An Assessment of the Safety Program within the Department of Interior US Geological Survey

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Abstract

The intent of the Occupational Safety and Health Act is to protect American workers from unsafe work environments and provide citizens safe access to America's natural resources. The safety program of the Department of Interior US Geological Survey is evaluated through qualitative analysis of secondary survey data. The comment data came from 6 years of employee opinion surveys about the USGS safety program. Funding, communication, leadership and management, and program awareness need improvement which will in turn improve the other 12 categories identified by the survey participants. Further effort needs to be made to improve the overall safety program within the US Geological Survey.

Keywords: Department of Interior, US Geological Survey, safety program, safety culture, Occupational Safety and Health Act, workplace, hazards

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Introduction

> *Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, that this Act may be cited as the "Occupational Safety and Health Act of 1970."*

The Occupational Safety and Health Act (OSH Act) was developed to protect American workers from unsafe work environments and to provide citizens safe access to America's natural resources (DOI, 2012; DOI, 2011). As is stated in the law of the OSH Act and in other federal policies, the Federal Government has a responsibility to develop and implement safe practices in the workplace and provide for safe utilization of our natural resources by citizens and organizations (DOI, 2012; DOI, 2011; Heidom, 2007; Mancomm, 2011; OSHA, 1973; RCED-98-40R, 1998; Sample, 2007). Federal agencies have this responsibility to the federal workforce, and they have the responsibility to act as leaders and shepherds of safety awareness, knowledge, and implementation for the nation (DOI, 2012; DOI, 2011; OSHA, 1973). As leaders, agencies work together to investigate non-compliance issues, negligence, accidents, fatalities, and environmental disasters. The OSH Act has value relative to both human and environmental health. The act mandates that work hazards be identified and mitigated to reduce both human injuries and environmental disasters. This research topic is important for that reason. The intent of this research is to review the historical and current status of safety practices in the federal government; and to identify and assess the challenges, failures, and successes of the processes.

This research focuses on safety literature, the safety program within the Department of Interior's US Geological Survey (USGS) and survey comments from USGS employees. Each department of the federal government is required to ensure that safe practices are incorporated

and followed by its agencies in their overall effort to fulfill their designated missions. This responsibility requires that all federal employees, volunteers, and contractors adhere to and practice established policy; that all public and private use of natural resources follow the policy relative to human and environmental safety; and that the public is provided information and services to maintain their welfare and to minimize risk while visiting public lands (DOI, 2012; DOI, 2011; OSHA, 1973). In addition, the Department of the Interior is responsible for investigating non-compliance issues, accidents and negligence (DOI, 2012; DOI, 2011; OSHA, 1973).

Safety in the federal government minimizes the risks to humans and the environment, and also serves to guide other governmental agencies and private organization in proper safety practices (DOI, 2012; DOI, 2011; OSHA, 1973). Sound safety programs are imperative in ensuring that all employees, volunteers, and contractors have a safe work environment (DOI, 2012). Senseless accidents have cost individuals their lives; often these casualties could have been avoided with the implementation of safety measures. In addition, disasters (e.g., serious injuries, loss of life, environmental devastation) are extremely costly. The federal government is responsible for paying the costs in cases of internal negligence, and often bears the financial burden when the cost is too great for other governments or organizations and the cost of inaction is unacceptable to the nation. The concern that prompted this research is that inefficiency, complacency, non-compliance, underfunding, and uneducated practices within the Department of the Interior put both people and the environment at risk (DOI, 2012).

Literature Review

The importance of effective safety programs and cultures is clearly demonstrated in public administration literature and government records. The literature also recognizes the

difficulties associated with implementation and compliance. Areas identified in the literature include regulations and expectations; leadership; safety education; accident causation and system safety; deficiencies, opposition, and challenges of safety practices and compliance; and financial issues and hardships. A review of the literature on each of these areas follows.

Policy, Regulations, and Expectations

The purpose of the OSH Act of 1970 is to assure at a minimum the following: 1) to assure a safe and healthful work environment for all working men and women; 2) to authorize the enforcement of the standards under the Act; 3) to provide for research, information, education, and training relative to occupational safety and health (DOI, 2012; DOI, 2011; Heidom, 2007; Mancomm, 2011; OSHA, 1973; RCED-98-40R, 1998; Sample, 2007). The Department of Labor manages the Occupational Safety and Health Administration (OSHA) that is responsible to uphold the standards and enforcement of the OSH Act. The standards as set by OSHA mandate adherence by all employers including all levels of government and all private companies, with few exceptions (DOI, 2012; Mancomm, 2011; Thompson & Scicchitano, 1985). Although federal agencies may receive citations, they will not receive fines; agencies have an open door policy with OSHA and are required to follow the guidelines and standards as set by the OSH Act (Mancomm, 2011). Many federal agencies and OSHA cooperate to ensure self-compliance, help with research, and provide assistance to federal and non-federal entities (Boeniger and Ahlers, 2003; Cahill, 2010; Heidom, 2007; Mancomm, 2011; Miscellany, 1991; OSHA, 1973; Sample, 2007; Vike, 2004). In addition, many federal agencies work closely with OSHA to investigate disasters that affect both humans and the environment (Anonymous. 2010a; Anonymous, 2010b; Anonymous, 2010c; Boeniger and Ahlers, 2003; Cahill, 2010; Casale, 2010; Gold, 2010**;** Heidom, 2007; Mancomm, 2011; OSHA, 1973; Rickman, 2011; Sample, 2007;

Vike, 2004; Wassel, 2003). In 1982, OSHA created the Voluntary Protection Program (VPP) as a collaborative effort to work with organizations that show excellence in safety and health (Bennett and Beitch, 2007). The effort focuses on maintaining OSHA policy while also promoting protection beyond the minimum requirements (Bennett and Beitch, 2007). The need for vigilance on governmental policies affecting safety and health must be emphasized (Jones, 2007).

Leadership and Management

Leadership plays an important role in the effectiveness of safety program development and in the level of compliance by private and governmental organizations (Didla, Mearns, & Flin, 2009; Thompson & Scicchitano, 1985). Mullen and Kelloway (2009) also found that leadership plays an important role on an organization's safety culture. Without proactive leadership, unsafe work practices will often continue and result in work injuries, occupational diseases, and fatalities (Mullen & Kelloway, 2009). Current research on the effects of passive safety-related leadership versus transformational styles of leadership is limited (Mullen, Kelloway, & Teed, 2011). Passive or inconsistent leadership can result in the inhibition of safety compliance and safety participation by employees (Didla, Mearns, & Flin, 2009; Mullen, Kelloway, & Teed, 2011). Sample (2007) found that although supervisors and managers are usually the frontline trainers in an organization, they are often ill-informed concerning safety laws and regulations.

Safety Education

Hill and Nelson (2005) discuss the importance of educating future workforce students about the appropriate attitudes, skills, and knowledge concerning job safety in industry**,** government, other public sectors, and in academic institutions. Education should teach students

to recognize the hazards within their fields, to be able to assess the risks of those hazards, and to develop and implement a plan to manage, control, and minimize the risks (Hill & Nelson, 2005). Students and young professionals are needed and should be encouraged to pursue safety-related careers, these young workers are needed to replace the profession's aging workforce (Jones, 2007). Equally significant concern exists relative to the need for higher educational programs which are currently lacking in the doctoral programs in safety, nanotechnology, disaster preparedness, and pandemic crises (Jones, 2007).

The current injury prevention and health promotion strategies adopted by schools are in response to guidance on health and safety education; the general policy statements on safety education encourage a climate of safe and healthy practices (Shearn, 2006). Poulter and McKenna (2010) researched the effectiveness of training on pre-drivers. They looked at the framework of the theory of planned behavior to assess the effectiveness of an educational intervention designed to improve attitudes to road safety in pre-drivers (Poulter & McKenna, 2010). There is a short-term change in some pre-driver beliefs immediately following the educational intervention; however, the results are not inconclusive (Poulter & McKenna, 2010). This particular study questions the effectiveness of different types of training, and the duration of training effectiveness. In addition, this research may support, in part, the current DOI USGS standards that require some training programs to be repeated on a regular basis, e.g., Wilderness First Aid is required to be taken every 3 years; computer access training is required every year.

Deficiencies in Implementation

Accident Causation and Safety Processes

Saleh et al. (2010) note that the literature on accident causation and system safety is extensive but fragmented. More fundamental research and cross-talk among academic disciplines

must be supported and incentivized to tackle the multi-disciplinary issues of accident causation and system safety, e.g., through the creation of academic hubs or centers of excellence dedicated to system safety research (Saleh, Marais, Bakolas, & Cowlagi, 2010). The partnerships and interactions among academia, industry, and government (especially accident investigation agencies) with the focus on accident causation and system safety issues would be particularly useful in advancing the safety agenda, from both research and education perspectives, and for disseminating research results, safety recommendations, and lessons learned from accident investigations (Saleh, Marais, Bakolas, & Cowlagi, 2010). Safety, health, and environment professions must be supported to enable the fulfillment of the mission of promoting safety and health; and the creation of safe work environments must be further encouraged (Jones, 2007). Safety in the workplace is critical for the welfare of the workforce within an organization; employees must have the knowledge and skills about safe work practices, and a strong safety ethic to work in a safe manner (Hill & Nelson, 2005).

Safety Practices and Compliance - Challenges and Opposition

Too often job risk assessment and safety program implementation are developed only after the occurrence of an accident that results in a serious injury(s) and/or fatality(s) and/or a catastrophic environmental disaster (Wassell, 2003). Organizations are often diverse with unique job duties and associated hazards, and therefore the standardization of best practices for safety implementation and compliance can be challenging (Vike, 2004). Establishing and maintaining a proper and effective safety program is often challenging, costly, and is often met with opposition from within the organization (Sample, 2007). Opposition may be intentional with blatant disregard, and in other cases it has been non-intentional with actions of carelessness or reckless disregard for the safety of others (Sample, 2007). Opposition often hinders

compliance and enforcement officers and requires the officers to exert considerably more effort to ensure that the appropriate protective practices are incorporated and effective (Thompson & Scicchitano, 1985). Another struggle in the effort to achieve a safe work environment can be seen when agencies fail to commit resources (i.e., funding, personnel) to safety and/or inappropriately interpret or ignore the letter and spirit of the laws (Thompson & Scicchitano, 1985). Heidom (2007) importantly notes that the long term federal budgetary support of Occupational Safety and Health Administration is facing significant cuts. These cuts may jeopardize the effectiveness of the administration and its ability to fulfill its obligations toward the effort of ensuring workplace and environmental safety and enforcing compliance.

Financial Issues and Hardships

The recession and state governmental financial hardships may negatively impact and possibly eliminate governmental obligations to employees, vendors, pensioners and bondholders (Pollin & Thompson, 2011). This situation has the potential of occurring at the federal level. Federal agencies are experiencing extensive financial cuts and hardships. Budgetary reductions place federal safety programs at risk of being less efficient due to limiting finances and the associated increased workloads.

Literature Review Summary

The literature identified the importance of the OSH Act of 1970 as a law to protect Americans from harm in the workplace through mandating safe workplaces practices, training and education. The Occupational Safety and Health Administration has the responsibility to enforce the OSH Act that requires adherence to by both private and governmental organizations. In addition, OSHA works cooperatively with other federal agencies to ensure self-compliance, help with research, and provide assistance to federal and non-federal entities; federal efforts

include public assistance in the work place and relative to environmental crisis. The literature also focuses on the importance of leadership within an organization. Strong leadership has been tied to effective safety program development and implementation while poor leadership in contrast supports ineffective safety programs (Sample, 2007). Some studies find that safety education is essential to not only improving workplace safety but also is essential for the longevity of safety programs. Other studies question the effectiveness of training education and imply that the effectiveness of training decreases over time. Additional literature notes the need for more fundamental research and cross-talk among academic disciplines relative to accident causation and system safety. Safety in the workplace is critical for the welfare of the workforce within an organization; employees must have the knowledge and skills to perform their jobs safely. Job hazards are too often ignored until after the occurrence of serious accidents to human health or the environment. Safety implementation and compliance can be challenging, costly, and may be met with opposition from within the organization. In addition, organizations have failed to properly commit resources to safety, and at times either ignored or misinterpreted the laws. Federal budgetary cuts may jeopardize the effectiveness of OSHA and its ability to fulfill its obligations of ensuring and enforcing workplace and environmental safety compliance. The last area of the literature reviewed supported the financial hardships of maintaining effective safety programs both in the governmental agencies and non-governmental organizations.

Research Questions

The Department of the Interior is responsible for ensuring that their 70,000 employees and 280,000 volunteers, located in 2,400 operation locations, have a safe work environment. The federal government has attempted to do this through the implementation of policy and regulations as defined within the Occupational Safety and Health Act of 1970, within DOI-

specific and agency-specific guidelines. This project seeks to answer the following research questions to gain a better understanding of the overall safety program within the USGS: What are the challenges and failings of the implementation and execution of the Occupational Safety and Health Act of 1970 within a bureau of the Federal Government? What are the employee's perceptions of their safety program? What areas of the safety programs are successful? What are the safety program deficiencies (including documented cases and perceived perceptions)? What kind of safety culture exists within their work environment?

Research Methodology

This study utilizes a qualitative research strategy incorporating a case study design using data collected from an interview research methodology. To answer the research questions above, the case study design is used to assist in understanding processes within an organization, and this understanding may potentially be applied to this and other organizations (McNabb, 2008). As described by McNabb (2008), the use of an instrumental case study method is appropriate when trying to gain insight into a specific issue. For this research, the data collected from this method will be used to understand the employee perspectives of the safety processes of their employment agency and to assess both the deficiencies and efficiencies of the safety program processes. The research will look at 1 of the 16 bureau and offices within the Department of the Interior. This bureau-level assessment will focus on data collected from within USGS, one of the bureaus responsible for research relative to the conservation, management and protection of the Nation's natural resources.

The jobs performed by these agencies are diverse, and range from those considered relatively safe (e.g., office environment) to those considered extremely hazardous (e.g., firefighting, wildlife handling). The Bureau Safety and Health Program (formerly called Safety,

Health, and Environmental Program in 2002-2006) uses the survey data to as part of the assessment of the overall safety program. The survey participants are current employees that have been randomly selected across the USGS; and each participant is asked a series of statements based upon the Department of the Interior Safety and Health Strategic Plan goals. The purpose of the surveys has been to assist the Bureau Safety and Health Program Manager in directing future program efforts. The employee surveys, called the Employee Opinion Survey (formally called Employee Satisfaction Survey in 2002), were conducted in 2002, 2004, 2006, 2008, 2010 and 2012.

The surveys were distributed via email with a link to the survey's webpage. Non-respondents were sent a reminder email 1 week later, then were contacted by telephone (where possible) and finally were sent a second (final) email. Participants were notified that the survey was a voluntary request for information and that all responses will remain anonymous. The identity of survey respondents has been kept confidential by the program manager and each survey comment was provided with an associated identifying number. In two cases, individuals provided their identities in their comments but this data has been removed from this document to adhere to the intent of the survey to keep personal information about the respondent's private. Only current employees 18 years or older participated in the survey.

Respondents were asked to indicate their agreement or disagreement with statements about the application of the 5 areas (termed goals in 2002-2008; the use of term "area" will be equivalent to "goal" within this project) of the safety and health strategic plan in their local office. The areas are: 1) leadership and management and safety culture; 2) identify and abate unsafe practices and conditions; 3) implementation; 4) accountability and program improvements through evaluation and monitoring; and 5) increase organizational safety and health awareness

and program communication. Safety awareness and program communication was addressed only in the 2002-2008 surveys but was dropped (reason why is unknown) in the 2010-2012 surveys. Although the exact wording of the goals varied slightly over the survey years, the meaning of each area has remained consistent (Table 1).

Table 1. Areas
The Areas of the Safety and Health Strategic Plan per Survey Year

Area	Year	Area – Number & Description
1	2002	Create a safety, health, and environmental culture inclusive of all employees and activities
1	2004	Create a safety, health, and environmental culture inclusive of all employees and activities
1	2006	Create a safety, health, and environmental culture inclusive of all employees and activities
1	2008	Create a safety and health culture inclusive of all employees and activities.
1	2010	Leadership and Management
1	2012	Leadership and Management
2	2002	Improve our ability to identify and abate unsafe practices and conditions
2	2004	Improve our ability to identify and abate unsafe practices and conditions
2	2006	Improve our ability to identify and abate unsafe practices and conditions
2	2008	Improve our ability to identify and abate unsafe practices and conditions
2	2010	Employee Participation and Engagement
2	2012	Employee Participation and Engagement
3	2002	Implement effective safety, health, and environmental resource strategies
3	2004	Implement effective safety, health, and environmental resource strategies
3	2006	Implement effective safety, health, and environmental resource strategies
3	2008	Implement effective safety and health resource strategies
3	2010	Hazard Recognition and Prevention
3	2012	Hazard Recognition and Prevention
4	2002	Facilitate accountability and program improvement through evaluation and monitoring
4	2004	Facilitate accountability and program improvement through evaluation and monitoring
4	2006	Facilitate accountability and program improvement through evaluation and monitoring
4	2008	Facilitate accountability and program improvement through evaluation and monitoring

Table 1. Areas (continued)

Area	Year	Area – Number & Description
4	2010	Evaluation and Analysis
4	2012	Evaluation and Analysis
5	2002	Increase organizational safety, health, and environmental awareness and program communication
5	2004	Increase organizational safety, health, and environmental awareness and program communication
5	2006	Increase organizational safety, health, and environmental awareness and program communication
5	2008	Increase organizational safety and health awareness and program communication

For each of the surveys, respondents were given a series of statements and asked to indicate if they agreed or disagreed with each statement. The 5 possible responses were: strongly agree, agree, disagree, strongly disagree, or no opinion. Each survey had different sampling strategies, strata, and sample sizes; although the sampling strategy for each survey was consistent across the years and representative of the regional and discipline distribution across the USGS. This is important to note because the USGS is a large organization that operates across (and outside of) the US and has multiple diverse disciplines. The Bureau Safety and Health Program manager did attempt to capture responses from throughout the organization for every survey year. In addition, the original 20 statements were substantively similar each year. The survey statements are listed in the following appendices: 2002 – Appendix A; 2004 – Appendix C; 2006 – Appendix E; 2008 – Appendix G; 2010 – Appendix I; 2012 – Appendix K.

In addition, for all survey years the respondents were asked to provide any comments relative to each of the strategic plan areas. This secondary survey data is the area of focus for this research project. These data were selected because analysis has not been performed on this information. To date the comment data has only been reviewed by top management, whereas the

statement data from the 6 surveys has been quantitatively evaluated. The statement data is used by top management for program assessment and justification. Although regional location data was collected, it was not used as a factor in this particular project. In addition, discipline data is available for several of the years, it was not used here. Please note that an assessment of the data relative to both regional locations and disciplines is important and should be considered for future work. The focus here will be on the comment data relative to each of the 5 strategic program areas. Although the 2002 survey report categorized responses by supervisor vs. non-supervisory employees, these comments were combined and not discretely identified based on authoritative role. All of the surveys included a wide range of employees across all grade levels which included both supervisory and non-supervisory employees. Again, this is an area of interest for future work.

Comment data for this project comes from all 6 surveys for areas 1-4, and from 4 surveys (2002-2008) for area 5. Within a survey year, one respondent may have responded to all, several or none of the areas. The total sample size of survey comments is 1, 275 responses from 431 individuals. The number of individuals that responded to the goal comments per year is: 2002, n=118; 2004, n=79, 2006, n=71, 2008, n=122, 2010, n=102, and 2012, n=57. The sample size per area is as follows (Table 2): area 1, n=373 (2002, n=77; 2004, n=58; 2006, n=59; 2008, n=79; 2010, n=60; 2012, n=40); area 2, n=290 (2002, n=76; 2004, n=46; 2006, n=46; 2008, n=62; 2010, n=44; 2012, n=16); area 3, n=241 (2002, n=56; 2004, n=34; 2006, n=36; 2008, n=61; 2010, n=33; 2012, n=21); area 4, n=222 (2002, n=43; 2004, n=32; 2006, n=27; 2008, n=50; 2010, n=39; 2012, n=31); and area 5, n=148 (2002, n=42; 2004, n=29; 2006, n=26; 2008, n=51).

