disagree	2	33743 11.7	19118 10.9	4940 7.3	2411 7.1	7111 7.2	4869 7.0	72192 9.8
Neither Agree no	3	152672 52.8	102078 58.3	37746 55.8	19130 56.4	39714 40.4	31908 46.1	383248 52.3
Agree	4	72140 24.9	38796 22.2	18196 26.9	8527 25.2	37356 38.0	23649 34.2	198665 27.1
Strongly Agree	5	18454 6.4	8284 4.7	5608 8.3	2918 8.6	12435 12.6	7879 11.4	55577 7.6
Column Total		289382 39.5	174948 23.9	67638 9.2	33905 4.6	98305 13.4	69210 9.4	733388 100.0

Number of Missing Observations: 58840

RE117AI How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	19862 6.8	11335 6.5	6781 10.1	3211 9.5	15678 15.9	10002 14.5	66869 9.1
Disagree	2	95506 32.9	51928 29.7	25944 38.5	11361 33.5	47359 47.9	30610 44.2	262709 35.8
Neither Agree no	3	128284 44.2	87268 49.9	30325 45.0	15467 45.6	27358 27.7	23079 33.4	311780 42.4
Agree	4	37612 13.0	19494 11.1	3306 4.9	3290 9.7	6635 6.7	4401 6.4	74738 10.2
Strongly Agree	5	9113 3.1	4862 2.8	1037 1.5	574 1.7	1785 1.8	1089 1.6	18460 2.5
Column Total		290378 39.5	174886 23.8	67393 9.2	33903 4.6	98815 13.5	69181 9.4	734556 100.0

Number of Missing Observations: 57672

RE117AJ How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	4351 1.5	2466 1.4	397 .6	193 .6	368 .4	535 .8	8311 1.1
Disagree	2	17947 6.2	10253 5.9	1813 2.7	1178 3.5	3275 3.3	2434 3.5	36899 5.0
Neither Agree no	3	127715 44.0	87788 50.2	33458 49.4	15614 46.1	35905 36.4	26760 38.8	327239 44.6
Agree	4	121066 41.7	65061 37.2	27255 40.2	13527 40.0	46161 46.9	31357 45.5	304426 41.5
Strongly Agree	5	19265 6.6	9431 5.4	4858 7.2	3331 9.8	12797 13.0	7854 11.4	57536 7.8
Column Total		290344 39.5	174999 23.8	67781 9.2	33844 4.6	98506 13.4	68939 9.4	734413 100.0

Number of Missing Observations: 57816

RE117AK How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count	Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
Strongly Disagree	1	6087 2.1	2985 1.7	652 1.0	326 1.0	739 .7	409 .6	11197 1.5
Disagree	2	18073 6.2	9386 5.4	2592 3.8	1237 3.7	3102 3.1	1750 2.5	36141 4.9
Neither Agree no	3	108014 37.2	75487 43.2	25120 37.2	12257 36.5	22218 22.6	17496 25.4	260593 35.5
Agree	4	130519 44.9	72750 41.6	31726 47.0	16113 47.9	54577 55.4	37253 54.1	342938 46.7
Strongly Agree	5	27745 9.6	14282 8.2	7397 11.0	3678 10.9	17875 18.1	11936 17.3	82913 11.3
Column Total		290438 39.6	174890 23.8	67488 9.2	33611 4.6	98511 13.4	68845 9.4	733782 100.0

Number of Missing Observations: 58446

RE117AL How much do you agree or disagree by XSRRC.Recode-Reserve Component

IE-2008-009 Evaluation of the DoD Safety Program:  
Guard and Reserve Safety Survey Results

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AL								
Strongly Disagree	1 6.7	19534 6.7	12440 7.1	8532 12.6	3113 9.2	13680 13.9	10319 14.9	67619 9.2
Disagree	2	84657 29.2	50445 28.9	23261 34.4	9748 28.9	42001 42.7	27439 39.7	237551 32.4
Neither Agree no	3	134551 46.4	87689 50.2	29871 44.2	16599 49.2	32345 32.9	24525 35.5	325580 44.4
Agree	4	37740 13.0	18799 10.8	4401 6.5	3033 9.0	7579 7.7	5083 7.4	76634 10.4
Strongly Agree	5	13455 4.6	5406 3.1	1480 2.2	1221 3.6	2786 2.8	1664 2.4	26012 3.5
Column Total		289937 39.5	174779 23.8	67546 9.2	33714 4.6	98390 13.4	69030 9.4	733396 100.0

