

Safety Culture Assessment Results for XXX

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## Background of the Safety Culture Assessment Tool (SCAT)

The SCAT was developed during 2009-2010 as a relatively quick and efficient means of collecting data related to an organization's safety culture. Scales and individual statement items were developed by a review of the literature as well as anecdotally by the author. A comprehensive literature review is beyond the scope of this report. However, if you are interested in a non-exhaustive list of the studies that were used as a basis for SCAT development, you can refer to the following sources: (McDonald, Corrigan, Daly, & Cromie, 2000; Hobbs & Williamson, 2002; Patankar, 2002; Hobbs, 2002; Veinott & Kanki, 1995; Nord & Kanki, 1999; Patankar, Lattanzio, Kanki, & Munro, 2003; von Thaden, Wiegmann, & Shappell, 2004; Wiegmann, Zhang, von Thaden, Sharma, & Mitchell, 2002). Though not a true scientifically developed instrument, the SCAT does provide an excellent overall assessment of the most salient features of a safety culture.

These features are measured by asking respondents to state their level of agreement or disagreement to 25 statements related to their company's safety culture. Scaled responses range from "Strongly Disagree" (1) to "Strongly Agree" (6) with an additional option of "Not Applicable" for each statement item. The SCAT requires approximately 10-15 minutes for completion.

## SCAT Methodology

The SCAT was administered via SurveyMonkey®, as an online survey, for a period of 40 days, during September /October 2012 for the employees for XXX Airlines. Employees were initially informed of the survey by email and by company circulars and were assured by management that confidentiality and anonymity would be strictly observed and that no

personally identifying information would be collected. After the study began, reminders were sent on two different occasions to increase the potential for a larger sample size. The total population for sampling purposes was approximately 750 (N=750).

## Results

A total of 110 SCATs were returned for a response rate of 14.6% ( $n=110$ ). Although it was hoped that the response rate would be significantly higher, a 14.6% response rate is considered typical for this type of study. Of the 110 participants that began the survey, a total of 92 (83.6%) finished the survey in its entirety. Of the 110 participants, 33 (30%) indicated they were in a Management position while 77 (70%) indicated they were in a Non-Management position.

The primary objective of the SCAT is to quantify employee attitudes towards safety culture. The SCAT uses a 6 point Likert scale with a range of responses from ‘Strongly Disagree’ (1) to ‘Strongly Agree’ (6). An additional response of ‘Not Applicable’ is also included but is not part of the 6 point scale. The SCAT is categorized into three scales; (a) *Corporate Culture*, (b) *Safety Culture*, and (c) *Corporate Communication*. Each of these scales and their corresponding survey statements are shown in Tables 1-3 below. The quantitative data are represented by:

- Mean scores; (the average of all responses to each statement)
- M-crit; (which, for the purpose of this study, is a critical number—based on the mean score—where problems may exist and interventions may be necessary). M-crit values that are less than 2 or greater than 5 (based on the corresponding mean score) are

therefore color coded in red. Mean scores that do not exceed M-crit values, but are approaching M-crit, are color coded in yellow

- Standard deviation; (the dispersion around the mean). Higher SDs indicate more variability in the response range while lower SDs indicate less variability in the response range.

Table 1. Corporate Culture Scale

Item No.	Description	M	M-crit	SD
1	I feel truly appreciated when I step into work each day	3.58	< 2.0	1.43
2	My flight department recognizes exceptional employees with rewards or incentives	2.45	< 2.0	1.40
3	Management tends to push me beyond my limits	3.34	> 5.0	1.47
4	When it comes to management and line personnel, I feel that it is a “them versus us” environment	4.22	> 5.0	1.68
5	Management cares only about the bottom line	3.92	> 5.0	1.49
6	I trust management	3.16	< 2.0	1.43
7	My flight department’s CEO (or president) is easily accessible	4.02	< 2.0	1.44
8	Employees seem to come and go at my flight department	2.77	> 5.0	1.21
9	Overall, I feel that everyone is happy working at my flight department	2.62	< 2.0	1.36
10	Management not only “talks the talk” but also “walks the walk”	2.35	< 2.0	1.39

1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree  
M = Mean  
M-crit = Mean critical value (a value that may determine the need for further investigation or intervention)  
SD = Standard Deviation