Table 2. Area Sample Sizes
The Sample Size (n) for Each of the Areas of the Safety and Health Strategic Plan

Area							
1	Leadership, Management, and Safety Culture						
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	77	58	59	79	60	40	**373**
2	Identify and Abate unsafe Practices and Conditions						
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	76	46	46	62	44	16	**290**
3	Implementation						
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	56	34	36	61	33	21	**241**
4	Accountability and Program Improvements through Evaluation and Monitoring						
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	43	32	27	50	39	31	**222**
5	Increase Organizational Safety and Health Awareness and Program Communication						
	Year:	**2002**	**2004**	**2006**	**2008**			**Total**
	n:	42	29	26	51			**373**

The transcription data is coded and categorized using the QSR International program NVivo10. Each data set (response) is assigned a parent node(s) (categorized) and subsequent child node(s) based on the topic(s) of each comment. The results will be used in the evaluation of the research questions to better understand the USGS safety program.

Research Results

The survey structure for each year had a goal specific comment field after each set of goal specific statements. The employee' comments did not fit discretely into the 4-5 goals as the survey structure requested. Comments instead ranged across one or multiple goals regardless of where within the survey the responses were made.

The identified parent nodes include the following (Table 3): accountability, communication, leadership and/or management, culture and attitudes, health, environmental, facility, equipment, strategy, implementation, identify and abate, awareness, involvement,

Table 3. Parent Nodes
Parent Nodes Identified from the Comment Data and Sample Size (n) per Year

Parent Node							
Accountability							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	27	11	10	13	3	4	**68**
Communication							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	69	78	68	81	35	13	**344**
Leadership / Management							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	73	40	33	75	50	34	**305**
Culture - Attitudes							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	74	48	47	90	46	31	**336**
Health							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	5	3	3	10	2	2	**25**
Environmental							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	2	11	9	7	1	2	**32**
Facility							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	15	12	9	21	13	14	**84**
Equipment							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	9	9	3	6	6	3	**36**
Strategy							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	80	41	45	48	40	18	**272**
Implementation							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	57	23	22	34	29	22	**187**
Identify & Abate							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	47	33	18	25	26	27	**176**

Table 3. Parent Nodes (continued)

Parent Node							
Awareness							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	43	29	51	59	44	18	**244**
Involvement							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	15	5	6	17	3	1	**47**
Funding							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	46	41	28	36	11	8	**170**
Training							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	39	29	36	51	25	25	**205**
Survey							
	Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
	n:	23	16	16	33	11	5	**104**

funding, training, and survey structure and format. The identified child nodes for each parent node are as follows (Table 4): accountability – 1) held accountable, 2) not held accountable, 3) other; communication – 1) active, 2) communication but no action, 3) poor. 4) other; leadership and/or management – 1) proactive, 2) average, 3) lacking, 4) other; culture and attitudes – 1) positive, 2) negative, 3) safety-research dilemma, 4) other; health – 1) sufficient, 2) insufficient, 3) other; environmental – 1) sufficient, 2) lacking, 3) recycling; facility – 1) compliant, 2) non-compliant; equipment – 1) compliant, 2) non-compliant; strategy – 1) positive, 2) negative, 3) other; implementation – 1) positive, 2) negative; identify and abate – 1) positive, 2) negative; awareness – 1) positive, 2) lacking; involvement – 1) encouraged, 2) discouraged; funding – 1) sufficient, 2) insufficient, 3) other; training – 1) effective, 2) ineffective, 3) other; survey – 1) design, 2) format.

Table 4. Child Nodes
Child Nodes Identified for each of the Parental Nodes with Sample Size (n) per Year

Parent Node / Child Node							
Accountability							
Held Accountable							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	10	2	3	2	0	0	**17**
Not Held Accountable							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	15	8	6	10	2	4	**45**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	2	1	1	1	1	0	**6**
Communication							
Active Communication							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	10	13	11	26	7	6	**73**
Communication but No Action							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	9	8	6	8	7	1	**39**
Poor Communication							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	38	49	43	42	19	6	**197**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	12	8	8	5	2	0	**35**
Leadership / Management							
Proactive							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	18	9	6	24	18	10	**85**
Average							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	0	4	0	1	0	0	**5**
Lacking							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	42	24	19	34	25	19	**163**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	13	3	8	16	7	5	**52**

Table 4. Child Nodes (continued)

Parent Node / Child Node							
Culture - Attitudes							
Positive							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	25	12	9	26	10	10	**92**
Negative							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	17	12	12	16	8	2	**67**
Safety-Research Dilemma							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	7	8	8	10	3	6	**42**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	25	16	18	38	25	13	**135**
Health							
Sufficient							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	1	1	0	3	0	0	**5**
Insufficient							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	2	2	3	6	1	2	**16**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	2	0	0	1	1	0	**4**
Environmental							
Sufficient							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	0	0	0	2	0	0	**2**
Lacking							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	2	5	5	1	1	2	**16**
Recycling							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	0	6	4	4	0	0	**14**

Table 4. Child Nodes (continued)

Parent Node / Child Node							
Facility							
Compliant							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	3	2	0	2	2	2	**11**
Non-Compliant							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	12	10	9	19	11	12	**73**
Equipment							
Compliant							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	3	1	0	2	1	0	**7**
Non-Compliant							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	6	8	3	4	5	3	**29**
Strategy							
Positive							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	22	13	8	8	8	7	**66**
Negative							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	40	20	20	17	16	4	**117**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	18	8	17	23	16	7	**89**
Implementation							
Positive							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	25	10	6	15	16	12	**84**
Negative							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	32	13	16	19	13	10	**103**

Table 4. Child Nodes (continued)

Parent Node / Child Node							
Identify & Abate							
Positive							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	16	6	9	7	10	8	**56**
Negative							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	31	27	9	18	16	19	**120**
Awareness							
Positive							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	8	4	5	8	4	2	**31**
Negative							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	35	25	46	51	40	16	**213**
Involvement							
Encouraged							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	6	1	2	6	2	0	**17**
Discouraged							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	9	4	4	11	1	1	**30**
Funding							
Sufficient							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	1	1	0	0	0	0	**2**
Insufficient							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	35	38	24	29	10	6	**142**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	10	2	4	7	1	2	**26**

Table 4. Child Nodes (continued)

Parent Node / Child Node							
Training							
Effective							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	7	4	6	12	6	12	**47**
Ineffective							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	28	21	23	30	17	11	**130**
Other							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	4	4	7	9	2	2	**28**
Survey							
Structure							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	23	16	16	33	11	5	**104**
Format							
Year:	**2002**	**2004**	**2006**	**2008**	**2010**	**2012**	**Total**
n:	9	1	7	8	10	4	**39**

Discussion

The 16 topics that the survey participants' comments identify are important aspects of the safety program and should be considered when upper management review and assess the Safety Program. The data documents perceptions about the safety program that are both that are both successful and unsuccessful. In addition, some of the comment data provides more specific information that could not be captured through the standardized responses to the provided statements.

The number of responses per topic varies significantly from many to few, with the most frequent focusing on communication issues and the least discussing health issues. The topics, arranged from most to least frequent are as follows: communication; culture – attitudes; leadership and management; strategy; awareness; training; implementation; identify & abate;

funding; survey; facility; accountability; involvement; equipment; environmental; and health. Each topic provides important employee feedback regardless of the frequency of the particular type of comment. Each parent node is discussed below.

The perceptions of the safety program communication is fairly consistent over the survey years concerning active (effective) communication, communication without action or resolution, and poor communication (Figure 1). Positive comments include statements similar to "our center has a good program that regularly keeps employees informed and updated." Comment data about communication initiated from the line-level staff to supervisory staff that did not result in action to fix the safety issue includes:

> "I have brought to the attention of the … safety person my concerns regarding the air quality in our office. Nothing was ever done to check the air quality in our office. I have read numerous articles on the poor air quality in offices and it is a real concern."

Figure 1. Parent Node Communication

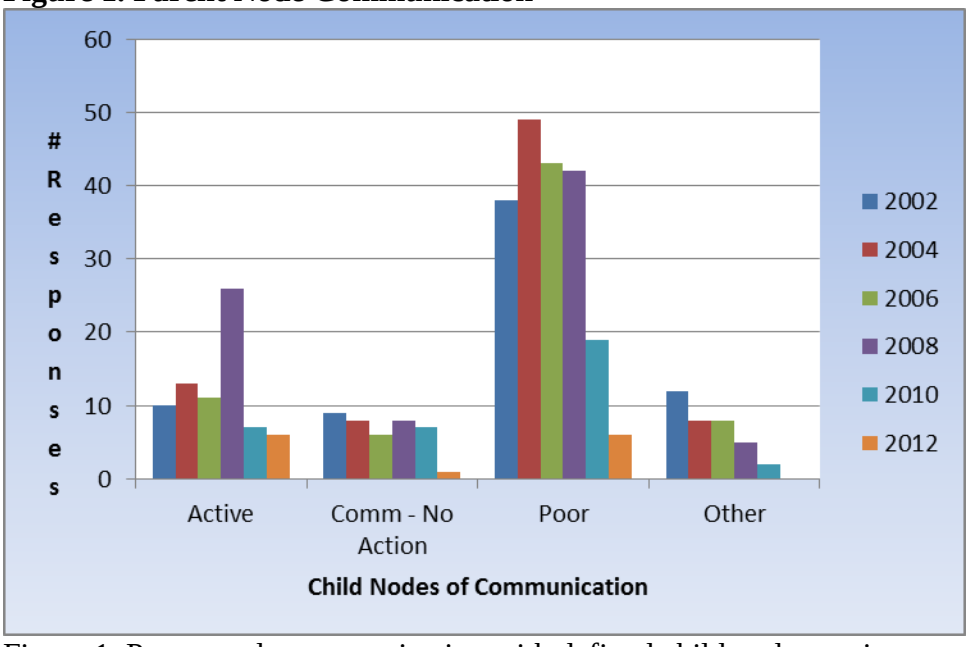

Figure 1. Parent node communication with defined child nodes: active, communication without action, poor, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The 2002-2008 data contains a high number of responses where communication was considered poor and in need of improvement. Comments include:

- "I think managers and supervisors believe in the importance of safety, health, and environmental concerns but are not terribly effective at communicating that belief."
- "My experience falls short of inclusive of all employees and activities."
- "Communication on safety issues is minimal."
- "Lack of communication and bureaucracy are two limiting factors."

The remaining responses related to communication are combined into a child node called other. These comments contain recommendations for ways to improve communication: "Teleconferencing could be used in place of physical attendance to facilitate communication of general aspects of District and Regional goals." A few comments were poorly worded and their meaning was not fully understood.

The comment data for the employee perception of the safety culture and attitudes is categorized as positive, negative, safety-research dilemma, and other (Figure 2). Positive cultural perceptions are apparent through the following statements:

- "The USGS continues to demonstrate leadership in creating a cultural environment that places safety as a top priority."
- "The … District has a safety culture that is strong in employee participation and completing appropriate activities."
- "This is a stealth program."

Alternately, negative comments about safety culture included statements such as "Not much information is distributed about this goal" and "Through complaints about safety, health and environmental issues is the only way they are addressed." Of interest is the feedback concerning the child node safety-research dilemma where either safety processes and/or research is compromised due to the requirements of the other. Although the overall comments in this area

Figure 2. Parent Node Culture and Attitudes

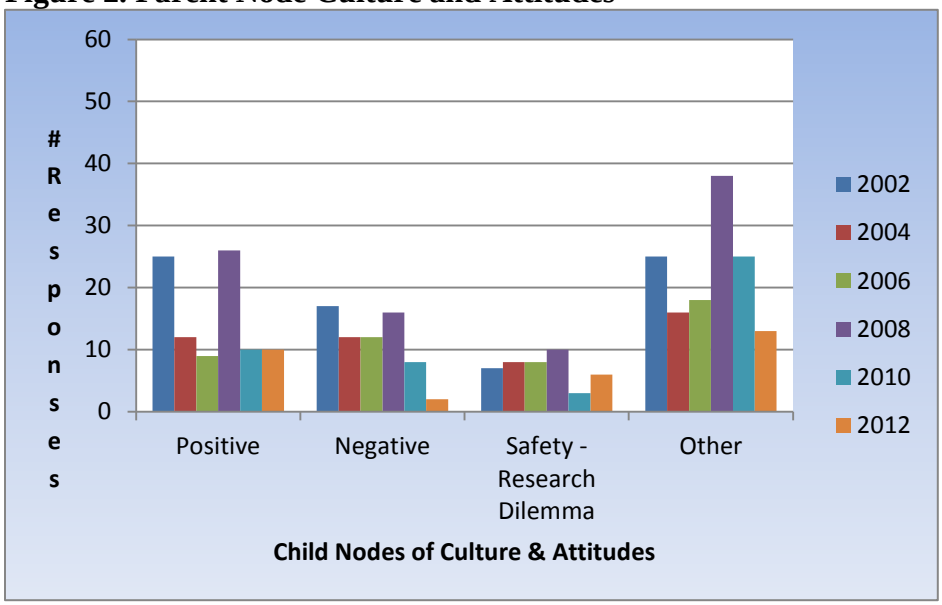

Figure 2. Parent node culture and attitudes with defined child nodes: positive, negative, safety-research dilemma, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

are few, the feedback is important to understanding the challenges of safety program management:

- "These responsibilities should not be "dumped" on research staff so that regional and/or headquarters staff can say "mission accomplished"!!!
- "Nothing is done in a timely manner. Improvement only happens when suggested/approved by certain individuals (an unsafe practice in itself)."
- "Interests in safety are limited only by current administrative work overload."
- "Research dollars have to pay for safety training at our center."
- "These operations contribute nothing to our productivity but make our research environment much worse than it could be with decent management decisions."
- "Once again, safety and health often take a back seat to productivity."
- "Love this idea, managers seem to put more emphasis on science."

The last child node for the safety culture and attitudes topic, called other, is comprised of a variety of statements that mostly contain information about how different federal agencies have established better programs: "In other agencies, safety plans have already been established and already put into practice." Additional comments within this node are either self-dismissive or unclear.

The child nodes for leadership and management are positive, negative, and other (Figure 3). The frequency of negative feedback is slightly greater than the positive feedback. Positive comments support good leadership and management in some work environments. A few examples of the positive feedback comment data includes:

- "The USGS continues to demonstrate leadership in creating a cultural environment that places safety as a top priority."
- "We have always been aware of safety issues because our management has made it a priority and we have had a very proactive safety officer."

Figure 3. Parent Node Leadership and Management

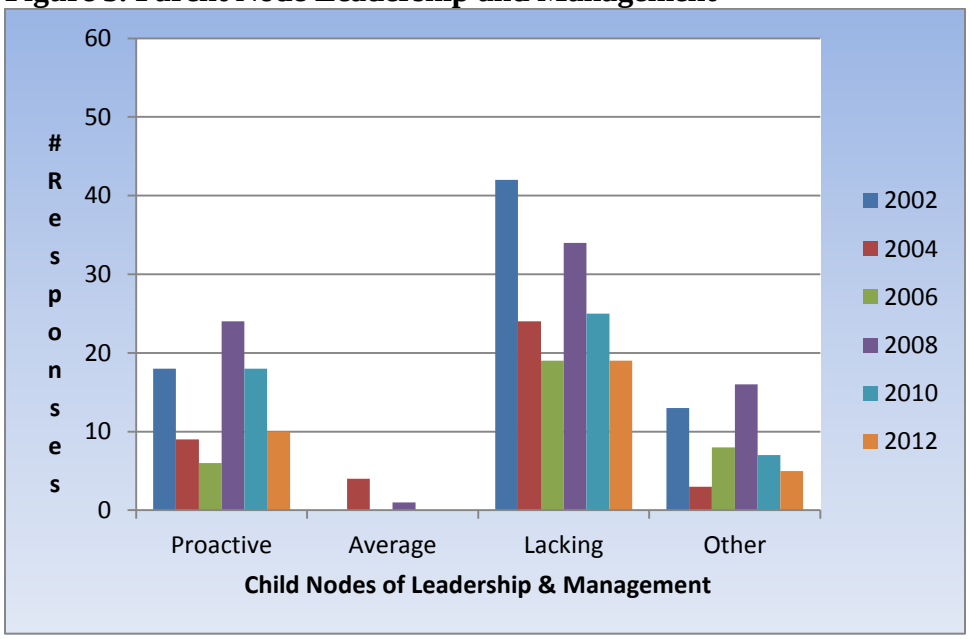

Figure 3. Parent node leadership and management with defined child nodes: proactive, average, lacking, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The comment data that recognizes poor leadership and management includes:

- "The regional and bureau safety office is more concerned about the bureaucracy of safety than the implementation of safety."
- "Do not confuse motivate with threaten. There is no recognition for people who perform there duties using the proper safety techniques, only punishment for those that do not."
- "There`s a huge gap between leadership and management for any type of safety and health program at …"

Another area of poor leadership and management includes favoritism at the expense of safety: "It seems that managers do look the other way rather than addressing issues of some high-profile, well-funded studies, i.e. there is less vigilance about employee health/exposure to chemicals for these studies . . ." The child node other contains some comments that are self-dismissive, not relevant or unclear. However, one comment provides a recommendation on how to improve the safety program: "to really make a positive impact on safety goals and improvement, it has to be part of the management work Performance Evaluations...."

The child nodes for the safety program strategy includes: positive, negative, and other (Figure 4). The frequency of positive comment data is slightly less than the negative comment data across the years. Comments that represent a positive safety program include the following:

- "We have a full-time safety officer in the AK Ctr. We have an aggressive safety training program and will soon have a person devoted to maintaining safety records."
- "Our Center has a good program that regularly keeps employees informed and updated."

Figure 4. Parent Node Program Strategy

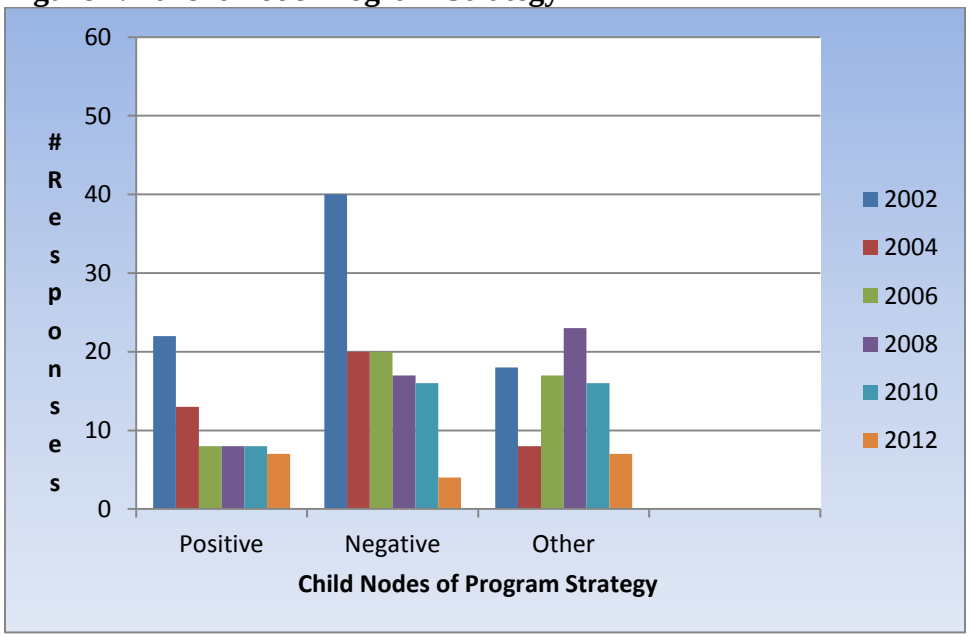

Figure 4. Parent node program strategy with defined child nodes: positive, negative, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The negative feedback that represents program deficiencies includes the following:

- "The canned safety programs aren`t very effective for what most of us actually encounter in the field. We waste a tremendous amount of time in moot classes developed at the national level. We have very specific challenges here, as I`m sure all regions do."
- "More needs to be done in my work unit to ensure a safe work environment."
- "almost nonexistence"
- "Great goal, please ensure you get to it."

The child node called other contains several comments about liability as is described in this statement: "many policies seem to be more concerned with liability than safety."

Safety program awareness, classified as positive and lacking child nodes, are dramatically different from each other (Figure 5). Across the years, the comments on positive safety program awareness are few while the comments denoting lacking awareness are high. Positive feedback statements include:

- "Everyone receives safety and health information and awareness training regardless of job series."
- "The monthly safety tips emails are an example of how awareness of safety issues are fostered."