Number of Missing Observations: 58832

REll7AM How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AM								
Strongly Disagree	1 4.2	12225 4.2	6132 3.5	1094 1.6	714 2.1	968 1.0	596 0.9	21729 3.0
Disagree	2	28807 9.9	14865 8.5	3239 4.8	1991 5.9	3843 3.9	2588 3.8	55334 7.6
Neither Agree no	3	134709 46.5	89256 51.3	30870 45.8	16758 49.5	29895 30.3	22694 33.0	324183 44.3
Agree	4	90784 31.3	52919 30.4	25513 37.8	11189 33.1	48189 48.9	31128 45.3	259723 35.5
Strongly Agree	5	23399 8.1	10748 6.2	6716 10.0	3184 9.4	15656 15.9	11690 17.0	71393 9.7
Column Total		289924 39.6	173921 23.7	67433 9.2	33835 4.6	98552 13.5	68696 9.4	732361 100.0

Number of Missing Observations: 59867

REll7AN How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AN								
Strongly Disagree	1 11.3	32613 11.3	18903 10.9	10268 15.3	4212 12.5	19298 19.7	12892 18.7	98185 13.5
Disagree	2	109474 38.0	62559 36.0	28418 42.2	12249 36.4	49842 50.8	32404 47.0	294947 40.4
Neither Agree no	3	113254 39.3	77422 44.5	24966 37.1	13999 41.5	22498 22.9	18657 27.1	270796 37.1
Agree	4	26186 9.1	12303 7.1	2661 4.0	2497 7.4	4838 4.9	3758 5.5	52244 7.2
Strongly Agree	5	6493 2.3	2740 1.6	990 1.5	736 2.2	1569 1.6	1202 1.7	13729 1.9
Column Total		288020 39.5	173927 23.8	67303 9.2	33694 4.6	98044 13.4	68912 9.4	729900 100.0

Number of Missing Observations: 62328

REll7AO How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AO								
Strongly Disagree	1 1.6	4707 1.6	2752 1.6	291 0.4	510 1.5	622 0.6	249 0.4	9130 1.2
Disagree	2	16852 5.8	9210 5.3	1421 2.1	1070 3.2	2880 2.9	1909 2.8	33343 4.6
Neither Agree no	3	125138 43.3	85447 49.1	30472 45.1	14932 44.1	30598 31.1	24208 35.2	310795 42.5
Agree	4	117039 40.5	62541 35.9	28119 41.6	13822 40.8	48043 48.8	30883 45.0	300447 41.1
Strongly Agree	5	25044 8.7	14194 8.2	7289 10.8	3508 10.4	16217 16.5	11443 16.7	77695 10.6
Column Total		288779 39.5	174143 23.8	67592 9.2	33842 4.6	98360 13.4	68692 9.4	731408 100.0

Number of Missing Observations: 60820

REll7AP How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AP								
Strongly Disagree	1 3.0	8641 3.0	4572 2.6	901 1.3	814 2.4	1566 1.6	1241 1.8	17735 2.4
Disagree	2	25503 8.8	12850 7.3	3272 4.8	2191 6.5	5281 5.4	3841 5.6	52938 7.2
Neither Agree no	3	103349 35.6	64945 37.1	20411 30.1	12200 36.0	18075 18.3	15337 22.2	234317 31.9
Agree	4	129346 44.6	78040 44.6	36202 53.4	15293 45.1	58225 59.0	38795 56.2	355901 48.5
	5	23355	14459	6976	3393	15460	9855	73498

Strongly Agree	8.0	8.3	10.3	10.0	15.7	14.3	10.0
Column Total	290194 39.5	174866 23.8	67761 9.2	33892 4.6	98608 13.4	69068 9.4	734389 100.0

Number of Missing Observations: 57839

REll7AQ How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AQ								
Strongly Disagree	1 5.9	17221 5.9	12653 7.3	6893 10.1	2917 8.6	14259 14.4	10815 15.6	64756 8.8
Disagree	2	94909 32.8	52517 30.1	26308 38.7	11577 34.1	46308 46.9	31848 46.0	263466 35.9
Neither Agree no	3	117569 40.6	82114 47.1	27583 40.6	14290 42.1	25817 26.2	19880 28.7	287253 39.1
Agree	4	51014 17.6	23912 13.7	6118 9.0	4307 12.7	10518 10.7	5297 7.7	101165 13.8
Strongly Agree	5	9080 3.1	3166 1.8	1042 1.5	834 2.5	1794 1.8	1331 1.9	17248 2.4
Column Total		289793 39.5	174363 23.8	67943 9.3	33925 4.6	98695 13.4	69170 9.4	733888 100.0