Table 2. Safety Culture Scale

Item No.	Description	M	M-crit	SD
11	A strong safety theme can be felt throughout my flight department	3.62	< 2.0	1.43
12	My flight department is accident prone	2.84	> 5.0	1.48
13	If I make a mistake I know I will be punished in some way	3.82	> 5.0	1.32
14	My flight department provides adequate training for my job function	3.60	< 2.0	1.64
15	I am confident that a surprise safety inspection by our Regulator will not reveal any safety violations	3.36	< 2.0	1.43
16	Management works proactively to prevent accidents from happening in the first place	3.40	< 2.0	1.42
17	I know some coworkers who have an obvious disregard for safety	3.66	> 5.0	1.61
18	The chance that I may contribute towards a fatal accident is extremely remote	4.52	> 5.0	1.48
19	If I make a mistake I feel a great deal of shame	4.54	> 5.0	1.32
20	Errors are made only by careless people	1.89	> 5.0	1.02
21	My flight department learns from its mistakes	3.67	< 2.0	1.49
22	High-level managers make fewer errors than line personnel	2.07	> 5.0	1.32

1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree  
M = Mean  
M-crit = Mean critical value (a value that may determine the need for further investigation or intervention)  
SD = Standard Deviation

Table 3. Corporate Communication Scale

Item No.	Description	M	M-crit	SD
23	There is a free flow of safety communication between management and employees at my flight department	3.38	< 2.0	1.52
24	I am always kept up-to-date on procedures that have changed at my flight department	3.51	< 2.0	1.64
25	I have difficulty speaking up to my manager	2.52	> 5.0	1.30

1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree, 4: Somewhat Agree, 5: Agree, 6: Strongly Agree  
M = Mean  
M-crit = Mean critical value (a value that may determine the need for further investigation or intervention)  
SD = Standard Deviation

In addition to quantitative data, the SCAT also collects qualitative (textual) data to augment the numerical scores of each of the survey statements. Each statement includes a text area where the respondent can insert optional comments to expound upon his or her numeric choice. As a mixed-method approach, the SCAT provides a much more robust insight into the attitudes and feelings of employees when compared to collecting numerical scores alone. Table 4 (below) contains all of the qualitative responses collected for each survey statement. *The responses have not been edited.*



Table 4. Qualitative Responses to the SCAT (unedited)

## Corporate Culture

### **I feel truly appreciated when I step into work each day**

- It depends on the individual relationship
- No appreciation is shown by Management to staff for the contribution made daily
- Lack of respect for what we do in some cases
- When I walk in my office I feel like I just walk in hell, management choosing sides instead of looking out for the best interest of the company
- My performance is not affected by this but this is a general feeling amongst all staff
- The Person in my department so selfish don't even want to say good morning
- The staff don't distribute work. I feel useless and i know that i have potential

### **My flight department recognizes exceptional employees with rewards or incentives**

- Flight department?
- Staff are taken for granted
- I have not seen any appraisals recently

### **Management tends to push me beyond my limits**

- From a negative perspective
- Long duty days and especially after minimum rest periods too often
- I have a great working relationship with my boss
- Especially when they want you to do things that you not suppose to do
- I think that management should seat down with each employee individually and ask what can better the company and pass it on to management in ANU
- Especially if you deal with passengers on a daily basis
- In what way? If its a push for to improve the employee then I disagree but if its to overload then I strongly disagree

### **When it comes to management and line personnel, I feel that it is a “them versus us” environment**

- The harmonious environment for the good of the Company is lacking
- The entire department is highly antagonized and micro-managed
- That's an every day feeling

### **Management cares only about the bottom line**

- They have no regards for what staff need to do egt accomplish it
- The lack of employee incentives, poor staff morale and the little incentives that

are there are tied to the wrong motivation(s). e.g.. Rebate tickets are tied to sick days, see certified and also certified

- We don't have regular meeting or discussion
- I'm not sure what they care about
- Management doesn't take lower staff enquires to heart

### **I trust management**

- Don't trust them in some cases
- Trust them only to a certain extent
- I don't feel strongly about tell them things
- There are certain things that you would tell management and it licks out
- Someone always has a best friend