Figure 5. Parent Node Program Awareness

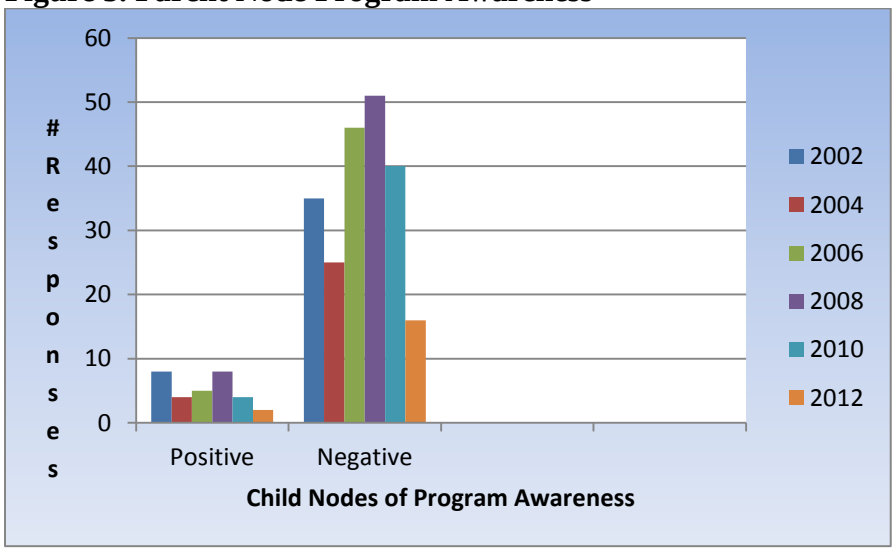

Figure 5. Parent node program awareness with defined child nodes: positive, and negative. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

Some of the feedback as to how the safety program is lacking awareness includes:

- **"**With regard to a ship of 107` there needs to be a greater awareness towards having the ships safely crewed by truly qualified personnel.**"**
- "Additional training and awareness is needed to assure that best management practices are being followed."

The safety training program feedback is fairly even across the two child nodes identified as positive and negative (Figure 6). Many of the positive training comments discuss the type of trainings provided, "training for CPR and first aid and defensive driving are included in our District training." The comment data that identifies the ineffective training includes comments

Figure 6. Parent Node Training

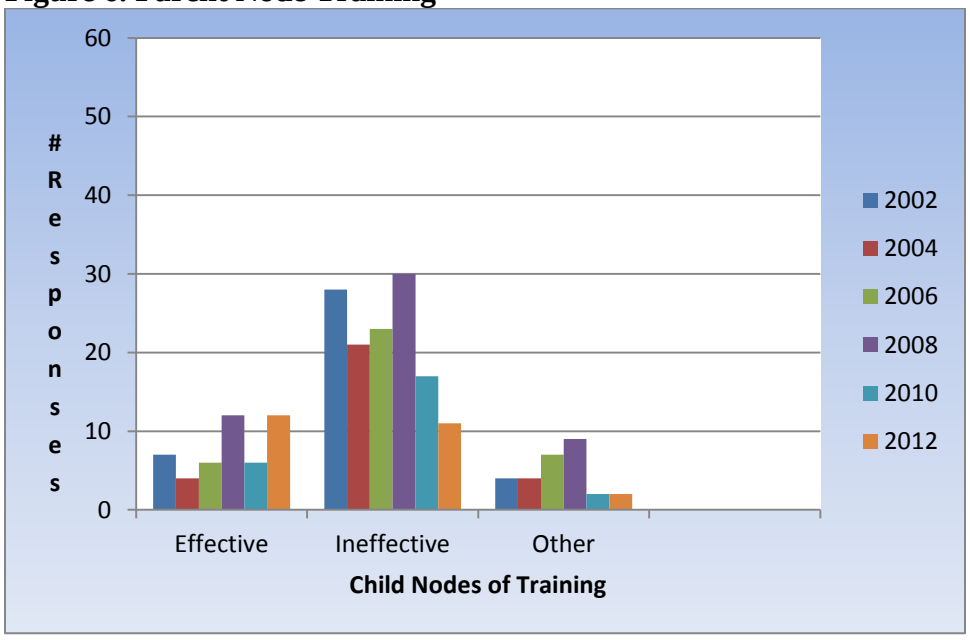

Figure 6. Parent node training with defined child nodes: effective, ineffective, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

as follows:

- "If we spent as much time doing our work as we spend taking worthless training we would never have a backlog of work."
- "often ignored, too expensive"
- "It seems like training time comes in the wake of an issue that arises or after an event might take place. "

- "Currently there is a CYA attitude. There is a lack of flexibility to modify some training to fit a local situation. In many cases the amount (hrs) and intensity of training far exceeds any risk.

The child node other contains feedback that includes recommendations to improve training, for example, to eliminate modular (on-line) training courses. In addition, the other child node also contains self-dismissive comments.

Safety program implementation contains the child nodes positive and negative which are approximately even across the years (Figure 7). Positive implementation comments include "safety, health and environmental issues are practiced in the Maintenance sections at all times." Another comment notes "Safety is an integral part of our entire project scheme from planning to implementation." The negative implementation data includes the statement: "more needs to be done in my work unit to ensure a safe work environment;" and also "safety issues are not given a high priority when implementing new projects in my work unit."

Figure 7. Parent Node Program Implementation

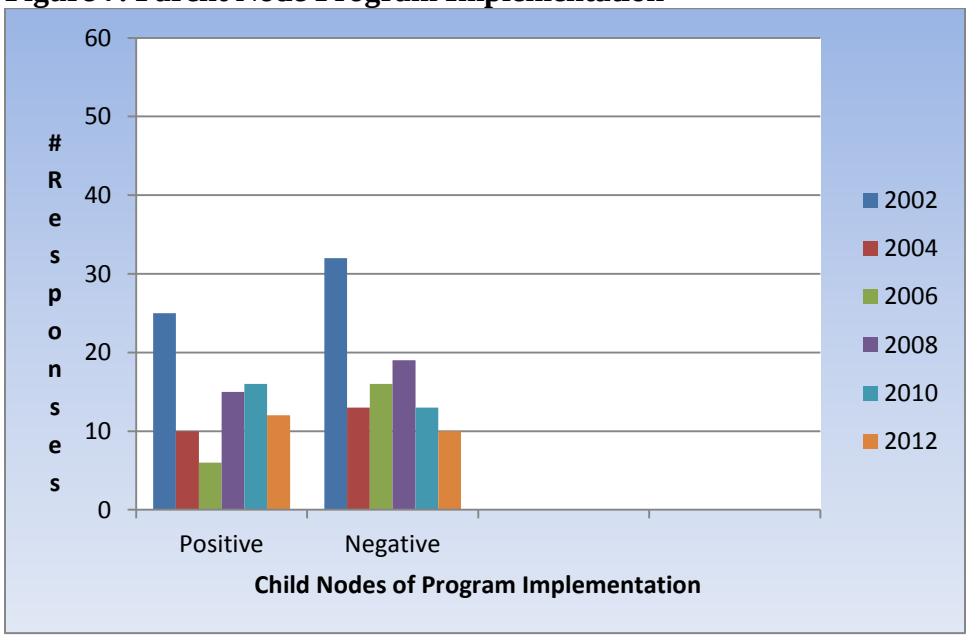

Figure 7. Parent node program implementation with defined child nodes: positive, and negative. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The identify (inspection) and abate (abatement) aspect of the safety program is also categorized into positive and negative child nodes (Figure 8). Comments that support proper inspection and abatement practices include:

- "Yes, good goal. But level is high here already."
- "I know our cost center has a safety team that does a good job monitoring problems and addressing them."
- "The safety team holds regular meetings to address safety, health, and environmental strategies, identify problems, and brainstorm solutions."

Figure 8. Parent Node Identification and Abatement

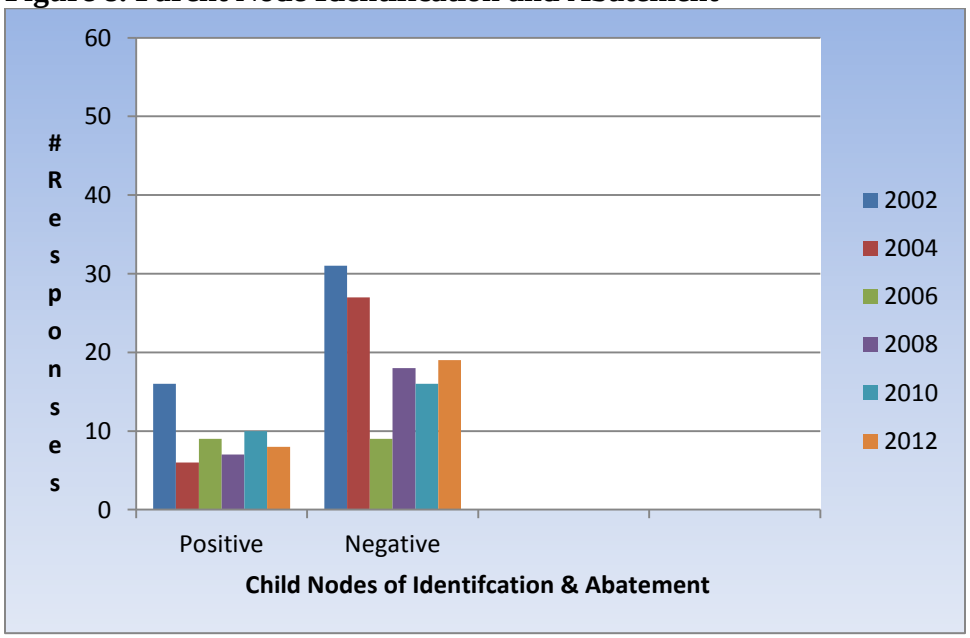

Figure 8. Parent node identify and abate with defined child nodes: positive, and negative. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

Employee comment data identifies some problem areas as described here:

- "often the time and effort is spent with inspections rather than correcting actual issues"
- "We have a documented management problem with respect to a documented HEALTH issue. It was not addressed properly."
- "An inventory of safety violations was conducted over 1.5 years ago and nothing has been addressed. No funds are available."

The parent node funding is categorized into sufficient, insufficient and other child nodes (Figure 9). Only 2 comments of the 6 survey years note that funding was sufficient to support the safety program:

- "I think the term "adequate funds" may be interpreted differently by different people. It could be interpreted as "percentage of total available funds", in which case my team devotes "adequate funds". The term could also be interpreted as a gross dollar figure, in which case the team may not devote adequate funds simply because such funds do not exist."
- "Yes"

Figure 9. Parent Node Funding

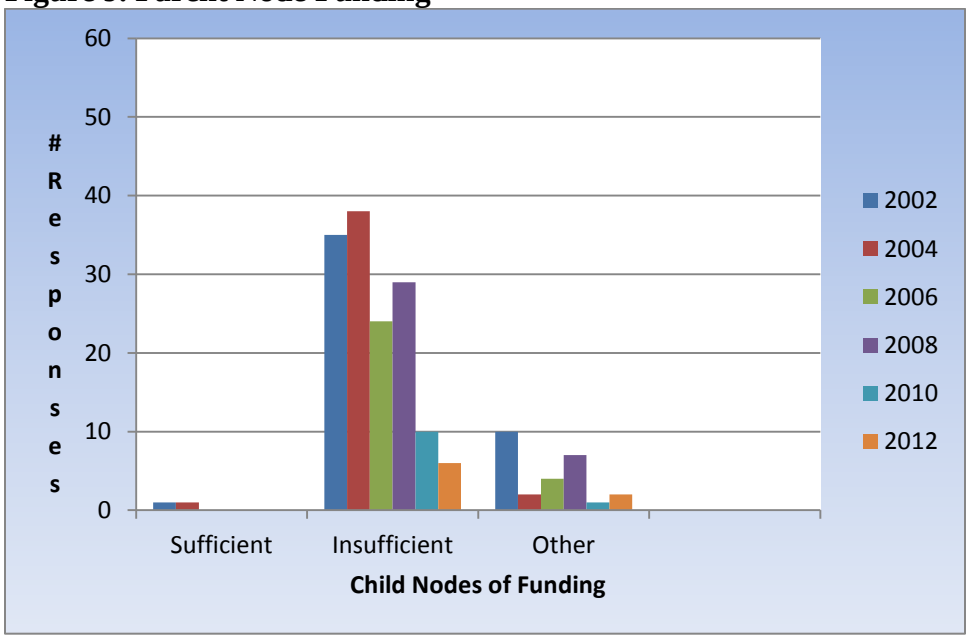

Figure 9. Parent node funding with defined child nodes: sufficient, insufficient, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

However, many comments over the survey years identify significant concern relative to the lack of funding to support the safety program. These comments include:

- "We need more help from above in funding problems brought to light."
- "Thus, without funding provided there is a strong disincentive to embrace safety and health in the way that policies intend." I wish our District`s budget could allow for a full time safety officer."
- "I wish our District`s budget could allow for a full time safety officer."
- "Not enough funding to do properly."
- "This goal poses challenges for cost centers with budget constraints."

- "often ignored, too expensive"

The final child node (other) contains comments that note the lack of knowledge to answer the questions, for example, one comment is "how would we know whether enough money is devoted to safety, etc. when we have no idea what the size of the budget and how it is spent?"

Consistently across the survey years, individuals that participated in the Employee Opinion Survey discuss the survey structure and format (Figure 10). The child nodes include design and format. The design data includes questions regarding the intent of the survey, the tone

Figure 10. Parent Node Survey Structure

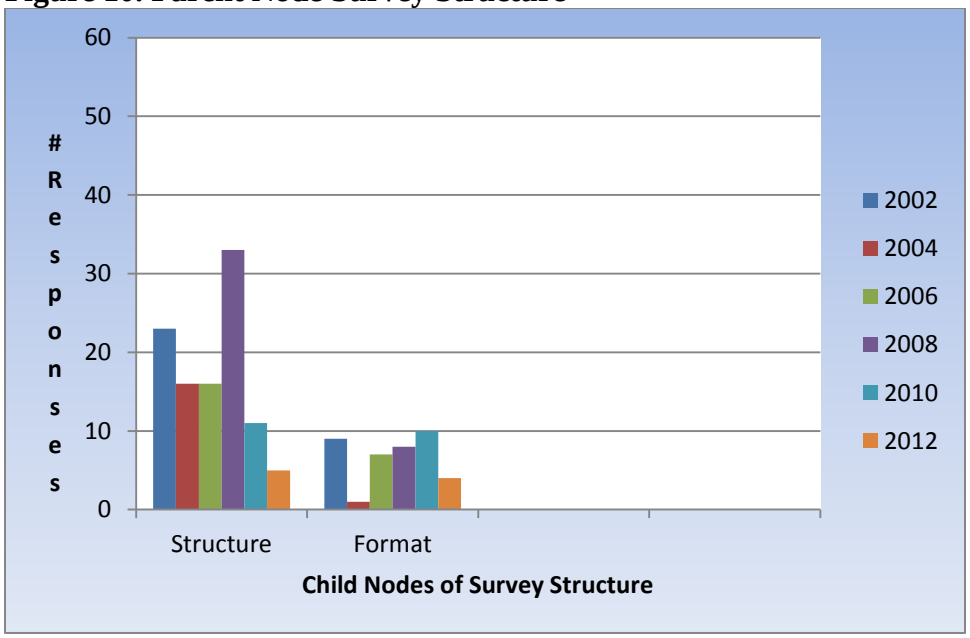

Figure 10. Parent node survey structure with defined child nodes: structure, and format. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

of the survey, and the lack of clarity. Examples of these comments include:

- "Sounds campy and vague as cast. Why not get to the point state that all employees and activities will be included in such a culture?"
- "Looking at any raw statistic shows nothing, it must be evaluated within its frame of reference."
- "I think the questions in this survey are poorly worded."
- "The term 'Cost Center' alienates me as a person. Sounds robotic. We are scientists in Science centers, not expenditures."

- "This questionnaire sounds more like a series of safety sermons than as though it is seeking information."
- "What is a cost center? What do you mean by environmental issues?"
- "These questions deal with the immediate work unit, which is why my answers appear as they do."
- "I am doubtful that this survey is designed well enough to answer the question. Some of the questions need some amplification or explanation to convey why the particular answer was chosen."

Only a few comments address the format data: "wish this survey had used the term 'don`t know' rather than 'no opinion' - which has totally different meanings to me."

The comment data relative to facilities is categorized as compliant and non-compliant child nodes (Figure 11). The compliant facility comments not only show compliance but also indicate cohesiveness:

- "Our office is a very safe place. It is not one person job to see if something is unsafe. People do not walk over it. They take care of it before there is an accident."
- "The … staff at the … Laboratory does a remarkable job with available resources."

Figure 11. Parent Node Facility

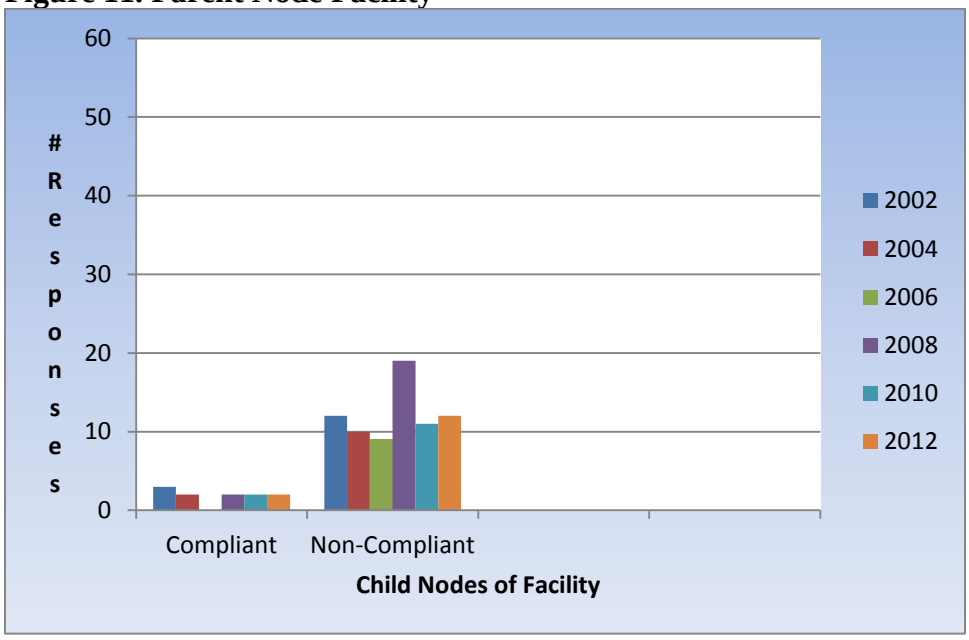

Figure 11. Parent node facility with defined child nodes: compliant, and non-compliant. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The non-compliant comments relative to facility safety include:

- "Our entryway is unmanned, and unsafe."
- "My biggest health concerns relate to the quality of air and water in my workplace."
- "Noxious smells from GSA activities (maintenance, construction work such as plumbing, painting, etc.) seem to get vented into my office on a fairly regular basis."

The parent node accountability is categorized into three child notes which includes held accountable, not held accountable, and other (Figure 12). Examples of the held accountable comments include:

- "Everyone has been given the word that they are themselves responsible for practicing safety and are accountable."
- "The USGS continues to demonstrate leadership in creating a cultural environment that places safety as a top priority."
- "Everyone is accountable for his/her own safety and health."

Figure 12. Parent Node Accountability

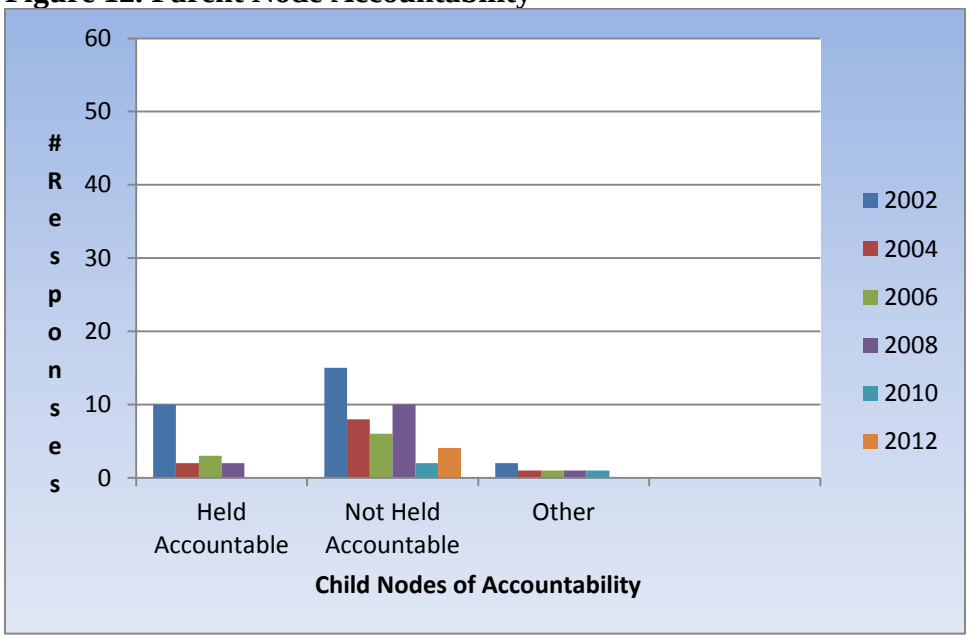

Figure 12. Parent node accountability with defined child nodes: held accountable, not held accountable, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

Comment data for the child node not held accountable includes:

- "Employees MUST be held accountable when they, through carelessness, destroy USGS vehicles and equipment."