Number of Missing Observations: 58340

REll7AR How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AR								
Strongly Disagree	1 1.4	4108 1.4	2438 1.4	341 0.5	254 0.8	229 0.2	189 0.3	7558 1.0
Disagree	2	12017 4.1	6670 3.8	1566 2.3	746 2.2	2071 2.1	823 1.2	23893 3.3
Neither Agree no	3	102339 35.3	69486 39.8	23207 34.2	11801 34.9	21245 21.6	16090 23.3	244168 33.3
Agree	4	134526 46.4	74784 42.8	32793 48.3	16100 47.5	54883 55.7	36330 52.6	349416 47.6
Strongly Agree	5	36858 12.7	21316 12.2	10024 14.8	4958 14.6	20065 20.4	15669 22.7	108890 14.8
Column Total		289846 39.5	174695 23.8	67932 9.3	33859 4.6	98492 13.4	69101 9.4	733925 100.0

Number of Missing Observations: 58303

REll7AS How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AS								
Strongly Disagree	1 3.0	8589 3.0	4307 2.5	770 1.1	739 2.2	1784 1.8	838 1.2	17027 2.3
Disagree	2	27381 9.5	14276 8.2	3926 5.9	2482 7.4	5466 5.6	2772 4.0	56302 7.7
Neither Agree no	3	144278 50.0	95309 54.9	32943 49.1	16959 50.3	39620 40.3	27269 39.6	356377 48.8
Agree	4	86715 30.0	47864 27.6	22902 34.2	10509 31.2	39282 39.9	27867 40.5	235140 32.2
Strongly Agree	5	21832 7.6	11915 6.9	6495 9.7	3024 9.0	12240 12.4	10145 14.7	65651 9.0
Column Total		288795 39.5	173670 23.8	67036 9.2	33713 4.6	98391 13.5	68891 9.4	730496 100.0

Number of Missing Observations: 61732

REll7AT How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AT								
Strongly Disagree	1 4.4	12711 4.4	7183 4.1	4392 6.4	1297 3.8	8745 8.9	6999 10.1	41328 5.6
Disagree	2	80316 27.6	43276 24.7	22737 33.3	9946 29.3	41389 42.1	26424 38.2	224088 30.5
Neither Agree no	3	138809 47.7	93383 53.3	31664 46.4	17269 50.9	34948 35.5	26956 39.0	343029 46.6
Agree	4	50535 17.4	27804 15.9	8072 11.8	4424 13.1	11153 11.3	7630 11.0	109617 14.9
Strongly Agree	5	8481 2.9	3521 2.0	1354 2.0	959 2.8	2095 2.1	1189 1.7	17600 2.4
Column Total		290853 39.5	175167 23.8	68220 9.3	33895 4.6	98330 13.4	69199 9.4	735663 100.0

Number of Missing Observations: 56565

REll7AU How much do you agree or disagree by XSRRC.Recorder-Reserve Component

	Count Col Pct	Army-Grd	Army-Res	Navy-Res	Mari-Res	Air-Grd	Air-Res	Row Total
		1	2	3	4	5	6	
REll7AU								
Strongly Disagree	1 5.1	14811 5.1	9278 5.3	4993 7.3	2607 7.7	8713 8.8	6620 9.6	47023 6.4
Disagree	2	86113 29.7	46593 26.6	22891 33.6	10071 29.6	38353 38.9	24098 34.9	228118 31.0

3	141416	92600	33928	16746	40129	29291	354111
Neither Agree no	48.7	52.8	49.8	49.3	40.7	42.4	48.2
4	39279	22517	5483	3695	9520	7396	87890
Agree	13.5	12.8	8.0	10.9	9.7	10.7	12.0
5	8471	4441	826	873	1819	1614	18044
Strongly Agree	2.9	2.5	1.2	2.6	1.8	2.3	2.5
Column Total	290090	175429	68122	33991	98535	69019	735185
	39.5	23.9	9.3	4.6	13.4	9.4	100.0