### **My flight department's CEO (or president) is easily accessible**

- The CEO sits in an ivory tower accessible to executive managers only
- I really can not say because I have never had a reason to call
- She has a open door policy, but i don't see staff go
- He is new to the company and i don't know
- I'm not sure

### **Employees seem to come and go at my flight department**

- Salary and move up opportunity

### **Overall, I feel that everyone is happy working at my flight department**

- A highly de-motivated department
- Working is not the problem we are happy with that is just the environment with our supervisor that makes us not wanting to be there
- I would like to move around the department. to develop wide spread knowledge for each department
- Some find that they're not paid enough money and they're not doing practically anything

### **Management not only "talks the talk" but also "walks the walk"**

- Talk but the walk is years too long after
- Employees are penalised for errors. However if a manager has to act in the same position and the same error is committed they laugh and pass it as nothing
- Neither talk or walk
- I don't know what they are doing

## Safety Culture

### **A strong safety theme can be felt throughout my flight department**

- During hurricane time the limits are skirted to a great extent
- Commercial pressures and pilots are threatened to fly defective aircraft
- People just need to get pass the door

### **My flight department is accident prone**

- No proper storage. boxes are all over

### **If I make a mistake I know I will be punished in some way**

- This is one of the things that some employees are not happy with because there is always this red flag flying over there heads about fireing you if you make a mistake instead of looking for a way to deal with it. That sucks so what i say every day is that is not my company and its not yours so that means the both of us are on a thin line
- Most times a verbal warning is given which should be elevated to a written one more often
- Verbal punished

### **My flight department provides adequate training for my job function**

- You have to do it yourself and time off is not even for studying

### **Management works proactively to prevent accidents from happening in the first place**

- Nothin proactive comes from management. they only react when a situation occurs
- They move after it happened

### **The chance that I may contribute towards a fatal accident is extremely remote**

- I put the boxes on the floor

### **If I make a mistake I feel a great deal of shame**

- If i make mistake, i recognize it and work with my supervisor to try and correct it
- Mistakes do happen especially when the tail is wagging the dog instead of the other way around. If the head don't know or can't do something I do not expect the bottom to know. May me its just me and my thinking. (smile)

**Errors are made only by careless people**

- By everyone no man is perfect otherwise the world would not be like this today
- Everyone is prone to make mistakes. We all are human beings. we're not perfect

**My flight department learns from its mistakes**

- My work section that is

**High-level managers make fewer errors than line personnel**

- They make the most, they jus hide it

Corporate Communication

**There is a free flow of safety communication between management and employees at my flight department**

- Management attitude is that it has been working for years why change it
- They are inform happened everything happened

**I am always kept up-to-date on procedures that have changed at my flight department**

- Sometimes is when you already do the stuff that management tells you or the procedure has change and then your are being punish for that error that should have never happen in the first place

**I have difficulty speaking up to my manager**

- They are somewhat unapproachable and your opinion is of no value
- I just avoid him because I know what the outcome will be
- I tell them as it is

## Discussion and Recommendations

Overall, it appears that the safety culture at XXX, in terms of responses collected, is fairly good. No mean scores on the quantitative section exceeded M-crit. However, there were six statements that *approached* M-crit and were highlighted in yellow. Each is worthy of increased scrutiny due to the fact that they were approaching the critical value. These statements, along with my recommendations, are listed below:

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	M	M-crit
<b>My flight department recognizes exceptional employees with rewards or incentives</b>	2.45	< 2.0
<i>Recommendation:</i> <i>Perhaps the implementation of a reward or recognition system would help to boost employee motivation and morale. This system does not have to be overly complicated or expensive. Small tokens of appreciation can go a long way.</i>		
<b>When it comes to management and line personnel, I feel that it is a “them versus us” environment</b>	4.22	> 5.0
<i>Recommendation:</i> <i>Many times this is a normal attitude at organizations. While this situation may be more perceived than actual, sometimes there can be a valid argument for this type of employee attitude. A disparity in agendas between management and line personnel can lead to employee apathy and low morale. If this situation truly exists then management should investigate the cause and then employ measures to resolve the disparity.</i>		
<b>Overall, I feel that everyone is happy working at my flight department</b>	2.62	< 2.0
<i>Recommendation:</i> <i>The term “happy” is not operationally defined and thus may be interpreted differently by different employees. However, there seems to be a fairly solid trend toward an “unhappy” employee group. Why might this be so? Further investigation (including the qualitative comments) may reveal some of the reasons for these attitudes.</i>		