- "There is some concern at the local level that people who violate safety protocols do not always appear to be held accountable"
- "Management is never held accountable at the lab. Management only recognizes 'special individuals' which usually decreases motivation."

The few comments that fall into the child node other are primarily self-dismissive comments.

The employee comments relative to whether or not staff involvement in the safety program is encouraged are few but rather important (Figure 13). The child nodes include encouraged, and discouraged. Comments of positive encouragement include:

- "Attempts are constantly being made to make everyone aware of their responsibilities to stay alert, be aware and practice safety first."
- "The … Laboratory has a strong safety, health and environmental program and all employees participate."

In contrast, some employees are not include while others are harassed:

- "Employees are not included in discussions of these topics. "
- "Employees who complain about safety issues are either ignored or ridiculed."

Figure 13. Parent Node Employee Involvement

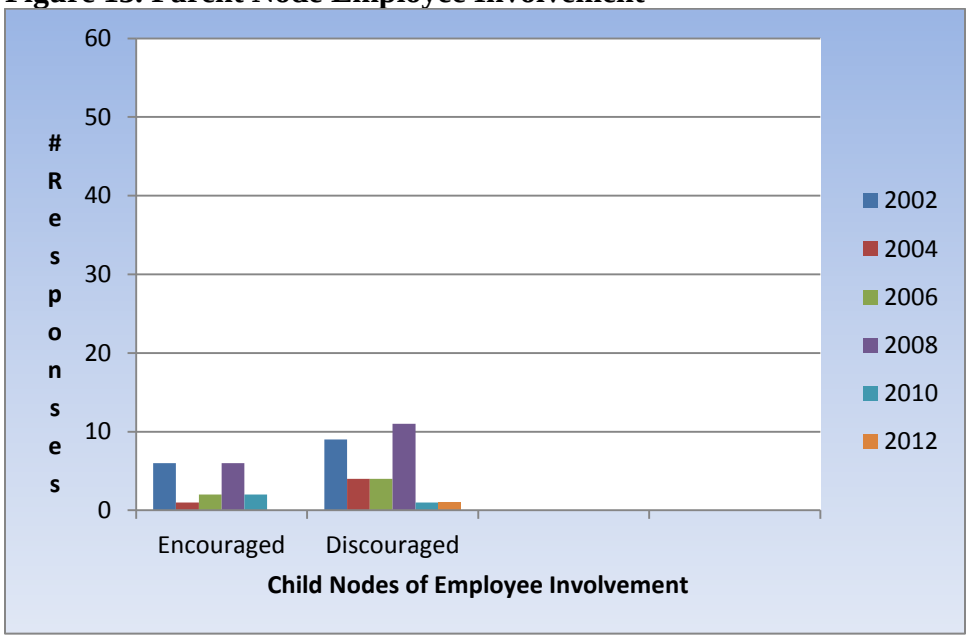

Figure 13. Parent node employee involvement with defined child nodes: effective, ineffective, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The equipment related comment data includes the child nodes complaint, and non-compliant (Figure 14). The data that describes compliance includes:

- "Employees are given needed resources (First aid kits, whistles, etc..) and directions to complete tasks safely."
- "I am supported by our leadership and management in obtaining necessary safety training and PPE."
- "Our safety officer strives to keep us informed, makes sure that safety glasses/hearing protection is readily available, and that all power equipment has proper safety attachments etc."

However, in contrast, other employees report that equipment is not taken care of (i.e., in non-compliant condition) which is safety issue:

- "SOME managers have safety concerns, others don`t care."
- "Many in Management are not willing to set aside the funds needed to implement many of the safety requirements or to acquire the equipment needed to keep employees safe. They have other items on their agendas they would prefer to spend the monies on."

Figure 14. Parent Node Equipment

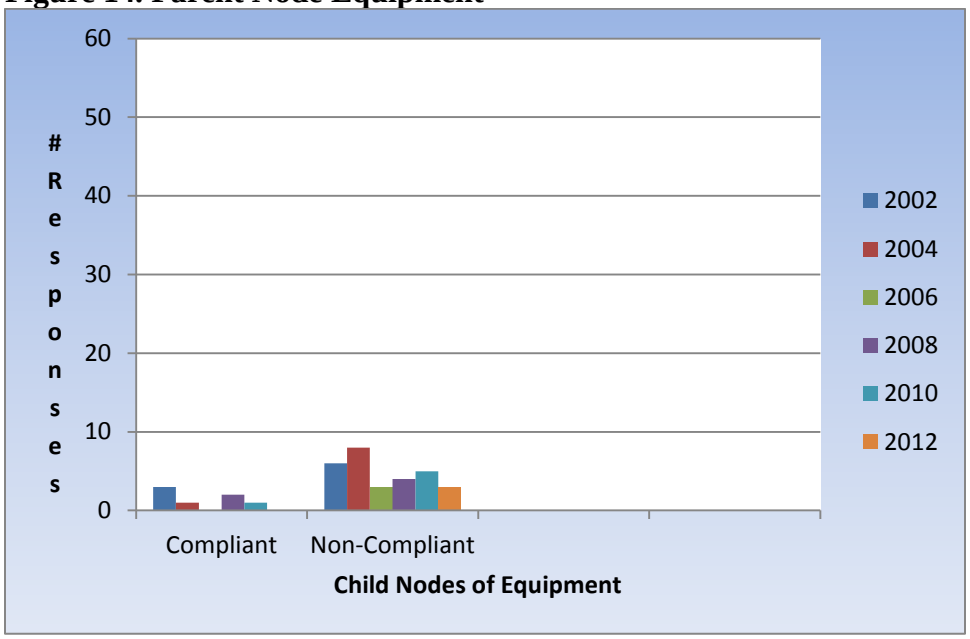

Figure 14. Parent node equipment with defined child nodes: compliant, and non-compliant. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The next parent node, environmental, is subdivided into sufficient, lacking, and recycling (Figure 15). Although few, one of the positive comment is “excellent environmental programs are in place here.” Comments that reflect a lacking environmental program includes: “On the

Figure 15. Parent Node Environmental Issues

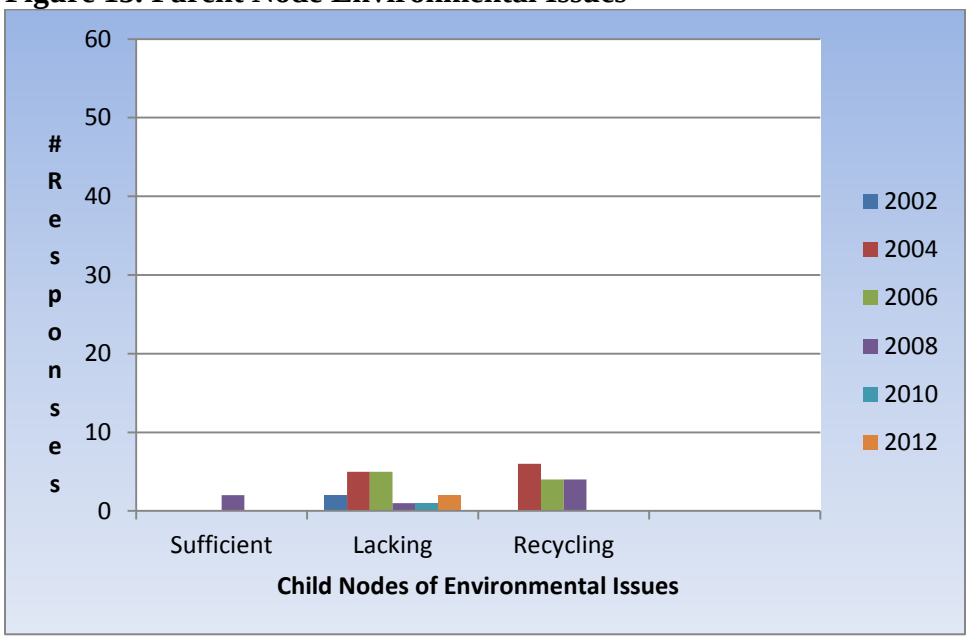

Figure 15. Parent node environmental issues with defined child nodes: sufficient, lacking, and recycling. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

surface it looks OK, but if you really start thinking about the details, there is much that could be improved environmentally. ” And another is “I think safety and health are of primary concern, but environmental concerns are not given as much attention.” Although the recycling program is not a safety issue, it has been included due to its importance to some employees. A positive recycling comment is recorded as “the recycling program here at Jamestown may be one of the best base on all the attention it gets.” And in contrast, a negative comment about recycling is “I would add that there is insufficient emphasis from top-down management on environmental goals such as recycling.”

The last parent node to discuss is health, and has been subdivided into sufficient, insufficient, and other child nodes (Figure 16). The comments relative to sufficient health includes:

- "The new physical fitness center in the basement demonstrates managerial support and promotion of health resources."
- "I am lucky that I am a federal employee and able to take sick leave when sick…however, contractors do not receive much (if any) sick leave…I have noticed from a health perspective, they are unable to take time off thus spreading the cold and flu more….

Figure 16. Parent Node Health

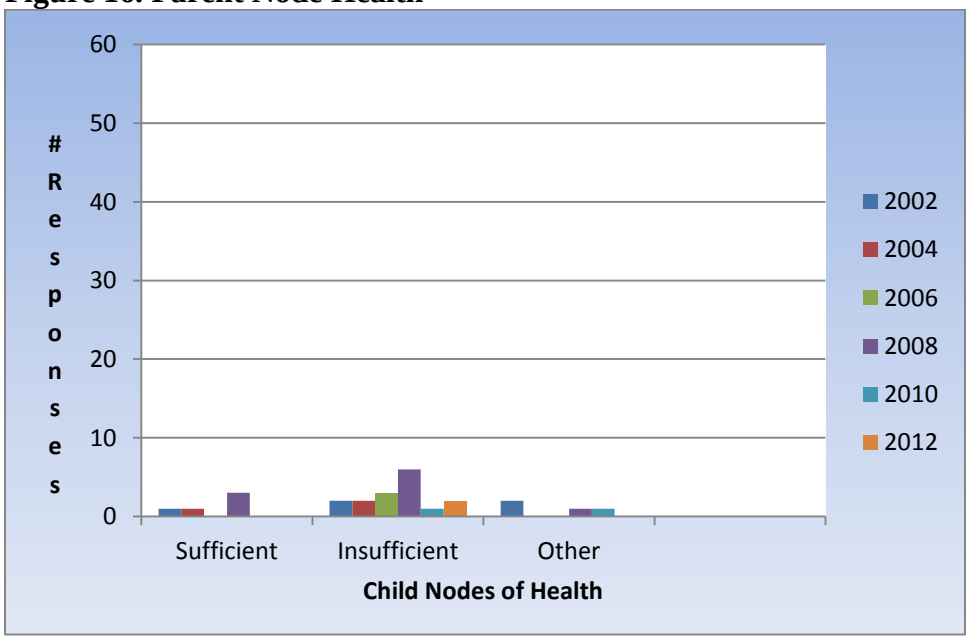

Figure 16. Parent node health with defined child nodes: sufficient, insufficient, and other. Number of comment responses per child node is compared across the six survey years (2002, 2004, 2006, 2008, 2010, and 2012).

The comment data relative to insufficient health safety program includes:

- "Past emphasis has been on safety (safety first!) and not on the holistic work environment and this needs to change."
- "I would like to see leadership take an initiative on health issues, such as found with the USFS with their employee program for time off for maintaining physical fitness. It seems like we only give time "off" for employees to smoke."

The few comments listed in the child node other are not clear relative to the intended meaning.

Conclusion

Employee comments from the survey data provides important feedback about specific concerns individuals have concerning their work environment. The data contains many examples of successful safety program implementation. However, the comments that address negative safety issues are of concern because the data identifies deficiencies of the safety program the exposes employees to workplace hazards.

The data from the four parent nodes funding, communication, leadership and management, and program awareness show a distinctive employee concern. The four categories provide many more negative comments compared to positive comments. As is indicated in the literature, funding is an essential aspect of a safety program and continues to be limited due to continuing shrinking governmental budgets. Leadership and management concerns exist at all levels across the organization. Leaders and managers at the bureau, regional, line-level, and safety-specific level are failing to provide for and implement the safety program. Communication and program awareness are deficient and of concern based on the comment data. The functionality of a safety program is dependent upon these 4 specific categories. Without sound practices in these areas, a safety program is destined to have significant problem areas. Stable base funding is necessary to establish, maintain, and improve safety; without funding equipment can't be bought, repaired, replaces, and training is unattainable. The federal directive to "do more with less" has put employees at risk within the workplace. Proactive leadership and management can make a safety program while safety-dismissive leadership and management can destroy a safety program. The effectiveness of a safety program may be dependent upon the culture and leadership of the overall safety program (Didla et al., 2009; Mullen et al., 2011). The leaders and managers within the USGS that fail to recognize the importance of workplace safety

are doing a disservice to employees in their dismissal of the OSH Act. Leadership is identified as essentially important to the effectiveness of safety programs (Didla et al., 2009; Mullen et al., 2011; Mullen & Kelloway, 2009; Thompson & Scicchitano, 1985). Both leadership and management, and communication directly influence program awareness. In addition, financial support may improve situations where perceived management has been deficient due to lack of resources.

Through corrective measures to improve funding, communication, leadership and management, and program awareness the other identified categories the other deficient areas of the program are likely to be resolved. Funding availability is directly related to what improvements can be done relative to training, implementation, abatement of identified hazards, facility, equipment, environmental, and health areas. Effective communication can improve all of the categories. Competent leadership and management are necessary for the overall success the safety program and safety culture.

The successes of the USGS safety program need to be acknowledged and rewarded. Comment data is important and should be incorporated by bureau management in the assessment of the safety program. In addition, survey results need to be shared within the bureau. A platform for discourse needs to be developed and fostered within the organization. The USGS has the responsibility to develop and implement safe practices in the workplace and provide for safe utilization of our natural resources by citizens and organizations (DOI, 2012; DOI, 2011; Heidom, 2007; Mancomm, 2011; OSHA, 1973; RCED-98-40R, 1998; Sample, 2007). The consistent trends of occurrence within the parent nodes over the 6 survey years indicate that the current practices of safety program management are not addressing these issues. New techniques to should be considered by safety program management in an effort to improve the overall safety

program. Failure to improve the program potentially places employees, contracts and volunteers at risk of undue harm.

Further research is warranted to determine is unique safety program deficiencies exist across the USGS regions and across the disciplines. DOI executives also need to recognize that bureaus need financial assistance to be able to provide a safe workplace. The new trend of paying for safety through research dollars is controversial and often ineffective. Alternatives to the motto *do more with less* need to be explored as the current trend is failing to meet the spirit of the Occupational Safety and Health Act.

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Appendix A

2002 Survey Statements

2002 Employee Satisfaction Survey – Safety, Health, and Environmental Program

Respondents were given a series statements. They were then asked to indicate if they agreed or disagreed with each statement. Possible responses were:

* Strongly agree
* Agree
* Disagree
* Strongly disagree
* No opinion

Goal No. 1. Create a safety, health, and environmental culture inclusive of all employees and activities.

The 7 statements are:

1. Safety, health, and environmental considerations are integral components of all activities in my work unit.
2. I am aware of my safety, health, and environmental responsibilities in my work unit.
3. My work unit focuses our safety, health, and environmental energy and resources where most effective, addressing areas of greatest loss and largest potential return.
4. In my work unit, safety program initiatives are evaluated for effectiveness.
5. The safety, health, and environmental program is integrated into all of my work unit's mission and project planning, design, and management processes.
6. My managers and supervisors recognize the important link between effective safety, health, and environmental efforts and overall program efficiency/effectiveness.
7. My managers and supervisors deal appropriately with safety, health, and environmental issues.

Goal No. 2. Improve our ability to identify and abate unsafe practices and conditions.

The 5 statements are:

8. Unsafe practices and conditions in my work unit are identified and abated in a timely and efficient manner.
9. I have been appropriately trained in safety, health, and environmental requirements.
10. In my work unit, we review loss experience data and take steps to reverse negative trends.
11. Safety, health, and environmental responsibilities within my organiation are adequately allocated to efficiently address and support local level implementation of safety, health, and environmental program requirements.
12. My work unit has implemented appropriate safety, health, and environmental training.

Goal No. 3. Implement effective safety, health, and environmental resource strategies.

The 3 statements are:

13. My work unit devotes adequate funds to safety, health, and environmental programs.
14. Bureau and regional support staff develop and make accessible safety, health, and environmental resources (for example, template safety plans, orientation packages, etc.) to assist in local level program implementation.

15. Bureau and regional support staff effectively and in a timely manner communicate/disseminate policy, program requirements, and other safety, health, and environmental information appropriately within the Bureau.

Goal No. 4. Facilitate accountability and program improvement through evaluation and monitoring.

The 3 statements are:
16. In my work unit, everyone (managers, supervisors, and employees) are accountable for safety and health.
17. Management in mywork unit motivates and recognizes quality safety, health, and environmental performance.
18. The safety, health, and environmental program helps my work unit to accomplish its mission.

Goal No. 5. Increase organizational safety, health, and environmental awareness and program

The 3 statements are:
19. Safety, health, and environmental awareness has been achieved at all levels of my work unit.
20. Teleconferencing, video conferencing, electronic mail, and other networking techniques have been effectively used to foster safety, health, and environmental awareness in my work unit.
21. I am able to participate and provide input into safety, health, and environmental program objectives.

Appendix B

2002 Survey Comments

Respondents were asked if they had any comments about each of the 5 Goals.

Goal No. 1: Create a safety, health, and environmental culture inclusive of all employees and activities.

Safety,Health and Environmental issues are practiced in the Maintenance sections at all times. Dangerous projects are contracted out. New project that have dangers involved are discussed before project is started.Alternative ways are taken to make dangerous projects safer.

I think we're doing this in Geologic Discipline.

Good goal, but we need a few measureable outputs that we can track to see if we are making progress. Perhaps this survey is one of those??

I believe that safety has become a primary concern and is being stressed continuously. There are still areas that need to be reinforced and even corrected, but we deal with them the best we can logistically, finacially and within our power.

My unit is publications. As supervisor, my primary concern would be carpal tunnel because of the time folks spend at computers.

Our entryway is unmanned, and unsafe. There isn`t a reception area at the front door visitors have to follow signs to find the receptionist. Homeless people, and regular visitors come in and wander around without anyone knowing.

The last two years have seen a marked increase in Colorado District activities. The current awareness is much improved.

There are 3 units where I work some follow safety procedures and some don`t. Management doesn`t care about making sure that stated policies are followed.

This is something that has to be continually reienforced. We have recently started a bimonthly program where supervisors present safety topics of interest to all hands meetings.

For the most part I believe safety is viewed as an inconvience but tolerated as job requirement. The observation is individually based not management based. Generally, safety programs receive a stronger verbal commitment than a monitored proactive program.

The USGS continues to demonstrate leadership in creating a cultural environment that places safety as a top priority.

I feel my work unit has a good and effective safety program. I know we don't evaluate its effectiveness as we should. Maybe if te bureau or regional offices would develop templates or

guidelines for evaluating safety programs we would do a better job.

Just like an employee performance appraisal should there be employee safety check sheet that is filled in at periodic observation times. This review would identify and document people with serious lack of safety knowledge or habits.

Our style of reacting to incidents with agency wide policies diminishes credibility.
Example: a worker drowned gaging an icy stream in ND, so now all must wear PFDs

when working near water. Doesn`t make a lot of sense to people making measurements knee deep in a warm lake.