Number of Missing Observations: 57043

RE117AV How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1	8709	5648	1611	972	3271	1795	22006
Strongly Disagree	3.0	3.2	2.4	2.9	3.3	2.6	3.0
2	25701	15101	5938	2527	9586	6077	64930
Disagree	8.8	8.6	8.7	7.4	9.7	8.7	8.8
3	120967	81548	30178	13801	39244	27628	313366
Neither Agree no	41.6	46.5	44.4	40.6	39.8	39.7	42.5
4	102978	57136	22774	11580	35973	24224	254664
Agree	35.4	32.6	33.5	34.1	36.5	34.8	34.6
5	32700	16034	7423	5073	10538	9791	81558
Strongly Agree	11.2	9.1	10.9	14.9	10.7	14.1	11.1
Column Total	291054	175467	67924	33953	98612	69515	736525
Total	39.5	23.8	9.2	4.6	13.4	9.4	100.0

Number of Missing Observations: 55703

RE117AW How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1	46993	28072	12323	5452	17916	13813	124569
Strongly Disagree	16.2	16.0	18.1	16.0	18.2	19.9	16.9
2	94706	55856	24426	10095	39698	27087	251869
Disagree	32.6	31.8	35.8	29.7	40.3	39.0	34.2
3	100445	66409	21501	12463	27493	19118	247428
Neither Agree no	34.5	37.8	31.5	36.7	27.9	27.5	33.6
4	36395	19024	8305	4251	10020	6817	84812
Agree	12.5	10.8	12.2	12.5	10.2	9.8	11.5
5	12411	6288	1633	1718	3472	2615	28136
Strongly Agree	4.3	3.6	2.4	5.1	3.5	3.8	3.8
Column Total	290950	175649	68188	33978	98599	69450	736815
Total	39.5	23.8	9.3	4.6	13.4	9.4	100.0

Number of Missing Observations: 55413

RE117AX How much do you agree or disagree by XSRRC.Recode-Reserve Component

Count Col Pct	Army-Grd 1	Army-Res 2	Navy-Res 3	Mari-Res 4	Air-Grd 5	Air-Res 6	Row Total
1	10995	5141	801	631	2050	1279	20898
Strongly Disagree	3.8	2.9	1.2	1.9	2.1	1.8	2.8
2	15312	8759	1749	1057	3792	2363	33032
Disagree	5.3	5.0	2.6	3.1	3.8	3.4	4.5
3	88870	57990	19643	9687	18889	15558	210637
Neither Agree no	30.6	33.0	28.9	28.6	19.2	22.4	28.6
4	122076	73421	32310	14434	49709	32141	324091
Agree	42.0	41.8	47.5	42.6	50.4	46.4	44.0
5	53386	30267	13507	8084	24116	17984	147343
Strongly Agree	18.4	17.2	19.9	23.9	24.5	25.9	20.0
Column Total	290640	175578	68010	33893	98556	69324	736002
Total	39.5	23.9	9.2	4.6	13.4	9.4	100.0

Number of Missing Observations: 56226

## Appendix I – Acronyms

---

<b>ADUSD (ESOH)</b>	Assistant Deputy Under Secretary of Defense (Environmental Safety, and Occupational Health)
<b>DMDC</b>	Defense Manpower Data Center
<b>DoD</b>	Department of Defense
<b>DSOC</b>	Defense Safety Oversight Council
<b>DUSD(R)</b>	Deputy Under Secretary of Defense for Readiness
<b>MACOM</b>	Major Command (Army)
<b>MAJCOM</b>	Major Command (Air Force)
<b>NCO</b>	Non-commissioned Officer
<b>NSC</b>	National Safety Council
<b>OIG</b>	Office of Inspector General (DoD)
<b>ORM</b>	Operational Risk Management
<b>OSD</b>	Office of the Secretary of Defense
<b>P&amp;R</b>	Personnel and Readiness
<b>SecDef</b>	Secretary of Defense
<b>USD (P&amp;R)</b>	Under Secretary of Defense for Personnel and Readiness

## **Appendix J – Report Distribution**

---

### **Office of the Secretary of Defense**

Under Secretary of Defense (Acquisition, Technology, and Logistics)  
Under Secretary of Defense (Policy)  
Under Secretary of Defense (Comptroller)  
Under Secretary of Defense (Personnel and Readiness)  
Under Secretary of Defense (Intelligence)

### **Department of the Army**

Assistant Secretary of the Army (Installations and Environment)  
Inspector General, Department of the Army