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**Management not only “talks the talk” but also “walks the walk”**

2.35 < 2.0

*Recommendation:*

*Are managers good role models and do they do what they say they are going to do? Many times, upper level management will say one thing and do something else. A classic example of this is a line manager discussing the importance of wearing hearing protection but yet he or she does not wear hearing protection when required. The bottom line is that management should be honest, truthful, and transparent in order to gain the trust of employees. Once trust is eroded it can be very hard to get it back. This can have far-reaching implications for programs, such as a Safety Management Systems, where trust is key between management and line workers.*

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**The chance that I may contribute towards a fatal accident is extremely remote**

4.52 > 5.0

*Recommendation:*

*It appears that many employees do not believe that they can be part of an accident chain. In reality, all employees can be a link in the chain at any given time. This is a topic (attitude) that can best be addressed in the airline’s CRM or Human Factors training events.*

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**If I make a mistake I feel a great deal of shame**

4.54 > 5.0

*Recommendation:*

*To err is human! This is another attitude that can be addressed in the training mentioned above. Employees should not feel shame if they commit an unintentional error, particularly if the error was beyond their control (as may be the case with poor organizational policies). Errors may not be intrinsically bad due to the fact that people (and the organization) learn from mistakes. However, if the company culture still uses the blame and punish paradigm, then employees may very well feel shame and stigmatization when they make a mistake.*

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The qualitative (textual) comments revealed a few issues that are worthy of discussion. There were a total of 67 comments collected. Some of the comments were difficult to discern in their intended meaning due to poor grammar or ambiguous wording. Many comments were neutral as well as positively worded. However, there were a number of negative comments that are worthy of attention and also correlate to some of the quantitative results. Examples include:

In the Corporate Culture theme, in the responses to *I feel truly appreciated when I step into work each day*, out of the total of seven responses, five of the responses were negatively worded.

In the Safety Culture theme, in the responses to *If I make a mistake I know I will be punished in some way*, all three of the responses were negative.

In the Corporate Communication theme, of all the responses to the theme (6), the majority alluded to negative attitudes regarding corporate communication.

Overall, it seems that there are some unhappy employees at XXX. The challenge is to try to determine which of the comments are valid and which are simply “sound offs” for disgruntled employees. In order to make this determination, additional research would need to be conducted within the organization.

### Limitations

Research is never perfect. There are always a number of factors that can affect the validity and reliability of the data collected. Thus, it should be noted that a number of limitations may have affected this study’s results. Some of those limitations, in no particular order, are listed below:

- The sample size may have been problematic. Although a 14.6% response rate is considered within the range of normality for an online survey, the respondent sample ( $n=110$ ) out of a total population of approximately  $N=750$  still falls well short of being able to truly infer the sample results to the broader XXX employee population. The recommended sample size in this case would have been 255, in order to accept a typical margin of error of 5% with a 95% confidence level. The actual, smaller sample size of

110 increases the margin of error to 8.64% with a 95% confidence level. Thus, due to fairly high sampling error, it would be hard to statistically infer that the sample truly represents the larger population. Additionally, it is hard to determine if the sample population may differ significantly from the broader population. The methodology used in this study is known as non-probability sampling which means that each member of the population may not be adequately represented in the sample. None of this is meant to indicate that the results may not be accurate—they very well may be representative of the entire population—but caution should be exercised in interpreting the results due to these sampling factors.

- The mean critical (M-crit) value was set as an arbitrary threshold score. M-crit can be altered to more or less conservative values based on the goals of the organization. One needs to be aware, however, that the mean scores that are used for M-crit values can be subjected to the sampling issues mentioned above as well as non-normal distributions of the data (i.e., outliers). Thus, M-crit should not be viewed as a true scientifically developed threshold value for possible interventions, but rather as a guideline value.
- While the survey method is a quick and efficient platform for collecting quantitative data, there are still a number of limitations in its use. Even though survey respondents are encouraged to be honest and truthful in their answers there is still the possibility of response bias or answering statements in a way that the respondent feels should be answered rather than as a true reflection of his or her opinion or attitude. Additionally, surveys that use an ordinal (Likert) scale only measure more or less of a particular thing but not how much more or less.