Q3 Because the district not assign a each year a budget for safety. Management people need more orientation about the importance of the safety and environmental issues in his office. Department of the interior need to establish a politic or ruler in where each district has the responsibility to assign a percent from his budget for this issues. Q4 The Department need to establish a politic or a rule for each office and district about how evaluated the effectiveness of the program. The bureau needs to create the culture at management level including District Chief and supervisor. Because if the bureau not had the support of the management for establish programs of safety and environmental in each office. Employees need to see and feel the support of the management to this culture.

Safety is very important in my work unit. Now one of our top criteria in the selection of a gaging station location is the safety aspects of the proposed site.

The culture was always there. It did not have to be created. What has been created is a top down program that requires more reporting upwards, but does not enhance the safety of the work environment.

The Illinois District has a safety culture that is strong in employee participation and completing appropriate activities.

This goal is becoming more important than in the past. This is more true for surface water activities than ground water.

This is an appropriate goal bureau wide, but in the Director`s Immediate Office the focus on this goal is minimal, given our environment. Our focus is not at the work unit level, but at the bureau level. These questions deal with the immediate work unit, which is why my answers appear as they do.

The library has a safety committee that meets regularly and reports to the rest of the staff.

The National Water Quality Laboratory has a strong safety, health and environmental program and all employees participate.

My work unit is very small and Safety oversight is easily maintained. Plus we have little Safety problems as we are not a field unit.

We have a full time safety officer in the AK Ctr. We have an aggressive safety training program and will soon have a person devoted to maintaining safety records.

Interests in safety are limited only by current administrative work overload.

Sounds campy and vague as cast. Why not get to the point state that all employees and activities will be included in such a culture?

We should plan time at a staff meeting to dicuss, to evaluate, our recent initiatives.

I think we do a good job in this repsect, but much of it is ad hoc and not formal processes and boxes to check (like for effectiveness). However, by establishing the culture, the ad hoc approach in some areas can be every effective as it allows people to tailor activities to the actual needs and thus be more efficient.

Responsibilities unclear GSA/USGS???

#3, There really hasn`t been any "loss" in quite a long time. There is no way to weigh this statement when related to "greatest return". #4, Because of #3 response, there is no way to evaluate effectiveness.

Having worked in a resource agency in another Department, I have not seen safety as a number 1 priority in this bureau. I assume because we are small in relation to the previous agency I worked for there aren`t enough funds to make/justify a safety position. Safety is treated as a collateral duty and as such is not always priority 1. The people functioning as safety officer should spend at least 50 percent of their time in that function vs. the 20 25% that is allocated to them now.

With the resources available, District management does a good job at creating a safe working environment.

I am unaware of any ongoing safety effectiveness evaluation at the unit level. Employees are not provided information about the effectiveness of safety training and secondly, employees are not recognized for operating safely.

My unit has labs, field work, etc. My job, which is office bound, rarely involves me in these areas and thus I am not aware of many details relating to safety issues in my work unit. It is clear to me in general that there is considerable concern by management and others on this subject, but I`m not in a position to observe the details, thus a fair amount of "no opinions" are checked by me in this survey.

No Opinion here means "Don`t Know".

The goals are worthwhile and in the longrun will be accomplished. Workplace (field and lab) are grudgingly changes unlearning habits is as difficult as snapping fingers and saying no more biases. Part of the problem is that general workplans exert relentless pressure on staff to achieve project results. I don't believe that factoring in safety issues has become a component of Basis proposals. The selling of safety is a long range project.

The work I do is largely office/computer work. Safety issues do not involve life threatening danger, but rather hazard from crowding, mess, improper use of office equipment (paper cutter, for instance). Much of the safety effort has been dealt with by an effective AO.

Attempts are constantly being made to make everyone aware of their responsibilities to stay alert, be aware and practice safety first. Also, to report unsafe conditions and potential problems.

Being located offsite from the main discipline office makes it very difficult for my managers to create a safe and healthy work environment. Now that I have a supervisor on site, somethings have improved.

Not much information is distributed about this goal

We have always been aware of safety issues because our management has made it a priority and we have had a very proactive safety officer.

What could be more important?

I think my supervisors recognize the importance of effective safety, health and environmental issues related to the workplace but they often take second or third priority to achieving our mission critical goals; and this is most often due to lack of funds.

I think safety and health are of primary concern, but environmental concerns are not given as much attention.

As a new, low level employee, I cannot fairly evaluate most of the questions in this section. However, my first impressions are that in the areas of health, environment and ergonomics, there is little evidence of active concern nor effective implementation of appropriate practice. This is not to say that I haven`t been told how to exit and where to meet in case of fire. It is to say that that is all I`ve been told. Admittedly, my personal standards for "safety, health, and environment" (what`s this about "culture?") are very high, and I imagine this is not the place to detail the weaknesses I see here, so I will just mention, in list fashion, a few items of concern: seating, computer ergonomics, lighting, air quality, fire hazards, unmitigated sedentariness, and cleanliness.

Generally here in Woods Hole we are very safety aware, as we are sensitized to these issues by our work at sea. We try to seek a reasonable balance between being overly concerned with safety compliance, in the bureaucratic sense, and being cavalier about it. Despite the relatively hazardous nature of our mission, we have few problems with safety. The contrast between life at sea, where safety is always an immediate and obvious issue, and life in the office where one

could become more complacent, is our challenge, and we meet it well. This questionnaire sounds more like a series of safety sermons than as though it is seeking information. I assume that the rhetoric has been derived from gaol statements, or such. The terms "agree" and "disagree" a peculiar usage which makes it difficult to respond to each sermon. I found it hard to give any answer other than agree. I hope that you can derive something meaningful from this survey.

I am aware of no safety, health, or environmental issues related to my current work unit.

At section level we have never discussed these items except for fire drills. There has been no discussion of the environmental hazards of the stuff flowing in the pipes above our offices that carry stuff from the GD labs, no discussion is ever held regarding the crud that appears in the cold water side of the plumbing in the D stack that makes the water in the drinking fountains unusable. We have a safety officer/ER team member is ERG, but I guess that stuff stays at levels above the workers. Sending out emails to the employees stating the management endorses a safe environment does not constitute an effective program.

I agree with this. First of all I would like to state that my delay in filling out this survey was because I work in the office environment mostly on computers. While I feel my work unit (my district) is doing the things needed to be done, I felt my main observations are with Safety in the office. I do see all the emails and postings from our safety officer and wen it pertains to the field or lab safety I just scan over it because it is not part of my job as a computer specialist. In my opinion I feel the District is doing its job, but honestly I realize I may not be the proper person to be asking these questions as I don't work in the field or lab and I don't work with many hazards that others in my district do work with.

I have not been with the USGS long enough to comment on several of the statements above, I`ve checked "No opinion" in places where the response is really "Do not know".

I think there is a valid attempt in our office to provide safe working conditions.

I wish our District`s budget could allow for a full time safety officer.

I`ve only been a full time employee here for over a year. If this issue is being addressed, it is at a level that I am not privy to.

Managers implement safety policies that are site specific for data collection activities. However, managers and safety officers never follow up on actual field procedures or perform s site visit to check safety devices such as a tethered cable on surface water control structures.

More needs to be done in my work unit to ensure a safe work environment.

Our District has a good safety, health, and environmental program. Training for CPR and first aid and defensive driving are included in our District training. Employees are encouraged to act in a safe manner in all situations. Office work areas were set up to meet ergonomical needs.

There has been a major emphasis on creating a safe environment for our field personnel. Funds have been used to educate and train field employees. Safety plans have been set up for taking water measurements from bridges, etcà Hydrologic Technicians are required to travel with one other Technicial during the winter months when they are on their field trips (great improvement). Cellular phones are also a great plus. There has been zero emphasis placed on creating a safe, healthy environment for office workers, however. Desks, chairs, lighting, etcà are all puchased with "cost" not ergonomics in mind. One of our oldest office workers is always using a stepladder to setup computer wiring in the ceiling. Office workers are also asked to move heavy desks, tables, and product or equipment deliveries.

This entire section seems to be aimed at production units or field work units, and not at administrative units. Although my office chief strives to create a pleasant, healthy environment for employees, we do not have a safety/health/environmental "program" that I am aware of nor should we need one in a sedentary office environment, beyond the basics of ensuring that everyone is aware of emergency evacuation procedures.

Classes in all aspects of work safety have been made available and participation has been actively encouraged.

I`m a computer programmer. I never go into the field. I do not have full knowledge of all of my "unit`s" activities, safety or otherwise. My biggest health concerns relate to the quality of air and water in my workplace. Noxious smells from GSA activities (maintenance, construction work such as plumbing, painting, etc) seem to get vented into my office on a fairly regular basis.

Since I am a secretary, I have no idea what is done in labs or the field regardign safety.

We get along just grand and we are very conscientious.

Currently there is a CYA attitute. There is a lack of flexability to modify some training to fit a local situation. In many cases the amount (hrs) and intensity of training far exceeds any risk. I.e., requiring personnel to take bear training when there are no resident or migratory bears within 500 miles and 1 is seen every 25 years or so.

In my work unit, safety, health and environment considerations are crucial to the functions of the unit. The supervisors work dilligently towards the goal of a safe work day and we have taken multiple safety training courses for the various activities. The supervisors make an effort to take safety courses to assess the pertinance to our work unit.

The safety, health, and environmental culture that has been created is mainly due to the dedicated employees and our safety officer.

As we do a lot of field work using heavy equipment, safty is a critical element in our programs.

I mostly disagreed because I totally unaware of any such considerations by my management. Most of these issues are being addressed by the university where my office is located. But I see no such activity in USGS project planning.

Some employees need this more than others given their differeing tasks.

Something reasonable to shoot for.

The buildings that house our offices are incredibly poorly designed in terms of environmental factors such as fresh air and temperatures. The air conditioning causes frigid conditions and the energy consumption is a gross waste of tax payers` money. The landscape maintenance is a hugely pollution operation that disregards completely a pleasant working environment. The use of gasoline powered leafblowers is especially polluting in terms of noise, dust, and gas/oil fumes. These operations contribute nothing to our productivity but make our research environment much worse than it could be with decent management decisions.

In my case, "No opinion" means "I don`t know". I don`t know much about this program in general.

An ounce of prevention is worth a pound of cure. Safety is addituide and common sense, if a fellow employee does not display this to me they, don`t get to play pirates with us. I see a lot of knee jerk rules and regulations when someone gets hurt, that are important as long as they're cheap but when they cost money they're not so important: example three people driving a over loaded rattly bang old truck with bad ball joints and a tire ready to pop.

Goal #1 should be more of a priority.

Sounds like a great idea. How about daycare or memberships to health clubs?

Work in office building that I would like to redesign as buildings today do not address problems with allergies, not enough filters, etc. Unfortunately this will be a long time before these problems are addressed by builders.

Goal No. 2. Improve our ability to identify and abate unsafe practices and conditions.

There is always training needed to improve our ability to identify unsafe practices and conditions. With things changing all the time practices and coditions change too.

I have not had any training. We have a few labs in the team and the people that work in them have been trained but I am unaware of their procedures.

I think we are due for another safety workshop for managers.

Most of it is just using common sense.

Again, my unit could use more information about how to avoid carpal tunnel.

I answered question number 11 with a "disagree" because there are some issues that really haven`t been resolved or corrected. These are some of the comments I was referring to in the

above Goal, Goal #1. Some if the reasons some matters have not been corrected is manpower and cooperator issues with relocating gage sites. These are harder to resolve for various reasons.

My Unit does try to keep up with safety isssues but as a District many simply ignore safety procedures.

There should be a periodic updating or review of the safety, health, and environmental requirements for supervisors. Without this knowledge there is no way to determine if "appropriate training" is being provided.

Regionally, we need a stronger management commitment to a proactive safety program.

Safety, health and environmental responsibilities are performed as collateral duty. A better job could be done if there was someone dedicated full time to these issues.

Too much responsibility is placed on collateral duty safety officers.

One of the biggest complaints I and the personnel under my charge have is the lack of adequate air condition in some of our offices. The result is a stifling environment, particularly in the afternoon, which is not conducive to work or one`s health in a closed office with no ventilation. In my case, the situation was identified a year ago. The air ducts produced the same temperature of air throughout the year. In the winter I wore a sweater. However, during the summer, it became almost unbearable. Facilities personnel informed me that it was the sun shining through my window that caused the problem. The system in my office was examined several times and declared to be functional. Facilities personnel were called several additional times, and no solution was found. (I was told that my office was on a different compressor from the others in my organization, and that was the reason I was not getting sufficient air.) I was also told that it was GSA`s problem. This spring I complained again and said I would not stop until the problem was solved. Finally, it was determined that a contractor had not connected the "chiller" to my system when some maintenance was performed a year ago. Such action does not demonstrate concern for health or safety. In my opinion, it is relatively easy to determine the cause of a systemic problem such as a disconnected "chiller".

Improving ability to identify and abate unsafe practices relies on people who are passionate about safety and a healthy work environment. Workforce succession planning needs to address the loss of safety advocates due to retirement during this decade.

Because our office is relatively small and our good safety record and have so few incidents it is impossible to get meaningful trend data. We really have nothing to review. We try to correct safety problems or concerns as they come up.

I didn`t understand question 10

Q8 Project chief and supervisor never submit an evaluation or description of the kind of work performance of the employee and the risks. Need to be more aggressive at management level. One idea for improving this area is to require each supervisor, project chief, or district chief, in

his proposal for a new project or old program to include an evaluation of the safety and environmental risks that the employee be exposed to during the performance of the duties and require a budget for safety and environmental risk.

Safety plans are all in place. More FTE could be devoted to review of situations and "continual" communications with employees through meeting presentations & mandatory cyberseminars, group training, and observing work habits.

Spend more time on enforcement, less on new rules.

There is a need to continue to update health and safety training. there seems to be a need to financially support the training at a National Levle as ot all districts have the resources to purchase all the necessary safety equipment and send all employees to training annually.

Unsafe practices are quickly identified in the Illinois District and the Job Hazard Analysis is identified and completed.

We don`t look at trends. We continually improve our safety practices based on our past and most recent experiences.

We have done some training but more is needed.

We typically get an "over reaction" on any safety issue. Examples in the past 10 years have been cable car safety and wading measurement safety. A definite over reaction occurred on the wading measurement with the rules regarding wearing of PFDs.

In the Director`s Immediate Office, these issues are not at the forefront. Our focus is bureau level, not work unit level given our immediate work environment is addressed by APS.

Training requirements for motorboat operators are excessive in coverage and time lost to training and instruction.

During the past year we have had cooperation from USGS Safety to do a walk through of the library space and provide us with a report of findings. We are acting on those findings. Another comment: Employees should be encouraged to point out concerns or suggest improvements à one of my staffers suggested to USGS that the crosswalks need repainting and that there need to be more crosswalks (such as wherever there is a driveway). She was told that a) GSA repaints the crosswalks on a schedule and b) we are eliminating roadside parking (this was after 9/11) so that problem won't exist. But we have lots of meetings here, and roadside parking does exist. So work with Facilities to paint the crosswalks and add them where needed.

Based upon accident and workman comp claims, we have instituted back safety and work place ergonomics training and evaluations.

Pose question for any current concerns, changes needed.

Replace abate with replace or remove.

We have a number of aged, cast off field vehicles that I consider unreliable and unsafe. This is a bad situation when one is doing geological field work in remote places with no water sources and high temperatures.

Low priority.

#11, This is a one way street with no avenue for reversing the implimentation of a regulation that is applied to a well documented safe job.

A great deal of improvement is needed I think

Management is willing to spend time and effort, that's clear. But again safety can be mandated, but it has to be believed and practiced. I really think our troops will always put work first and heroically do what they've gotta to get the job done.

As we do a lot of field work using heavy equipment, safety is a critical element in our programs.

Training is appropriate to work environment. Everyone has done defensive driver training. Those doing field work have taken safety courses for 4 wheel drive, wild animals, etc.

Having more managers move offsite and/or travel to visit their offsite personnel can improve unsafe practices and conditions, although funding is always short to purchase the needed items.

I think we are doing a good job in this area, but I am sure more can be done. Lack of resources is still a major issue.

Not much information distributed.

The facility manager here is very competent in regards to all the safety matters & concerns.

We need to become more proactive ... rather than reactive in a many cases.

There should be appropriated funding from DOI to every District office specifically designated to enhance safety and health programs.

I think I have been adequately trained with regards to safety in the physical and electronic workplace, but not with health and environmental issues. What are we talking about here ergonomic issues, air quality, lighting, water quality, fitness programs...? There seem to be a lot of potential issues in the realm of health and environment.

If specific training exists for meeting safety requirements at my level, I`m unaware of it. We work hard to have a safe and productive environment pretty much on our own, with an occasional safety audit to assist us.

We don`t have adequate funding to avoid all unsafe situations. e.g. Some of our vehicles are unsafe, but we can`t afford to buy new ones. Training for safetly and health are adequate, but training for environmental concerns may be lacking.

I am aware of only one unsafe situation in our work unit. Someone fell in a chair and sustained a back injury. Erogonomic chairs are ordered for those who identify themselves as in need of one.

The average employee has no way to know if ANY resources are being expended to meet this goal. To me, announcng CPR classes is fine as a safety and health thing. But I think that (as an example) that since I have a fire extinguisher IN MY OFFICE, I should have been required to be trained in its use. NOT SO. Many unsafe conditions are identified, but are not addressed due to funding (I presume). As identified in #1, these topics are not discussed in our work unit.

Employees are trained to be aware of unsafe practices in the process of performing their daily assisgnments.

Following all the saftey rules is sometimes incompatible with getting the work done in a timely manner.

I believe our district is on top of things. Again I am viewing from my office position. I know there are all the precaustions taken regarding the placement of equipment in furniture and other in office safety issues. I just could not actually tell yhou what goes on in the field. I believe that since I don't hear about problems in the field that everything is being taken care of properly. I have taken all the safety courses such as CPR, HAZCOM, Fire Extingisher, Defensive Driving, and took the Water Safety course in case I ever do go out as a backup person in the field. I see a lot of emails and fliers and posters about all the Safety issues that pertain to our District.

I don’t know of any unsafe practices and conditions in our work unit. But re: training. Nope, none.

Keeping safety on everybody`s radar screen by sending emails and links to URLs that have this information as well as info about safe practices and conditions, recalls (personal equipment for the home as well as work related), wellness issues, and general saftety information.

My answers reflect field personnel only. Office personnel have received minimum training. I have been able to take defensive driving and cpr in the last two years.

My work unit deals almost entirely with deskwork, so we have no particular issues with tools, chemicals, outdoor hazards, or other hazards of this type. So, we have no need to worry about abatement of hazards, loss experience data, etc.

Question #10 is not very clear.

Safety issues are not given a high priority when emplementing new projects in my work unit. Unsafe conditions are abated somewhat but management does not followup on site specific issues.

#8 The exception to this is that the entire National Center has an inadequate number of electrical outlets for the number of PCs and other electronic devices that we operate, and it`s a struggle to get new outlets installed; I believe this is a significant fire hazard.
#9 I say that I have been "appropriately" trained because safety in a sedentary office environment should require no specialized safety training beyond that associated with operation of copiers and other office machinery, and notification of emergency evacuation procedures; safety in the office environment is simply a matter of common sense.
#10 The phrase "loss experience data" means nothing to me, so I can`t answer that question.
#11 If "my organization" refers to USGS as a whole (assuming that the previously used phrase ""my work unit"" refers to just my office), then I believe that the recent abolishment of discipline safety committees in favor of a bureau level safety function presents a significant hazard to employees working in the field. The bureau safety group seems more concerned with facilities safety and less concerned with the safety of individual employees who must put themselves in harm`s way every day when they take field measurements of streams and rivers.
#12 Again training is "appropriate" given that NO specialized training should be required in a sedentary office environment, beyond training in the use of copiers and other office machines, and notification of emergency evacuation procedures.

I think that everyone in the National Center should be given a flashlight. This would be very helpful if we have a power outage, so that we wouldn't have to evacuate the building in the dark.

Frequent laboratory inspections, with communication to lab personnel and immediate corrections required.

I believe people who use labs or work in the field are trained properly.

Our safety programs are too reliant on the fulfillment of regulatory requirements, which leads to a lot of misplaced emphases. For example, much attention is focused on procedures for chemical waste handling without regard to the toxicity of the waste. At the same time, hazards resulting from sloppy or awkward placement of items on floors and benchtops are largely ignored even if they endanger life and limb. I would like to see a hazard based rather than a regulation based safety program.