### **Department of the Navy**

Assistant Secretary of the Navy (Installations and Environment)  
Naval Inspector General

### **Department of the Air Force**

Assistant Secretary of the Air Force (Installations, Environment, and Logistics)  
Inspector General, Department of the Air Force

### **Joint Chiefs of Staff**

Deputy Inspector General

### **Other Defense Organizations**

Defense Security Cooperation Agency  
Defense Commissary Agency  
Defense Contract Audit Agency  
Defense Finance and Accounting Agency  
Defense Intelligence Agency  
Defense Security Service  
National Geospatial-Intelligence Agency  
National Security Agency  
Defense Advances Research Projects Agency  
Defense Contract Management Agency  
Defense Logistics Agency  
Defense Threat Reduction Agency  
Missile Defense Agency  
Defense Information Systems Agency  
Defense Legal Services Agency  
Pentagon Force Protection Agency

## **Non-Defense Federal Organizations and Individuals**

National Safety Council

## **Congressional Committees and Subcommittees, Chairman and Ranking Minority Member**

Senate Committee on Appropriations

Senate Subcommittee on Defense

Senate Committee on Armed Services

Senate Committee on Governmental Affairs

Senate Judiciary Subcommittee on Technology, Terrorism, and Government Information

House Committee on Appropriations

House Subcommittee on Defense

House Committee on Armed Services

House Committee on Government Reform

House Committee on the Judiciary

House Subcommittee on National Security, Emerging Threats, and International Relations,  
Committee on Government Reform

House Subcommittee on Technology, Information Policy, Intergovernmental Relations, and the  
Census, Committee on Government Reform

## **THE MISSION OF THE DoD OIG**

---

The Office of Inspector General promotes integrity, accountability, and improvement of Department of Defense personnel, programs, and operations to support the Department's mission and to serve the public interest.

## **GENERAL INFORMATION**

---

Forward questions or comments concerning the evaluation of the DoD Safety Program and other activities conducted by the Inspections & Evaluations Directorate to:

Inspections & Evaluations Directorate  
Office of the Deputy Inspector General for Policy and Oversight  
Office of Inspector General of the Department of Defense  
400 Army Navy Drive  
Arlington, Virginia 22202-4704  
[crystalfocus@dodig.mil](mailto:crystalfocus@dodig.mil)

An overview of the Department of Defense Office of Inspector General mission and organizational structure is available at <http://www.dodig.mil>

## **TEAM MEMBERS**

---

The Special Projects and Technical Support Division, Inspections and Evaluations Directorate, Office of Deputy Inspector General for Policy and Oversight, Office of Inspector General for the Department of Defense prepared this report. Personnel who contributed to the report include Col Forrest R. Sprester (USAF) – project lead, LCDR Robert N. Cooper (USN) – team leader, Michael R. Herbaugh, Lt Col Heidie R. Rothschild (USAF), Dr. Sardar Q. Hassan, George P. Marquardt, Kayode O. Bamgbade, Susann L. Stephenson, Carol Brink-Meissner, Stephen V. Chiusano, Major Linda Moschelle (USAF), Monica Noell, LTC Eugene Thurman (USA), and Jewel Morton (Naval Audit Service).

Terry Miller and Jonathan Thomas, National Safety Council.

## **ADDITIONAL REPORT COPIES**

---

Contact us by phone, fax, or e-mail:

Inspections and Evaluations Directorate, Deputy Inspector General for Policy and Oversight

COM: 703.604.9130 (DSN 664.9130)

FAX: 703.604.9769

EMAIL: [crystalfocus@dodig.mil](mailto:crystalfocus@dodig.mil)

Electronic version available at: <http://www.dodig.mil/Inspections/IE/Reports.htm>

DEPARTMENT OF DEFENSE

hotline

**To report fraud, waste, mismanagement, and abuse of authority.**

Send written complaints to: Defense Hotline, The Pentagon, Washington, DC 20301-1900  
Phone: 800.424.9098 e-mail: [hotline@dodig.mil](mailto:hotline@dodig.mil) [www.dodig.mil/hotline](http://www.dodig.mil/hotline)

*Combat Power  
Begins with  
Safety*

DEPARTMENT OF DEFENSE  
OFFICE OF INSPECTOR GENERAL

NATIONAL SAFETY COUNCIL

[www.dodig.mil](http://www.dodig.mil)

[www.nsc.org](http://www.nsc.org)