## Conclusion

The objective of the SCAT was to objectively collect and analyze data related to the safety culture of XXX. The data have been analyzed and discussed and recommendations have been made. It is hoped that this report will provide an important insight into XXXs safety culture and the impetus for change, where and if needed.

Since this is the first SCAT administered at XXX, it is strongly recommended that a follow-up SCAT be conducted approximately 12 months from the date of this report. A re-measurement, particularly if interventions have been implemented, will provide the basis for comparisons which are not available in this baseline research. Either way, it is hoped that the results of this research will help to improve the safety culture for XXX and its valuable workforce.

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APPENDIX A  
SCAT SCALES RATIONALE

## SCAT Scales Rationale

### Corporate Culture Scale

Item	Rationale
I feel truly appreciated when I step into work each day	Employee morale.
My flight department recognizes exceptional employees with rewards or incentives	Employee morale.
Management tends to push me beyond my limits	Is there an overarching theme of employee pressure from managers?
When it comes to management and line personnel, I feel that it is a “them versus us” environment	Differences in organizational/safety philosophies could affect safety.
Management cares only about the bottom line	Imbalance between production and protection.
I trust management	Basic trust between employees and management.
My flight department’s CEO (or president) is easily accessible	Open communication policy from the very top of the hierarchy all the way down to line personnel.
Employees seem to come and go at my flight department	A high employee turnover rate can be indicative of underlying problems with the organization in general.
Overall, I feel that everyone is happy working at my flight department	Employee morale.
Management not only “talks the talk” but also “walks the walk”	Modeling by example.

### Safety Culture Scale

Item	Rationale
A strong safety theme can be felt throughout my flight department	A safety theme should penetrate the entire organization at all levels.
My flight department is accident prone	Recurring accidents may indicate a poor safety culture.
If I make a mistake I know I will be punished in some way	Fear of retribution may lead to covering up and/or not reporting errors.
My flight department provides adequate training for my job function	Lack of proper training can result in higher rates of incidents or accidents.
I am confident that a surprise safety inspection by our Regulator will not reveal any safety violations	Proactive insight. These violations may not be disclosed otherwise.
Management works proactively to prevent accidents from happening in the first place	A key feature of a generative organization.
I know some coworkers who have an obvious disregard for safety	Perceptions of coworkers' safety behavior.
The chance that I may contribute towards a fatal accident is extremely remote	Risk perception regarding accident chain.
If I make a mistake I feel a great deal of shame	Stigmatization.
Errors are made only by careless people	Categorization of blame.
My flight department learns from its mistakes	Is it a learning culture?
High-level managers make fewer errors than line personnel	Hierarchical perceptions of error. Workers may feel that the highest level managers in an organization are less vulnerable to making mistakes.

### Corporate Communication Scale

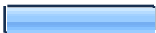
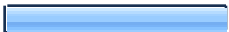





Item	Rationale
There is a free flow of safety communication between management and employees at my flight department	Safety communication should flow from the top down as well as from the bottom up.
I am always kept up-to-date on procedures that have changed at my flight department	Dissemination of critical information.
I have difficulty speaking up to my manager	Assertiveness.

APPENDIX B  
RESULTS EXPRESSED AS PERCENTAGES

**3. My flight department recognizes exceptional employees with rewards or incentives**


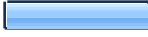

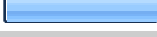
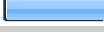


	Response Percent	Response Count
1. Strongly Disagree	22.3%	23
<b>2. Disagree</b>	<b>33.0%</b>	<b>34</b>
3. Somewhat Disagree	9.7%	10
4. Somewhat Agree	7.8%	8
5. Agree	7.8%	8
6. Strongly Agree	2.9%	3
Not Applicable	16.5%	17