Suggestions: 1) I would like to see more input from (or access to) real safety/environmental professionals, rather than partially trained CDSO's. 2) In my lab the biggest problem is ergonomics/repetitive stress problems: training exists, yet there is inadequate support and funding for the solutions.

For question #10 I have no opinion because nobody has been injured in the three years I have been here.

I think it is more a problem of recognizing personel responsibility. All the identification and training in the world is not going to help if the employee is not responsible enough to take proper preventative action.

This work unit is relatively young with a relatively short time in a new location, being co located with a pre existing USGS unit. The responsibilities within the organization are still in the process of being effeciently allocated, but are underway.

This just is not done. For example, people still go to the field by themselves with no way to contact them except at their hotel.

What the heck is "loss experience data"?

Yes, good goal. But level is high here already.

I did not understand question 11.

I feel personnaly responable for everone who works with me. If it is dangerous and stupid I will take the "calulated risk" myself. We work in the field doing construction every day there is no way to make our job quote unquote safe we just have to be careful and mindful of the hazzards. This is the career I have chosen and I have to live with it. Many time I work with people without construction experince the first thing I do is sit them down and explane the hazzards, what I want them to do, how to act (don`t get excited ) and tell them the murr cat story ( team work ). If somebody does not understand, it is "my" fault, because I didn`t explane properly.

RE: #8. I feel: warehouse storage area in Field office is unsafe. Flammable/Combustible items (batteries, equipment using fuel to operate) being stored near supplies and records storage area etc. Distance between records on shelf and heating unit overhead a bit to close. Access of records in upper levels of records storage area of wharehouse cannot be done safely with junk cluttering walkways/isles around shelving.

We`ve already addressed most issues: satellite phones, Hanta Virus training, MOCC, extreme weather survival, confined space, defensive driving, CPR/first aid, JHA`s, etc.

Your questions fail to put across your message, too many words, too broadly stated, really need examples of what practices or requirements you need comments on. The words "my work unit" fails badly to id people involved in safety management.

Goal No. 3. Implement effective safety, health, and environmental resource strategies.

When the bureau or region implements safety, health, enviromental programs they should make sure that there are funds available to the Center for these programes.

I have not seen anything. Maybe it goes directly to the Chief Scientist?

How can this goal be measured? Maybe a reduction in safety incidences is the telling outcome.

I believe that the Region does a good job in getting out the news and implementing its policy.

USGS safety inspection forms are woefully inadequate and cover only the most basic areas. The availability of more comprehensive forms is needed.

We have much more interaction with our Regional discipline safety support staff. The support from the other Regional and Bureau level staff is not as apparent.

Re #13 existing staff resources are appropriately allocated, but total workload associated with safety, health & environmental program requirements exceeds the capacity of the staff to fully meet program challenges too much work and too few people to do it.

I think the Regional safety staff are doing their part to help create a strong safety culture within the organization.

One of the most effective strategies in our unit is the installation of several "first aid stations" in the work area. Self help is not only good for our team members, it saves time on the job.

From the Easten Region perspective, the regional safety staff is highly effective and professional.

Did not receive early word about the new OAS on line training direction until supervisory staff had already made arrangements to procure off site training.

Funding is always an issue. Increasing requirements for information requests, safety training, safety equipment, and others make it more difficult to adequately fund our programs and personnel.

I am not sure what the bureau or region has ever done to help this district with safety issues. Moreover we have to my knowledge ever been given financial support to purchase equipment.

I don`t think the information trickles down from the Bureau and Region to the general public at the District Level effectively. We don`t discuss safety enough. Information needs to be passed from supervisors to field personnel more often.

Need to establish a program to be sure that each district receive the information and reads it. In where request to each district a response who affect and what is his plan for complying with the new rule or law.

Our office spends a lot of money on safety equipment and planning but I never hear anything about loss, number of incidents, whether things are improving, etc... that information needs to be generated at the regional or National level and sent down to the field. Why doesn`t SAFETY, HEALTH, AND ERS have a page in that Department newspaper we are all sent?

Resource strategies are implemented in a timely effective manner in all aspects of District operations.

The NR Safety Officer do a great job with this; however, in regards to the EORS, ER Safety Officer, the answer would be strongly disagree.

Usually it takes too long to get a policy memo out. A better way is to have a "temporary" memo in advance of the final version.

We spend too much time "checking off the boxes" to meet regional training requirements that there is less time/energy available to address our unique local needs.

What are "adequate funds"? "Adequate funds" one year might not be "adequate funds" the next. We have a good safety record, so we must be devoting "adequate" funds to the program.

As a member of the Director`s Immediate Office, I do not have adequate knowledge to comment on these statements.

Need up to date floorplans. Need better signage (room numbers).

We have recently identified all of the possible chemical hazards in our environment and have obtained the MSDS sheets fort hem and everyone on the staff knows it and was told to take time to review the list of wheat we have and where it is à not sure the rest of the Survey is doing this. We also are interested in developing a disaster recovery plan and were surprised (or were we?) to find that the USGS didn't seem to have an overall plan à preparedness is one thing à recovery is another. I think one of the biggest strategies should be that Facilities and Safety should work as a team to make conditions safe and healthy. My observation is that this area needs much improvement. During the safety walk thorugh and in the resulting report there were some things identified in need of improvement. Facilities has installed an EXIT sign over one of the doors in the librry annex, but we also want an EXIT sign installed in our librry annex so that people know where the door is when they are in the main aisle of the room à and even though it's not for decoration but for safety, Facilities won't pay for it. Mehtinks that should be part of keeping this building safe à when you force the people living in the space to pay for it, it might not get done. We are going to pay for it because we think it is important, but it rankles. Facilities and Safety staff should be working together to make the building safe. We have also had problems with overflowing bathrooms leaking onto our materials in the basement, from the 1st floor, and it might not be safety but it is an environmental concern, not to mention it ruins the collection - but Facilities is not interested in putting a drain in the floor of the restroom outside the library - unless we want to pay for it. Well, shortly after they told us that, we had the awards ceremony and that restroom got lots of use and guess what. Something overflowed and leaked into our space again. Oh sure, they were down there working in the ceiling trying to find the stoppage, and they would have to do that (but had there been a drain, we would not have been leaked on) again. Why should we have to pay for something that should be there in the first place? Here's a safety strategy: Be sure the Survey has accurate floor plans of this building. Many renovations have taken place within the shell of this building over the years, but it is our observation that there do not seem to be accurate, current floor plans. Recently we havd an A/C problem that Facilities was trying to help us with, and when the person came to the library with a map of the space to show us where the ducts were - it was a map dating from before the library moved in and changed all the rooms. We've been here since November 1998. When Facilities staff are using old maps, it makes us wonder. I finally had to ask à where are we on this map? We are always hearing that they are working on getting the floor plans up to date à but I heard that

nearly 4 years ago when we were prepariang for our move, and as far as we cant ell there still is no current set of floor plans. One of my staffers is an AED responder, and she says she has never been given floor plans of the building - yet she is supposed to be able to rush to any place in the building, perhaps to save someone's life. How can AED staff find the offices when an emergency occurs? I wonder how the employees would feel if they knew that. Talk about a safety gap - wow. Work with Facilities on that one, and fast. Finally, I think one strategy should be that someone should review the handicapped access of this building from a safety standpoint. Again, one of my staffers was temporarily in a wheelchair and learned first hand that there are safety concerns, such as the steepness of the ramp into the visitor entrance - looks good to me on my two feet, but to her and to a recent visitor, it is too steep and takes much effort to get up the ramp. She also mentined the ladies room near the front desk - nice to have a handicapped stall and a door opener, but if there's a raised marble sill at the entrance to the stalls, it's hard to get over it in a wheelchair. Sure enough, I just checked and she is right. She also pointed out that if you are on crutches and try to use the restroom by the cafeteria, there is no handicapped door opener and also there is a second heavy door inside and it is hard to open if you are on crutches or in a wheelchair and you could get hurt trying. All rest rooms with handicapped stalls should have auto flush toilets and the doors to the restrooms should have a handicapped opener, and there should be no impediments like raised sills.

Impractical mandates and requirements are well distributed from higher levels down, higher levels provide very little effective help in actually making work activites and environment safer.

I am not the safety officer who may receive the information from the Region and Bureau but as an employee I see very little information from the Bureau or Region on safety. Usually there is an email sent District wide when there is an accident and discussion about the causes. Our local Safety Officer sends periodic emails about accidents/situations where safety has been compromised but his funding for this function is limited. He has other duties and responsibilities.

More communication is needed on what exactly is needed for safety planning needs.

I get all the policy memoranda but considering I also receive anywhere from 30 60 emails per day that require a response, and am already overloaded with work, having time to read safety emails is very limited.

A lot of this may be happening at the Mapping Center level, and I am just not aware of it. I have being to the USGS Safety website and found it to be very informative.

Again, being offsite reduces the ability for regional support staff to communicate effective strategies.

Not much information distributed to workers.

I believe that our office puts a high priority on safety and does whatever it can to make sure that all employees are able to work in a safe environment.

Bureau and regional support is very low visibility.

Most regs/memos are not disseminated to all staff only to safety personnel.

Policies affecting employees are communicated by the bureau, but local stuff, I presume stays within the "safety committee", since I never hear about it. I cannot comment on the materials made available, since they never get to my level. I know that there is a building evacuation plan, but also am very sure that there is no COOP that identifies the requirements for the orderly shutdown of equipment. People who run equipment in large areas such as 2P123 have no knowledge of the fire or smoke alarm systems, or the fire supplresion system. I am sure they are not trained to power down equipment and kill circuits tominimize electrical damage from water.

Funds should be used to purchase an automated external defibrillator (AEDs) for each field office. We have an aging demographic and these devices have been shown to save lives. AEDs cost about $3,000 plus maintenance costs, primarily for batteries, of about $150 per year. (John D. Graham, Administrator, Office of Information and Regulatory Affairs)

I know there is a safety account number that things get charged to. That is what I charged all my training hours to. With regards to the above, I believe a greater emphasis on safety has been implemented over the past few years.

There is a large amount of safety information out there especially on the web from bureau/region. It has to be diseminated at the local users level to be effective. Sometimes we at the field level never see this policy.

Using new tecnologies where possible to do the work and avoiding onerous safety/environmental procedures that are often required when using traditional methods (e.g. ADCP streamflow measurements vs. bridge crane measurements).

We have a training officer in our District who sends out the occasional `safety` memo re: driving or boating tips, etc..but nothing on a regular basis.

We have District plan to respond to emergency situations.

While the strategies may be in place at the regional level, the emplementing of those strategies are not being aggressively pursued. I`m not saying they aren`t being emplemented to some degree, I`m saying more needs to done in this area.

#14 & 15 Emergency evacuation plans are distributed to all employees, and regular fire drills are conducted.

My "No opinion" selection means that based on what I know, I cannot give a constructive response.

Support staff have acted in a very timely manner, and all possible funds have been devoted to safety, health and enviroment, but it would be of great benefit to have more funding for training programs specific for the work units needs in San Diego (ie. wilderness training, etc).

There is more a problem of "one size fits all". Why should we be required to take several days of hand gun training when we are taking shotguns into the field for bear protection? There is little consideration for reasonable and prudent.

I am located in a field office. Bureau and regional support staff never have even visted; so they don`t exist. The managers on our campus in charge of these issues have no desire whatsoever for employee input.

#13. Yes and No . #14. Not sure if this is being done at an acceptible level.

Most resources are used effectively, MOCC coordination with NPS and other agencies.

Question 14: I am not fully aware of what Bureau and regional support staff does to `fully assist local level program implementation.` Safety classes? Say what you mean? Classes dealing with field work and general work habits have been well presented. Or do you have a broader range in mind?

Sorry boys, your template don`t fit my template, you guys are too far behind. Some of your rules seem like the blind leading the blind. I have been told my rhetoric is too hot and painful to many people but there is a reason for it: I HAVE BEEN HURT BAD, A FEW TIMES AND IT ANT FUN. Also I don`t like it when people don`t know what the @$&#& they're talking about, making up problems that don`t exist and ignoring problems that do exist.

Goal No. 4. Facilitate Accountability and Program Improvement Through Evaluation and Monitoring

By using evaluation and monitoring practices the accident ratehas been decreasing here.

Not trained in how to accomplish this goal.

Regular management safety training would help.

Everyone has been given the word that they are themselves responsible for practicing safety and are accountable.

Some people are held accountable and some are not.

That the USGS does not have a comprehensive safety training plan available for existing and new employees speaks volumes. The training is often too expensive and too spotty. Any Bureau monitoring should include an evaluation of readily available training resources that appropriately meet certification requirements. For example, boating classes for river environments and swift

water training for those who must work in, over, or around water. Currently, there are no requirements and spotty resources. What does that communicate to our folks?

WEBcass will go a long way toward improving accountability and providing a tool to monitor compliance.

As noted in 3, the requirements we must operate under make it more difficult to reasonably price our work to customers.

Management is aware of the importance and place safety in all phases of district operation. How well they motivate and recognize is dependent on the manager. Some do better jobs than others.

Need to take action at management level and give more power to the collateral safety officer or create a position of safety and environmental officer full time in each district. A full time person gives more time to address all the problems and issues in the office.

Needs to be overhead money allocated for safety awards.

Our office spends a lot of money on safety equipment and planning but I never hear anything about loss, number of incidents, whether things are improving, etc... that information needs to be generated at the regional or National level and sent down to the field. Why doesn`t SAFETY, HEALTH, AND ERS have a page in that Department newspaper we are all sent?

Safety accountability is stressed through various activities in the District.

We do enough safety training to get by but do not proactively provide training on safety.

I think the fact that we have an active safety committee reflects our commitment. I'm sure we in the library would appreciate a yearly walk through by Safety staff to point out any deficiencies we've missed.

Not seen as a priority.

#18, There are regulations that when implimented interfere with the routine of accomplishing efficiently Agency Mission. A point to consider is that it is not the "program" that is the driving force in whether or not there is interference with Mission goals but the regulation the program must enforce.

Although good safety practices are for the most part being used, I have not seen any formal recognition of "good safety practices." We only are informed of those areas where improvement is needed. Also, many of the field personnel complain about having to wear PFD`s or have a traffic management plan. They don`t seem to understand how serious safety should be.

Once again, having 20 years federal experience, I have never seen anyone recognized for a safe performance.

As before stated, mathematical/physical/statistical research do not seem to have much connection with safety, health, and environmental programs.

We need to do some more work in this area in my opinion.

Management has little input we are responsible for implementing these things on our own.

I know of no one in my work unit who has been singled out regarding safety, for good or bad.

I do not recall seeing these items in any PD or work plan of any employee in my workgroup when I was the supervisor. These are treated as non issues. At best they are motherhood and apple pie.

#17: Do not confuse motivate with threaten. There is no recognition for people who perform there duties using the proper safety techniques, only punishment for those that do not.

Employees MUST be held accountable when they, through carelessness, destroy USGS vehicles and equipment.

I haven`t seen that yet. I`ve only been with this unit less than a year.

I work in the Computer Applications Unit, so many of these safety issues are not pertinent to our work unit.

Monitoring of field problems are reported to management but very little follow up is provided on resolving safety issues.

#16 Everyone is accountable for his/her own safety and health.
#18 Since we have no "program" that I`m aware of, the answer is no.

I don`t think anyone is actively performing any kind of evaluation or monitoring in my work unit. I am confused as to what is meant by a "work unit"? Is it my immediate section/branch/office/discipline?

Pro active evaluations undertaken and immediate steps taken to correct short falls.

There is a weak link in some of our labs: responsibility for safety is given to "lab managers", but actual allocation of funds and employee time is at the discretion of the project chiefs.

(17) There is little or no positive reinforcement.

As mentioned before, the functions of this work unit rely on sound safety, health and environmental practices.

I see no indication about even recognition of the issue from my field office.

The managers in charge of maintaining a decent working environment are certainly not accountable to the employees affected by their decisions.

Unclear about what and how "evaluation and monitoring" will be done objectively.

I am on my own. I know where I stand in the sceam of things! I see a lot of lip service, window dressing and ass covering. Keep the program, get rid of the stupidvisors and spend the money on safety equipment,vehicle and equipment up grades.

JHA`s and annual training for all personnel is done. Also we review performance with a safety questionaire.

Goal No. 5. Increase organizational safety, health, and environmental awareness and program communication.

All the different safety and news letters that are sent over E mail and regular mail keeps the staff informed. This has proved to be a good tool to make the job and the job site a safer place to work

But we can always do more.

#21 Primarily my influence is at the Cost Center level. On occasion I have helped at the Bureau level and the response has been good. I would encourage more interaction of the Bureau safety program with those at the cost center level. Field input is critical to a succesful safety program. Too often the safety program becomes a documentation process and the intent of protecting the employee is lost...this perception needs to be avoided whenever possible and can be averted somewhat by increasing field level involvement.

Again, I believe WEBcass will be a major improvement for the safety program.

Electronic communication is hampered by the bulletin board approach to messages. Safety inforomation should be send directly to employees to emphasize its high priority importance.

Communication is good for environmental awareness in District operations.

I am available to help and be part of a committee if you need me.

I question the effectiveness of tele/video conferencing, etc. I'm not sure it is too effective in a lot of things it is used for and safety awareness is one. At the local level I do participate and provide input, but at the regional and national level that's a different story. If I wasn't on botht he regional and bureau committee I would strongly disagree with number 21.

More good videos are much better than cyberseminars. They are less problems and allow field personnel to participate as cyberseminars are not scheduled for field operations but office operations.

Need to do safety training more regularly just to keep everyone informed about the latest news. Not everyone goes tot the web pages.

Our office spends a lot of money on safety equipment and planning but I never hear anything about loss, number of incidents, whether things are improving, etc... that information needs to be generated at the regional or National level and sent down to the field. Why doesn`t SAFETY, HEALTH, AND ERS have a page in that Department newspaper we are all sent?

Teleconferencing could be used in place of physical attendance to facilitate communication of general aspects of District and Regional goals.

The internet has become a wonderful tool almost overbearing.

I am not aware of any teleconferencing on safety/health/environmental issues.

I see no effort here.

#21, Safety is driven by regulations which has no avenue for input.

I think more information needs to come to employees from the Bureau and Region. This will help them to understand that our Bureau does take safety seriously instead of it just being the local District Chief, Safety Officer and supervisor.

I`m not even sure I know what program you talking about.

Since I teach safety classes, most supervisors see safety training as an onerous duty they would rather not have to participate.

This whole issue has to be dealt with in the office environment in a realistic and appropriate way in order to have any awareness component. I recommend a class in typical safety, health and environmental issues in the office work environment.

There has been much more emphasis on safety and environmental awareness for everyone at the Mid Continent Mapping Center.

I don`t to see policy statements or management decisions regarding health, safety, or environmental issues that do not involve my current working conditions. It would, in my opion, be additional junk mail to deal with.

It is not possible to know how effective any of these mehtods have been when the topic is not discussed in the workgroup. In regard to #21, other than this survey, my input has never been actively solicited in the 24 years I have been in this building.

Again, this year will be my first time attending our District Conference (in the fall) so perhaps I will be asked for input. Email info is disseminated occasionally but I would not say it`s been used most effectively.

Communication needs to be established at the field level. JHA`s were never implemented on field trips by management. Site bridge plans for obtaining bridge discharge measurements were implemented but never reviewed by supervisors. These same plans were never certified by the Department of Transportation, this means if we (field Technicians) we to use the plan which requires a lane closure on a bridge with proper cones and flagman whichcould result in a traffic accident, the person whose name appears on that document would be liable for any personal injury lawsuites.

Concerning #20. This was done best when we had a full time safety officer in our District.

Here I respond to what I can observe from working in the office.

There`s room for improvement in this area.
#19 I marked "agree" because everyone in my office has some degree of basic common sense. But I do not believe that the bureau`s safety "program" is responsible for this; people are either born with common sense, or they`re not.
#20 I recall that materials regarding emergency evacuation procedures were distributed by paper copy throughout the National Center. Also, a few days after September 11 there was an egregious misuse of the building PA system, when the Director tried to make an announcement building wide and the use of the PA system caused the evacuation alarm to sound. No explanation for this was ever given to employees, nor was any apology offered for the panic, screams, and tears that this incident caused among numerous employees.

I don`t think secretaries are consulted on this.

There is a very strong top down approach that does not take into account local (state wide even) needs.

This is the weakes link in our program, but as we are a fairly young unit, some of this infrastructure has just recently been developed, and some is in process.

Awareness of environmental issues is now in our everyday lives.

My attempts to increase environmental awareness with management have been largely unsuccessful.

What does environmental awareness have to do with safety and health?

Barrages of email on various safety items are generally not very useful.

I am not in the office enough to benifit from such a program. I get all my information by word of mouth and talking to people with no fingers.

More MOCC information is needed on an agency level when and where classes are to be held, times, dates, locations, etc.

Question 19. I do not know if Safety, Health and environmental awareness has been achieved at all levels of my work unit.
Question 20. Teleconferencing and video conferencing have not been used in issues of safety in my work unit.

Appendix C
2004 Survey Statements

2004 Employee Satisfaction Survey – Safety, Health, and Environmental Program

Respondents were given a series statements. They were then asked to indicate if they agreed or disagreed with each statement. Possible responses were:

* Strongly agree
* Agree
* Disagree
* Strongly disagree
* No opinion

Goal No. 1. Create a safety, health, and environmental culture inclusive of all employees and activities.

The 7 statements are:

1. Safety, health, and environmental considerations are integral components of all activities in my cost center/team.
2. I was told of my safety, health, and environmental responsibilities in my cost center/team.
3. My cost center/team focuses our safety, health, and environmental energy and resources effectively, addressing areas of greatest risk and largest potential for preventing accidents and violations.
4. In my cost center/team, safety, health and environmental program initiatives are evaluated for effectiveness through self-audits, external audits, and accident statistics. These are shared with employees.
5. The safety, health, and environmental program is integrated into all of my cost center/team/s mission and project planning, design, and management processes.
6. My managers and supervisors recognize the important link between effective safety, health, and environmental efforts and overall program efficiency/effectiveness.
7. My managers and supervisors deal appropriately with safety, health, and environmental issues.

Goal No. 2. Improve our ability to identify and abate unsafe practices and conditions.

The 5 statements are:

8. My cost center/team follows the safety and environmental rules and regulations. Unsafe and environmentally unsound practices and conditions are identified and corrected in a timely and efficient manner.
9. I have been appropriately trained in safety, health, and environmental requirements.
10. Statistics/trends of injuries, illnesses, property damage, and near misses are used to revise and improve my cost center/team's safety and health program.
11. Those responsible for safety, health, and environmental issues within my cost center/team have adequate resources (time and money) to efficiently address and support local level implementation of safety, health, and environmental program requirements.
12. My cost center/team has implemented appropriate safety, health, and environmental training for all employees and managers who should be trained.

Goal No. 3. Implement effective safety, health, and environmental resource strategies.

The 3 statements are:
13. My cost center/team devotes adequate funds to safety, health, and environmental programs.
14. Bureau and regional support staff develop and make accessible safety, health, and environmental resources (for example, template safety plans, orientation packages, etc.) to assist in local level program implementation.
15. Safety, health and environmental policies, program requirements, and other information are effectively communicated from the Bureau and regional support staff and in a timely manner.

Goal No. 4. Facilitate accountability and program improvement through evaluation and monitoring.

The 3 statements are:
16. In my cost center/team, everyone (managers, supervisors, and employees) is accountable for safety and health.
17. Managers in my cost center/team motivate and recognize quality safety, health, and environmental performance. (Some examples are recognition for always wearing a PDF, starting a recycling program, or encouraging coworkers to comply with safety rules).
18. The safety, health, and environmental program helps my cost center/team to accomplish its mission.

Goal No. 5. Increase organizational safety, health, and environmental awareness and program communication.

The 3 statements are:
19. Safety, health, and environmental awareness has been achieved at all levels of my cost center/team.
20. Teleconferencing, video conferencing, electronic mail, and other networking techniques have been effectively used to foster safety, health, and environmental awareness in my cost center.
21. I am able to participate and provide input into safety, health, and environmental program objectives.

Appendix D

2004 Survey Comments

Respondents were asked if they had any comments about each of the 5 Goals.

Goal No. 1: Create a safety, health, and environmental culture inclusive of all employees and activities.

Since there is not any communication regarding these issue, it is news to me that it is a goal of USGS. It may be like other issues in USGS, they seem to be on a need to know basis.

It seems that managers do look the other way rather than addressing issues of some high-profile, well-funded studies, i.e. there is less vigilance about employee health/exposure to chemicals for these studies . . .

The issue is not raised in my office.

With resources dwindling and the prospect of further reduction in resources, this will be harder and harder to do BUT, it must remain a priority, regardless.

I`m in an office environment and, other than fire drills and the like, safety, health and environmental issues rarely come up.

When following the goal, thing will work out well.

I`m new and I haven`t heard much about safety protocols except via emails from the state safety director. Environmental issues have not been address specifically to me.

The safety, health, and environmental culture should be made an integral part of all facilities projects.
Continue to create a safe working environment and informing employees.

Our Center has a good program that regularly keeps employees informed and updated.

In my opinion, my employer, USGS Upper Midwest Environmental Sciences Center, has an outstanding program in place.

Part time employees and volunteer workers may fall thru the cracks on being advised of safety, health and environmental culture issues and training. Several people working in the same area are not always at the same level of concern regarding dealing with these issues and may pose risk to others via lack of safe practices.

What is a cost center? What do you mean by environmental issues?

In my view, our Center has a very strong agenda for a security culture, but it is not one that is responsive to employee needs. Instead, increasing security on center appears to be dominating

administrative decisions to the exclusion of the mission of the center. It is unclear whether other safety and health issues are considered in administrative decisions. Employees are not included in discussions of these topics. Recent external audits have indicated areas of improvement in terms of documentation and better communication throughout the cost center. Information transfer between the USGS HQ, Regional, and Cost-center has been very effective and supportive.

It appears to me that DOI as a whole needs to re-evaluate its "Environmental Strategic Plan goals." In my Cost Center I believe there is an excellent culture of environmental awareness, but you have to lead from the top down. Decisions have been made and policies are being enforced that are counter-productive to DOI stated goals:

- Protect the Environment and Preserve Our Nation`s Natural and Cultural Resources.
- Provide Recreation for America.
- Manage Natural Resources for a Healthy Environment and Strong Economy.
- Provide Science for a Changing World.
- Meet Our Trust Responsibilities to Indian Tribes and Our Commitments to Island Communities.

I can sleep well at night when I think of the work that`s being performed at my Cost Center, but some things that have happened due to DOI policy decisions really worry me. I wrote this response in hopes that it might make a difference. It`s been charged that the science is being suppressed or altered so that it doesn`t conflict with pro-business political goals and as a result morale among field scientists is falling as fast as the Klamath River Basin Water levels. How would it feel if you`re hired to do a job and you do it, but the results or your work are ignored or even altered to have the opposite results?
No safety, health, and environmental issues are problems at this time. Every person I work with is more than aware that they can freely voice their opinion or concerns about any of these issues.

We work with power tools and extreme low temperature environments, so safety is real important to us. We also deal with some substances that could be of environmental concern, so we`re real careful about them.

Audit results and statistics are not shared with employees unless a violation is recorded. Too many labs are used as storage facilities. They are quite dirty, making work difficult and sample contamination likely. Lab cleanliness should be a part of overall safety.

I think the questions in this survey are poorly worded.

I am doubtful that this survey is designed well enough to answer the question. Some of the questions need some amplification or explanation to convey why the particular answer was chosen.

On a team-wide scale, safety is usually a low priority. With my supervisor, and his group of employees, he`s extremely safety centered.

It is important.

In an office environment safety is mainly common sense except for topics such as ergonometrics.

Supervisors assume that employees exercise common-sense when dealing with our work environment hazards; therefore they do not blatantly point out hazards by mouth or written word.

I`m not in a field team and safety issues are not as pronounced at HQ in normal office activities. I`ve participated in one fire drill which was well managed. Otherwise, I`ve had no information or other safety training. I answered the questions above based on my assumptions (e.g., that my supervisors were trained and concerned about safety issues).

I am certainly more aware now than in years past of the many requirements for safety training for certain tasks. Also general email traffic includes more info than I can possibly pay attention to about new and changing requirements (most of which do not impact me).

Regarding safety...I do not feel that the USGS has adequately addressed issues concerning the safety of our office space over the past 2 years. Both in regards to air quality and safe drinking water. Although these issues are currently being addressed it took much prodding and dedication from our employees to get GSA to pay any attention to our legitimate concerns.

This is a stealth program.

Most have little time or funds to deal with safety issues.

Most of our "projects" have no safety, health, or environmental issues. They are related to specific science goals, and do not address the means of achieving those goals. However, whenever our actual daily activities are discussed, safety *IS* an important consideration within this team.

Not enough funding to do properly.

My biggest concern is the quality of my buildings air. I have never been in a place as dusty and poor ventilated as this.

I haven`t heard anything about this from anyone. It is never mentioned for any project planning I've been involved with. Sorry.

Besides from all employee e mail sent from headquarters, safety, health, and environmental culture has never been an issue, or been mentioned.

We have a recycling program; other than an infrequent health and safety email we hear little about these issues. Part of the reason is that we are being distracted with downsizing, buyouts etc.

Through complaints about safety, health and environmental issues is the only way they are addressed.

There have been ongoing questions about air quality in our building. It contains chemical laboratories and film processing production areas. Air sampling was done a couple of years ago, but the results were not released to the employees. We have some cases of multiple myeloma and one person who claimed disability due to environmental toxins. We would like to see more information. The facility manager, Gary Dinkel, just says the "air is ok".

A large proportion of our workforce have sedentary kinds of jobs which primarily require working with computer systems. Unless a person gets a doctor`s note, which indicates that there is a medical problem, no funds are available for the installation of ergonomic equipment. EVERYONE should AUTOMATICALLY be provided with an ergonomic-friendly, fully adjustable chair, as well as training on (or an onsite evaluation of) the proper ergonomic configuration of their work area.

This goal posses challenges for cost centers with budget constraints.

Although our managers and supervisors rarely address safety, health and environmental issues openly, I trust that these issues are addressed. There could be more emphasis from the senior managers on this issues, especially regarding emergency procedures.
Other than the safety people, in general I don`t think any supervisor/managers in my discipline are concerned with this. Someone else always has to bring it to their attention.

Agree entirely.

Budget plays a large role on the efforts. Although safety, health, and environmental culture is somewhat second to daily requirements, if noticed, it is usually dealt with.

We work in a nicely controlled cubicle-filled office. Aside form adjusting the thermostat, I`m not sure what is supposed to be done about environmental health and safety. I guess since I have no complaints, everyone is doing a fine job at maintaining a safe and healthy work environment, but it seems to go on in the background.
Some daily activities that we are involved in are not safe and simply not taken care of due to the cost to improve the safety issues.

Often ignored, too expensive.

Great goal, please ensure you get to it.

In the past 10 years there has been an increasing amount of focus, training, and support for all aspects of safety. I am impressed by the level of concern and response for safety issues in our office.

Almost nonexistence.

In my district, safety is largely ignored and employees are taunted by some if safety issues are brought to light.

I am a member of the Yucca Mountain Project Branch,(YMPB). Safety policies are managed by the main contractor on the project. All policies are strictly followed and we are involved with all regulations and procedures.

The management is too busy for safety and health issues. Our safety officer does an excellent job of providing safety training opportunities and classes. Like safe driving CPR, First Aid and personal safety-protection from violence

Since I have a desk job there are not may safety concerns for my office, or at lease that is my perception. Indoor air quality is an issue that I don`t think gets address that is an issue for people with asthma. At one point I was having trouble with my asthma, and had to have my office vacuumed with a HEPA vacuum cleaner. This continued for a while until the HEPA vacuum cleaner broke. It was not replaced. It became a not issue eventually because I got my asthma under control and no longer needed my office to be vacuumed with the HEPA unit.

#3,5,7 Our center does not perform routine safety inspections and therefore are not adequately accessing risks and dealing with all issues. Waste issues are generally handled well. Although our center is following rules/regulations, what is missing is the critical element of actively working to abate unsafe practices or conditions by have routine (at least quarterly) comprehensive safety inspections (not just waste related inspections, which are well implemented). Considering the scope of activities at this cost center, it is inexcusable that routine safety inspections are not the norm.

Love this idea, managers seem to put more emphasis on science.

Goal No. 2: Improve our ability to identify and abate unsafe practices and conditions.

I go to OSHA classes to learn about some best practices. If I wanted to go to firearm safety, that is one of the few classes that I know is offered. It is not very useful in this office setting.

Since we are 100% administrative offices, some of these questions do not apply to our situation.

Must be a priority for all managers in all cost centers.

I`m in an office environment and, other than fire drills and the like, safety, health and environmental issues rarely come up.

I believe the Safety and Environmental Management Office is understaffed to thoroughly identify and report all potential environmental issues, some of which may have liabilities associated with them.

The training should be for every one.

Our ability to identify unsafe practices is good, but we are often unable to improve conditions in a timely fashion due to lack of time (personnel).

Continuous employee training and information.

We receive regular e-mail bulletins from our Safety Officer.

Research dollars have to pay for safety training at our center.

Not sure if new employees have to take driver safety training anymore. We used to also have continuing education driving safety films but doesn`t seem like we`ve had any in a long time.

Most of these issues are not discussed with employees, hence no opinions can be provided.

These matters are in the Center`s consciousness, and problems are identified. However, money is so limited that the problems can not be fixed, and employees are simply banned from the unsafe area. This makes employees safe, but very unhappy.

Safety practices need to be uniquely identified for Hawaii.

The Cost-Center is, and has been aware, of the need for greater attention to safety, health, and environmental training and support. Our workforce planning has recognized the need for 1 FTE for a Safety Officer which has not been possible. Currently, Safety objectives are addressed as collateral responsibilities within the existing staff. A recent external audit will recommend greater FTE support for this function.

OSHA`s got us covered on this one.

Again, injury and near miss statistics are not made available. It`s hard to say if these statistics are used to implement new rules and practices.

Lab personnel are trained, but none of the regular employees are trained in anything.

This is an office environment -- somebody was here once a while back to make sure there were not extension cords to trip over and that kind of thing but I am more concerned with things like ergonometrics -- however this is something I can research for myself.

I`m not sure who should be trained and I`m not sure that anyone has been trained concerning safety issues.

More time is needed to be given towards center safety issues.

Because of our unique situation within the Bureau, our team has no budget for safety training. Any training that we undertake has to be funded from either our research grants (which the funding agencies seriously frown upon) or has to be paid for by the employee.

Lack of Funding makes this difficult.

Safety is handled efficiently. Air quality is not.

An unsafe practice and condition is the computer/desk arrangement for the employee. Do you know how hard it is to view a screen at the wrong angle with bifocals? Having to tilt the head back is very uncomfortable. My chair does not position itself correctly. When I asked for a new chair there was no money. The setup may look good, but it is not ergonomically correct.

Unsafe practices have never been an issue.

We have a recycling program; other than an infrequent health and safety email we hear little about these issues. Part of the reason is that we are being distracted with downsizing, buyouts etc.

Through complaints about safety, health and environmental issues is the only way they are addressed, and its just a short term resolution.

I have not seen any data or statistics on safety, health, and environmental issues for my cost center or any others.

Our facility is located 15 miles outside of town in a rural farming area. We rely on the Sheriff`s department and local volunteer fire departments. We need more onsite personnel in addition to the few security guards to safeguard the facility.

Earlier this year, I reported to facilities about debris being scattered on my desktop and computer from the ceiling area above. My management, safety officer and facilities responded right away. My concern was a glass drain for acids was being installed above where I sit. While facilities maintained the glass was safe the possibility exist that it can break and dump whatever contents onto the person sitting beneath it. The USGS has an inherent safety problem in that it mixes lab areas handling very dangerous chemicals and substances with other employees doing regular office work. Over the years I`ve witnessed lab leaks from the 3rd floor to the 2nd floor. In this age of computer security and various vulnerabilities, someone could knowingly or unknowingly tamper with a drain above the ceiling tiles and cause harm with a spill.

A large proportion of our workforce have sedentary kinds of jobs which primarily require working with computer systems. Unless a person gets a doctor`s note, which indicates that there is a medical problem, no funds are available for the installation of ergonomic equipment. EVERYONE should AUTOMATICALLY be provided with an ergonomic-friendly, fully adjustable chair, as well as training on (or an onsite evaluation of) the proper ergonomic configuration of their work area.

I inquired whether the noise level of an air conditioning system could be checked a few months ago, and have not heard back whether or not it was checked.

I know our cost center has a safety team that does a good job monitoring problems and addressing them.

I assume we haven`t had an annual safety inspection for 10 years.

Although some safety-related training has been offered. the ones I attended or heard about did not meet my expectations.

There are safety courses, but rarely are we encouraged to participate (normally because of impacts on time). There have been some classes that were mandatory which helped improve the focus.

Again, no complaints. Everything seems to be OK, but I`m not aware of the sorts of specifics you ask about here.

With all the constant changes in safety I think that there is not enough training.

Lack of monetary resources probably contributes to the lack of safety implementation in my district.

We have sufficient ways to communicate any safety related issues or concerns to management and I feel that these issues would be handled correctly.

Since I have a desk job safety is not a big issue for us, or at lest that is my perception. Someone might be dealing with these issues but I do not see it. Some of our tech support people have dealt with PDF issues and the like in there roll of providing support to District offices. I do see safety being dealt with when I go to a District office. Most District offices have big safety programs. We had a safety office here at headquarters but he retired, and I do not know who the replacement is.

#8. Although our center is following rules/regulations, what is missing is the critical element of actively working to abate unsafe practices or conditions by have routine (at least quarterly) comprehensive safety inspections (not just waste related inspections, which are well implemented). Considering the scope of activities at this cost center, it is inexcusable that routine safety inspections are not the norm.

My district should put more emphasis on reaching this goal.

Goal No. 3: Implement effective safety, health, and environmental resource strategies.

Needs more info to get to employees faster.

There appears to be problems in communication information in the safety and environmental community.

This goal is currently being worked on and expected to improve in the next 2 months.

These issues are not generally shared with staff.

The Center devotes adequate effort to safety assessment, but has very little funds to correct unsafe environments.

We are somewhat orphaned by our region.

There is a need for full time support (1FTE) and appropriate training for safety, health and environmental goals and objectives at the cost-center level.

Implementation of effective "environmental resource strategies" is very questionable. I guess it depends on what the management considers to be "effective."

Policies and program requirements are available. Data relating to injuries, violations, etc... isn`t available.

Question 13 may not be worded clearly. I think the term "adequate funds" may be interpreted differently by different people. It could be interpreted as "percentage of total available funds", in which case my team devotes "adequate funds". The term could also be interpreted as a gross dollar figure, in which case the team may not devote adequate funds simply because such funds do not exist.

How would we know whether enough money is devoted to safety, etc. when we have no idea what the size of the budget and how it is spent?

We don`t need to spend much on safety since this is not a lab and there is not a lot of field work. Safety is mainly common sense.

I`ve never had any orientation training. I`ve been here one and a half years. It`s been a matter of figuring things out for myself. I think there could be a little more formal orientation, safety training, etc. to make maneuvering through the USGS system a little easier.

This type of info comes as part of an overwhelming flood of info from management... if I read and carefully attempted to take it all in, I would get no work done whatsoever. I have the impression that safety, etc. issues are taken seriously, training is regularly offered, and I know if I have a new assignment that would involve the need for training that I can receive it. I think that`s enough, and do not wish to know all the tiny details!!

I believe a yearly safety audit is done that we respond to, but no funds are provided to help make improvements. Some situations are hazardous just because they are cramped, but no real effort exists to get better space that would allow better organization.

Zero dedicated funding cannot be considered "adequate".

Impossible without adequate funding.

We have a recycling program; other than an infrequent health and safety email we hear little about these issues. Part of the reason is that we are being distracted with downsizing, buyouts etc.

No funding is being set aside at HQ for these activities.

Example of Bureau communication: This bulletin board posting appeared on the 04/20/04: "ALL EMPLOYEE MESSAGE Nationwide - April Alcohol Awareness Month" Nice timing with 2/3 of the month already gone! A large proportion of our workforce have sedentary kinds of jobs which primarily require working with computer systems. Unless a person gets a doctor`s note, which indicates that there is a medical problem, no funds are available for the installation of ergonomic equipment. EVERYONE should AUTOMATICALLY be provided with an ergonomic-friendly, fully adjustable chair, as well as training on (or an onsite evaluation of) the proper ergonomic configuration of their work area.