### 3. My flight department recognizes exceptional employees with rewards or incentives

		Response Percent	Response Count
1. Strongly Disagree		22.3%	23
<b>2. Disagree</b>		<b>33.0%</b>	<b>34</b>
3. Somewhat Disagree		9.7%	10
4. Somewhat Agree		7.8%	8
5. Agree		7.8%	8
6. Strongly Agree		2.9%	3
Not Applicable		16.5%	17
		Comments	3
		<b>answered question</b>	<b>103</b>
		<b>skipped question</b>	<b>7</b>







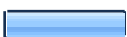


#### 4. Management tends to push me beyond my limits

		Response Percent	Response Count
1. Strongly Disagree		9.8%	10
2. Disagree		21.6%	22
3. Somewhat Disagree		14.7%	15
<b>4. Somewhat Agree</b>		<b>22.5%</b>	<b>23</b>
5. Agree		14.7%	15
6. Strongly Agree		6.9%	7
Not Applicable		9.8%	10

Comments 7

answered question	102
skipped question	8

## 5. When it comes to management and line personnel, I feel that it is a “them versus us” environment

		Response Percent	Response Count
1. Strongly Disagree		6.9%	7
2. Disagree		13.9%	14
3. Somewhat Disagree		7.9%	8
4. Somewhat Agree		15.8%	16
5. Agree		17.8%	18
<b>6. Strongly Agree</b>		<b>29.7%</b>	<b>30</b>
Not Applicable		7.9%	8








Comments 3

answered question	101
skipped question	9








## 6. Management cares only about the bottom line

		Response Percent	Response Count	
1. Strongly Disagree		6.1%	6	
2. Disagree		15.2%	15	
3. Somewhat Disagree		12.1%	12	
4. Somewhat Agree		20.2%	20	
<b>5. Agree</b>		<b>27.3%</b>	<b>27</b>	
6. Strongly Agree		13.1%	13	
Not Applicable		6.1%	6	
		Comments	5	
			<b>answered question</b>	<b>99</b>
			<b>skipped question</b>	<b>11</b>


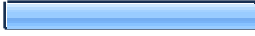




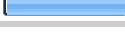
## 7. I trust management

		Response Percent	Response Count	
1. Strongly Disagree		20.2%	20	
2. Disagree		10.1%	10	
3. Somewhat Disagree		20.2%	20	
<b>4. Somewhat Agree</b>		<b>31.3%</b>	<b>31</b>	
5. Agree		13.1%	13	
6. Strongly Agree		3.0%	3	
Not Applicable		4.0%	4	
		Comments	4	
			<b>answered question</b>	<b>99</b>
			<b>skipped question</b>	<b>11</b>







## 8. My flight department's CEO (or president) is easily accessible

		Response Percent	Response Count
1. Strongly Disagree		4.1%	4
2. Disagree		11.3%	11
3. Somewhat Disagree		12.4%	12
4. Somewhat Agree		19.6%	19
<b>5. Agree</b>		<b>22.7%</b>	<b>22</b>
6. Strongly Agree		13.4%	13
Not Applicable		16.5%	16
		Comments	5
<b>answered question</b>			<b>97</b>
<b>skipped question</b>			<b>13</b>

## 9. Employees seem to come and go at my flight department

		Response Percent	Response Count
1. Strongly Disagree		7.3%	7
<b>2. Disagree</b>		<b>37.5%</b>	<b>36</b>
3. Somewhat Disagree		15.6%	15
4. Somewhat Agree		11.5%	11
5. Agree		9.4%	9
6. Strongly Agree		1.0%	1
Not Applicable		17.7%	17
		Comments	1
		<b>answered question</b>	<b>96</b>
		<b>skipped question</b>	<b>14</b>

## 10. Overall, I feel that everyone is happy working at my flight department




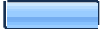



		Response Percent	Response Count
1. Strongly Disagree		25.0%	24
2. Disagree		22.9%	22
3. Somewhat Disagree		15.6%	15
4. Somewhat Agree		17.7%	17
5. Agree		10.4%	10
6. Strongly Agree		0.0%	0
Not Applicable		10.4%	10

Comments 4

answered question 96


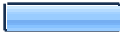





skipped question 14

## 11. Management not only “talks the talk” but also “walks the walk”

		Response Percent	Response Count
1. Strongly Disagree		32.6%	31
2. Disagree		26.3%	25
3. Somewhat Disagree		10.5%	10
4. Somewhat Agree		13.7%	13
5. Agree		6.3%	6
6. Strongly Agree		2.1%	2
Not Applicable		8.4%	8
		Comments	4
		<b>answered question</b>	<b>95</b>
		<b>skipped question</b>	<b>15</b>










## 12. A strong safety theme can be felt throughout my flight department

		Response Percent	Response Count
1. Strongly Disagree		7.4%	7
2. Disagree		16.8%	16
3. Somewhat Disagree		13.7%	13
<b>4. Somewhat Agree</b>		<b>23.2%</b>	<b>22</b>
<b>5. Agree</b>		<b>23.2%</b>	<b>22</b>
6. Strongly Agree		6.3%	6
Not Applicable		9.5%	9

Comments 3

answered question	95
skipped question	15


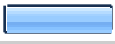





### 13. My flight department is accident prone

		Response Percent	Response Count
1. Strongly Disagree		14.7%	14
<b>2. Disagree</b>		<b>35.8%</b>	<b>34</b>
3. Somewhat Disagree		14.7%	14
4. Somewhat Agree		10.5%	10
5. Agree		10.5%	10
6. Strongly Agree		5.3%	5
Not Applicable		8.4%	8

Comments 1

<b>answered question</b>	<b>95</b>
<b>skipped question</b>	<b>15</b>




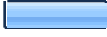
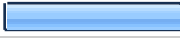


## 14. If I make a mistake I know I will be punished in some way

		Response Percent	Response Count
1. Strongly Disagree		3.2%	3
2. Disagree		15.8%	15
3. Somewhat Disagree		15.8%	15
<b>4. Somewhat Agree</b>		<b>29.5%</b>	<b>28</b>
5. Agree		21.1%	20
6. Strongly Agree		9.5%	9
Not Applicable		5.3%	5

Comments 3

answered question	95
skipped question	15

## 15. My flight department provides adequate training for my job function


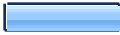

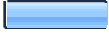
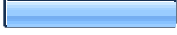


		Response Percent	Response Count
1. Strongly Disagree		10.5%	10
2. Disagree		22.1%	21
3. Somewhat Disagree		7.4%	7
4. Somewhat Agree		14.7%	14
<b>5. Agree</b>		<b>26.3%</b>	<b>25</b>
6. Strongly Agree		10.5%	10
Not Applicable		8.4%	8

Comments 1


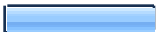





answered question 95

skipped question 15


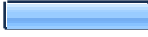

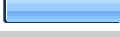
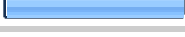


**16. I am confident that a surprise safety inspection by our Regulator will not reveal any safety violations**

		Response Percent	Response Count
1. Strongly Disagree		11.6%	11
2. Disagree		16.8%	16
3. Somewhat Disagree		24.2%	23
4. Somewhat Agree		14.7%	14
<b>5. Agree</b>		<b>25.3%</b>	<b>24</b>
6. Strongly Agree		3.2%	3
Not Applicable		4.2%	4
		Comments	0
		<b>answered question</b>	<b>95</b>
		<b>skipped question</b>	<b>15</b>

## 17. Management works proactively to prevent accidents from happening in the first place

		Response Percent	Response Count
1. Strongly Disagree		8.5%	8
<b>2. Disagree</b>		<b>22.3%</b>	<b>21</b>
3. Somewhat Disagree		18.1%	17
<b>4. Somewhat Agree</b>		<b>22.3%</b>	<b>21</b>
5. Agree		18.1%	17
6. Strongly Agree		6.4%	6
Not Applicable		4.3%	4
		Comments	2
<b>answered question</b>			<b>94</b>
<b>skipped question</b>			<b>16</b>






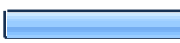

## 18. I know some coworkers who have an obvious disregard for safety

		Response Percent	Response Count
1. Strongly Disagree		9.6%	9
2. Disagree		21.3%	20
3. Somewhat Disagree		7.4%	7
4. Somewhat Agree		17.0%	16
<b>5. Agree</b>		<b>26.6%</b>	<b>25</b>
6. Strongly Agree		10.6%	10
Not Applicable		7.4%	7

Comments 0

<b>answered question</b>	<b>94</b>
<b>skipped question</b>	<b>16</b>

## 19. The chance that I may contribute towards a fatal accident is extremely remote

		Response Percent	Response Count
1. Strongly Disagree		5.3%	5
2. Disagree		8.5%	8
3. Somewhat Disagree		5.3%	5
4. Somewhat Agree		12.8%	12
<b>5. Agree</b>		<b>34.0%</b>	<b>32</b>
6. Strongly Agree		26.6%	25
Not Applicable		8.5%	8

Comments 1

answered question 94

skipped question 16










## 20. If I make a mistake I feel a great deal of shame

		Response Percent	Response Count
1. Strongly Disagree		3.2%	3
2. Disagree		8.5%	8
3. Somewhat Disagree		3.2%	3
4. Somewhat Agree		22.3%	21
<b>5. Agree</b>		<b>35.1%</b>	<b>33</b>
6. Strongly Agree		23.4%	22
Not Applicable		4.3%	4


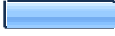

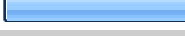
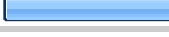


Comments 2

<b>answered question</b>	<b>94</b>
<b>skipped question</b>	<b>16</b>

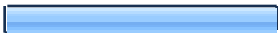
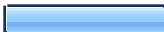





## 21. Errors are made only by careless people

		Response Percent	Response Count
1. Strongly Disagree		41.5%	39
2. Disagree		35.1%	33
3. Somewhat Disagree		12.8%	12
4. Somewhat Agree		5.3%	5
5. Agree		1.1%	1
6. Strongly Agree		1.1%	1
Not Applicable		3.2%	3
		Comments	2
		<b>answered question</b>	<b>94</b>
		<b>skipped question</b>	<b>16</b>

## 22. My flight department learns from its mistakes

		Response Percent	Response Count	
1. Strongly Disagree		9.7%	9	
2. Disagree		16.1%	15	
3. Somewhat Disagree		8.6%	8	
<b>4. Somewhat Agree</b>		<b>26.9%</b>	<b>25</b>	
5. Agree		24.7%	23	
6. Strongly Agree		7.5%	7	
Not Applicable		6.5%	6	
		Comments	1	
			<b>answered question</b>	<b>93</b>
			<b>skipped question</b>	<b>17</b>

### 23. High-level managers make fewer errors than line personnel

		Response Percent	Response Count
1. Strongly Disagree		40.9%	38
2. Disagree		23.7%	22
3. Somewhat Disagree		11.8%	11
4. Somewhat Agree		4.3%	4
5. Agree		7.5%	7
6. Strongly Agree		1.1%	1
Not Applicable		10.8%	10
		Comments	1
		<b>answered question</b>	<b>93</b>
		<b>skipped question</b>	<b>17</b>

**24. There is a free flow of safety communication between management and employees at my flight department**

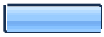
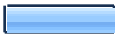





		Response Percent	Response Count
1. Strongly Disagree		12.9%	12
2. Disagree		18.3%	17
3. Somewhat Disagree		12.9%	12
4. Somewhat Agree		18.3%	17
<b>5. Agree</b>		<b>23.7%</b>	<b>22</b>
6. Strongly Agree		4.3%	4
Not Applicable		9.7%	9

Comments 2

**answered question 93**

**skipped question 17**


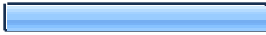





## 25. I am always kept up-to-date on procedures that have changed at my flight department

		Response Percent	Response Count
1. Strongly Disagree		14.0%	13
2. Disagree		16.1%	15
3. Somewhat Disagree		12.9%	12
<b>4. Somewhat Agree</b>		<b>19.4%</b>	<b>18</b>
5. Agree		18.3%	17
6. Strongly Agree		11.8%	11
Not Applicable		8.6%	8

Comments 1

answered question	93
skipped question	17

## 26. I have difficulty speaking up to my manager

		Response Percent	Response Count
1. Strongly Disagree		21.7%	20
<b>2. Disagree</b>		<b>39.1%</b>	<b>36</b>
3. Somewhat Disagree		13.0%	12
4. Somewhat Agree		16.3%	15
5. Agree		6.5%	6
6. Strongly Agree		2.2%	2
Not Applicable		4.3%	4

Comments 3

answered question	92
skipped question	1

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