We lost several people due to the buyout, leaving holes in the safety and evacuation plans--not enough people to cover some areas of our building (ASC Building).

Our managers do the best job they can in these times of inadequate funding and staff.

What strategy? I have been denied safety training.

#14 Safety plans and announcements are sent out regularly (many times after the fact however), but whether they are acted upon is the point.

The regional and district safety people are doing a good job of getting the information and supplies out but it seems that there are so many rules that it would be nice that there would be a place that we can go to so we can find all rules and regs for our job.

My cost center (USGS/WRD/Oklahoma) has a talented and dedicated safety officer who is an asset to the District. The effectiveness of our program is due in large part to his professionalism.

Timely e-mails, and the on-line training are effective ways to reach us with information.

I believe this is being taken care of effectively.

I would agree with these statements as they apply to District offices and laboratories, but I don`t think management spends much time worrying about health and environmental issues of desk workers at headquarters. This might not be true, but I don`t see much activity to support another conclusion. USGS`s subsidy of health club fees seems to be a big secret. I had to do some digging to find out about it.

#13. Although adequate funds appear to be allocated, use of those funds, especially with regards to some safety personnel staffing, have not been well used.

Communications regarding safety, health, and environmental issues are at best, minimal. For instance, I have asked for an evaluation of the drinking water in this building because sometimes it is brownish in color. Its been 3 months and I have not gotten a response to this.

Goal No. 4. Facilitate accountability and program improvement through evaluation and monitoring.

This center has a problem with improper footwear in the laboratory. There never seems to be anyone to correct this issue, however the health and safety liaisons here are aware of the problem.

When monitoring and evaluating should be done with the person getting to understand the program better.

There are no consequences for unsafe behavior or non-compliance.

Regarding #18-- Safety is implemented by collateral duty assignments to RESEARCH SCIENTISTS. This places an undue burden on these employees that is totally unrecognized in the Research Grade Evaluation Program. Safety programs should be implemented AND executed by employees whose PRIMARY job function is safety, health and environmental. These responsibilities should not be "dumped" on research staff so that regional and/or headquarters staff can say "mission accomplished"!!!

Managers are very pro safety etc... and are working to improve area that need attention. My hope is all will stay in compliance and new comers and part timers will be brought up to date on these issues.

These issues are poorly communicated. Recycling is generally encouraged only by interested staff.

Additional training and awareness is needed to assure that best management practices are being followed.

#16, we don`t have any mangers here. #17, efforts at recycling are poor, throughout the Feds.

I`m not aware of any programs or reward systems for safety regulation compliance.

What is a PDF?

SOME managers have safety concerns, others don`t care. One manager I was working under was unconcerned with occupational injuries, like tendonitis and carpal tunnel. My current manager is extremely active in preventative equipment, providing us with information and ergonomics, and then if anyone developed a problem, is on the ball in dealing with the treatment.

Someone did come through our area once a while back and look for possible safety hazards but since I don`t think any problems were found there was nothing that needed to be improved

What is a PDF as referred to in question 17?

What`s a PDF?

What is a pdf?

Lip service only. No actual visible support.

Try participating in a multi-center phone conference with the phone on your ear for 1/2 hour to hour. Bent neck, uncomfortable. When management was asked for phone hands free headset, no money.

MCMC should be more involved in environmental programs. Although MCMC practices basic programs such as recycling. DOI employees should be working on bigger programs. Spending a Saturday doing a river cleanup, etc. If DOI employees aren`t going to be community leaders in environmental programs, who is?

We have a recycling program; other than an infrequent health and safety email we hear little about these issues. Part of the reason is that we are being distracted with downsizing, buyouts etc.

Don't know if they are accountable, but we all should be.

Pretty much invisible.

A large proportion of our workforce have sedentary kinds of jobs which primarily require working with computer systems. Unless a person gets a doctor`s note, which indicates that there is a medical problem, no funds are available for the installation of ergonomic equipment. EVERYONE should AUTOMATICALLY be provided with an ergonomic-friendly, fully adjustable chair, as well as training on (or an onsite evaluation of) the proper ergonomic configuration of their work area.

What is a PDF? Who evaluates and monitors?

Most things that happen is due to single individuals supporting these issues.

I`m not sure who manages our safety and health, nor exactly what my role in it is beyond common sense things like washing hands after using the restroom. What`s a PDF? As long as there aren`t toxic fumes pouring into our office, we`re capable of accomplishing our mission.

All employees need to know that there are risks in our work and that there are rules and guidelines that need to be followed in order for those risks to be minimized.

Unless the program can give extra money, I do not think that it will help out with safety issues.

At my center, I am not aware of evaluation and monitoring that is going on. If it is, it would be useful to know what is being done and what results are coming out of it.

Safety is not a big issue for people that work at a desk. As an office I don`t see any activity on this front in our office; however, we are concerned with safety issues in District offices that we review and provide technical support to. I do see safety being address for the building as whole, but don`t see how those activities apply to me.

Goal No. 5. Increase organizational safety, health, and environmental awareness and program communication.

I am one of the few who took the on-line safety training. Even our employees in the safety program didn`t do it. You stress how important it is and people still don`t really get involved. It is not this way in other bureau`s I have worked for.

Again, since we`re an office, there is are some difference in applicability. But our managers do NOT focus on safety and health. Anything we do is grass-roots.

Our office has only had one on the job injury in the last 3 years - and that one was caused by a security guard in the parking lot - our office really has no need to discuss Organizational safety/health.....

Need to commute more and explain the program more.

Awareness of environmental problems is weak.

This goal is being worked on and improvements in SOP`s are forwarded to staff. Communication to EVERYONE is difficult because some do not have email or available for meetings(volunteers, students, etc). This could be improved.

I only work a few hours a week so don`t know all the details re what safety, health and environmental activities might be occurring.

In general, security arrangements and safety issues are communicated to staff in negative ways, through memos that appear more designed for intimidation than for effective communication.

Email connection is all it takes to communicate safety issues. Mandatory training for employees is a waste of time - we know how to read.

We do not have access to teleconferencing/videoconferencing facilities.

Organizational documentation of SOPs and better communication of best practices need improvement. This will require additional dedication and staff support to the programmatic goals above.

Dirty, cluttered labs suggest a failure to enforce safety, health, and environmental awareness. Especially environmental awareness. It`s amazing how people manage to get any work done in labs that have the look of a land fill. And shouldn`t environmental awareness include turning out lights and eliminating dripping faucets? In other words, responsible conservation.

I do not recall any particular effort on this.

Teleconferencing and video stuff is a joke when real hazards are important. People know what to do, but there are no RESOURCES to get them done.

Electronic mail is the only form of safety, and health awareness I have received. However, my supervisor would be open, and sensitive to any safety concerns I have.

Not aware of forum for participation, input...Agree on #20 since Health and Safety newsletter has appeared on email. This is the only communication I am aware of.

I don`t believe communication about health and safety issues is as effective as it should be.

They have a health specialist who organizes exercise groups and a small exercise facility onsite. That seems to be the best of our programs in these areas. She brings in wellness speakers for noon brown bag events.

There has been managerial resistance to the granting the use of telecommuting to work. I have never heard a word about the availability of teleconferencing or video conferencing resources here in the National Center. Also, yearly email announcements detailing the regulations for the reimbursement of fitness center costs would be helpful. Previous emails which leave one to find the details at the "local cost center" are not helpful since there is no information to be found within that level of our organization. One basic question is whether every employee has access to the repay, or only some of them. One more thing... IF you are serious about increasing the level of health awareness, have all future electronic communications transmitted via email rather than with the Lotus Notes "Bulletin Board" system. More people will notice, and possibly read, the information if it is sent to them.

I attended a "after event" meeting and gave a LIST of concerns that never were addressed. Public addressing system in parking lot so we can here from command center; Standing for long period of times; rest-room facilities; can`t hear bullhorn announcements; inclement weather conditions, drinking water, emergency lighting in rest-rooms and elevator hallway.

Efforts need to be made to enforce these issues and promote them for participation. The impression in low budget times, that cost plays a role in lowering the standards. Example: less custodial support.

I get to take CPR and 1st Aid courses, which is great and generally useful. And we use e-mail and networking techniques in our jobs all the time, but not for safety and health stuff. It seems like the Env. Health & Safety workers have done such a good job that they are invisible. This is

a desirable goal. Sort of like a good radiator in the car: if it`s working right, no one knows it`s there.

Safety concerns usually paid only lip service

No improvements needed in this area.

This is true for the building I work in, but not true for my small cost center. There are many cost centers in my building.

Our safety office could do a much better job of communicating important safety issue relevant to our operation in a timely manner by email. This is mostly not done.

Electronic messages and courses on safety are largely ignored and provide little help. I believe management is using electronic messages to satisfy their commitment to safety but this is a poor way of actually making employees aware of safety. If it is important, then there needs to be training courses or seminars presented in person.

There is no opportunity for us to have input in this matter.

Appendix E
2006 Survey Statements

2006 Employee Satisfaction Survey – Safety, Health, and Environmental Program

Respondents were given a series statements. They were then asked to indicate if they agreed or disagreed with each statement. Possible responses were:

* Strongly agree
* Agree
* Disagree
* Strongly disagree
* No opinion

Goal No. 1. Create a Safety, Health, and Environmental Culture Inclusive of All Employees and Activities

The 7 statements are:

1. Safety, health, and environmental considerations are integral components of all activities in my cost center/team.
2. I was told of my safety, health, and environmental responsibilities in my cost center/team.
3. My cost center/team focuses our safety, health, and environmental energy and resources effectively, addressing areas of greatest risk and largest potential for preventing accidents and violations.
4. In my cost center/team, safety, health and environmental program initiatives are evaluated for effectiveness through self-audits, external audits, and accident statistics. These are shared with employees.
5. The safety, health, and environmental program is integrated into all of my cost center/team/s mission and project planning, design, and management processes.
6. My managers and supervisors recognize the important link between effective safety, health, and environmental efforts and overall program efficiency/effectiveness.
7. My managers and supervisors deal appropriately with safety, health, and environmental issues.

Goal No. 2. Improve Our Ability to Identify and Abate Unsafe Practices and Conditions

The 5 statements are:

8. My cost center/team follows the safety and environmental rules and regulations. Unsafe and environmentally unsound practices and conditions are identified and corrected in a timely and efficient manner.
9. I have been appropriately trained in safety, health, and environmental requirements.
10. Statistics/trends of injuries, illnesses, property damage, and near misses are used to revise and improve my cost center/team's safety and health program.
11. Those responsible for safety, health, and environmental issues within my cost center/team have adequate resources (time and money) to efficiently address and support local level implementation of safety, health, and environmental program requirements.
12. My cost center/team has implemented appropriate safety, health, and environmental training for all employees and managers who should be trained.

Goal No. 3. Implement effective safety, health, and environmental resource strategies.

The 3 statements are:
13. My cost center/team devotes adequate funds to safety, health, and environmental programs.
14. Bureau and regional staff develop and make accessible safety, health, and environmental resources (for example, template safety plans, orientation packages, etc.) to assist in local level program implementation.
15. Safety, health and environmental policies, program requirements, and other information are effectively communicated from the Bureau and regional support staff and in a timely manner.

Goal No. 4. Facilitate Accountability and Program Improvement Through Evaluation and Monitoring.

The 3 statements are:
16. In my cost center/team, everyone (managers, supervisors, and employees) is accountable for safety and health.
17. Managers in my cost center/team motivate and recognize quality safety, health, and environmental performance. (Some examples are recognition for always wearing a PDF, starting a recycling program, or encouraging coworkers to comply with safety rules).
18. The safety, health, and environmental program helps my cost center/team to accomplish its mission.

Goal No. 5. Increase Organizational Safety, Health, and Environmental Awareness and Program Communication.

The 3 statements are:
19. Safety, health, and environmental awareness has been achieved at all levels of my cost center/team.
20. Teleconferencing, video conferencing, electronic mail, and other techniques have been effectively used to foster safety, health, and environmental awareness in my cost center.
21. I am able to participate and provide input into safety, health, and environmental program objectives.

Appendix F

2006 Survey Comments

Respondents were asked if they had any comments about each of the 5 Goals.

Goal No. 1: Create a Safety, Health, and Environmental Culture Inclusive of All Employees and Activities.

As chief of a cost center which resides in the National Center, my role versus the role of the HQ facility manager for safety, health and environment is a little fuzzy.

I am aware of safety, health and environmental (SH&E) concerns within our sections mission responsibilities, but I have very little overall agency awareness of how the USGS National Center is doing or what is being done at the National Center to create or improve our level of SH&E awareness. Info should be pushed more aggressively in summary format to all employees rather then to post it on the web for employees to review or pull off what concerns them.

In my office/cost center, these issues are absolutely NEVER discussed. We don`t even give lip service to it. If there were a problem, however, I`m sure that we would deal with it professionally.

More feedback re: question 4 would be helpful. If the results of external audits or accident statistics are available, I do not have knowledge of how to access this information.

Not aware of any accident statistics.

In the Cooperative Research Unit Program, we follow the safety, health and environmental efforts of our respective universities where we are housed. We especially emphasize safety in all of our field research, and with operation of all equipment, including boats, motors, and our field vehicles. This is a strong priority.

Facilities will not correct a problem of our hallway where we have only 1 way out and I believe that if a fire were to occur 7 lives are in danger. The hallway is divided by an emergency exit door that can only be opened by those on the other side of the door. This implies that their lives are important but not ours.

I have no idea about any of these questions - wasn`t sure if it should be "strongly disagree" or "no opinion"

Some of this information is covered during forms filled out for alternate workplace (to authorize working at home) which raises these topics of a safe working environment). Some of my responsibilities were covered in training courses through (then) DOI university; however, most of the DOI training classes were a waste of time as they spent far too much time explaining the heirarchy/beauracracy of S,H,E programs (DASHO, etc.) rather than addressing situations the individual may face in his/her work environment. the cost center with which I am affiliated is primarily managerial in function (that is, no employees regularly working in laboratories), as a

result, concepts of a safe work environment are touched upon, but not nearly as overtly as they are in cost centers that have direct oversight of lab activities In regards to question 5 - I do not readily see forethought regarding safety, etc., in project planning, but rather such integration appears driven by external audits, evaluations, etc. (e.g. integration is reactionary, rather than proactive).

I believe we do this well. Most managers within the Center support this, but not all support it equally. I believe this is, in part, due to the fact that we`ve had long term acting positions. Now that those positions are filled on a permanent basis, I believe this will improve.

As a Branch "contracted" to another gov`t agency, we hear VERY little about GS requirements in these areas. That agency, however, operates under tight planning and operational guidelines, so results likely are similar. Fact remains, though--we know little of specific USGS protocols in the Goal #1 realm.

I hear very little about safety, health, and environmental responsibilities from managers in my office and I am not really aware of what my and my office`s responsibilities are in these areas. This does not mean that I don`t consider these issues important.

This is a general comment about my effectiveness in this survey. I am in a unique position because I work for one cost center but I am housed in a different cost center. So, I am answering questions based on my knowledge of both cost centers.

In the team meetings that I attend I can`t say that safety, health, and environmental issues have been brought up with regard to the work that we do. There might have been email messages sent from the bureau regarding these issues but with the flurry of email messages that most employees receive those messages were lost in the fray.

My response to #4 and #5 above should be blank instead of no opinion.

Cost center managers do what they can; without dollars for facility issues, we are at risk of not meeting appropriate conditions. the facilities situation needs to be acted upon.

I am a one person field station at a university. I have no idea what the safety, health and environmental culture is like at my cost center, I`m afraid.

I don`t think our station knows all the regulations that we are supposed to follow.

Safety, environmental and health considerations are of high priority at the Center.

We are in the process of building this program. The most important areas have been improved upon, others are in the planning stage. Safety issues are clearly dealt with, environmental ones take longer as they are unfunded by USGS and would eliminate science operations if taken from Center funds.

I think my cost center does an adequate job addressing these issues without making them the focus - remember, our science is the focus. As for accident statistics, traffic accidents are ONLY valuable if tied to a standardizing statistics, like number of employees, number of miles driven, etc. Looking at any raw statistic shows nothing, it must be evaluated within its frame of reference.

Our safety program is a high priority. Management emphasizes the importance of safety in all aspects of the workplace, and off duty as well.

Safety issues are addressed as they arise. Safety trends and accident frequency are rarely shared with employees.

There are too many individuals hired to write up, interpret and evaluate safety issues and violations. The process and numbers of individuals could be much more efficient with less people.

I work in an office building and do not travel outside for official duties. The only safety considerations are those related to a desk job - generally very safe.

I`m a strong advocate of safe practices and the right of all employees to expect a safe work environment. My "no opinion" response means "I don`t really know" in most cases.

My area, the ASC does well, but with much fewer employees working here, and people stretched thin, it seems to be more difficult to keep the effort as front and center as it once was.

Although mgmt is aware of issues and seems concerned, there appears to never be enough money in the budget to properly address these issues.

I feel that this issue of safety, health and environmental culture is very important, but for this to work every one has to be on the same page. This includes the District Chief down to the admin. section.

I haven`t noticed anything pertaining to health and environmental safety on my job. I have had lab safety training though.

The safety culture barely existed when I first started with the USGS in 1980. Great strides have been made to improve safety for all USGS employees.

I feel the line between promoting personal safety and protecting agencies from liability is a very fine one indeed. The personal safety is an aspect that i believe is strongly in the hands of each individual via personal responsibility and common sense. general guidelines on safety are definitely a plus when working in the field, however the ever growing list of safety hoops we are being required to jump through is both consuming far too much of our time and is also beginning to affect the conventional methods of collecting quality data. One primary example of this is the conversion from stilling wells to pressure transducers due to assumed dangers of working in enclosed spaces. This, in my opinion, is a step in the wrong direction toward the integrity of the

data being collected (usgs water resources). In a time when we are being asked to do "more" with "less", we are spending far too much time with safety training and following mandates set forth due to safety concerns.

I have noticed a difference among Regions on the emphasis.

It is a good goal.

The term "Cost Center" alienates me as a person. Sounds robotic. We are scientists in Science centers, not expenditures.

In June I will be here 37 years with the USGS in Roll, MO. From what I have seen over the past years is that most of these surveys are just a formality and nothing is ever done about the problems that do exist. I have replied to several of these having been with the survey for so many years and the real health related problems just continue. In the office that I work in there has never been a good circulation of air flow or even fresh air. It has always been a problem. I used to see then change the filters but that hasn't been done since the different building manager. Since the beginning oft he year we had moved an employee into our area with a color printer. This printer is not ventilated and is in a small area, the office area is locked up every night so that the odors stay in the area. Quote form the printer book: "Do not place the machine in rooms which are too small or insufficiently ventilated." This machine used to be in the Photo Lab in an office by itself where the room did not have to be closed up. I had such side effects that I sneezed all day, had red itchy burning eyes and sound like I had a very serious sinus infection. It would be cleared up on the weekend and by Monday noon it was right back after breathing the odors. After visiting the doctor and making sure it wasn't something like pink eye, sinus or even pneumonia I had to request to be moved out to see if it would help. Sure enough within a few days I have not had the problem. I was told that I will have to move back. So what do we do about the problem????????????? Why when there is a problem like this it isn't taken care of because I do belong working with my team members, now I am isolated. Problem still not solved. Another item of concern is that an employee in another area of the building was working in her office. Contractors came in to clean up the Photo Lab and were wearing mask and gowns. She asked them why and their reply was there is asbestos under the floor tiles. She had health problems. What did they do to take care of the problem? Just moved her out. Problem not solved. I am not a negative type person; but from what I have seen over the many years of working with the USGS that these surveys are just a rating but no action is taken for the problem. Nothing is done about the real problems that can later on become a health related issue or even lead to respiratory problems in the future.

Our center hired a truly effective safety manager who is highly respected. His information is well-received. It is often tailored to the specific safety issues we have (such as instructions for how to deal with falling through lake ice).

I think my cost center`s management deals with what they can to make our environment safe. However, the single biggest barrier to getting identified risks and problems corrected is the complete lack of urgency or attention to the matters by USGS facilities and GSA personnel

(most of our issues are facility related). It recently took over 9 months for GSA to address inadequate venting issues in one of our laboratories.

It is difficult to have a broad perspective on this because one cannot easily find a summary of all of the safety, health and environmental requirements for an individual. There are emails about trainings, but it is not easy to track what is required of everyone and how often.
Past emphasis has been on safety (safety first!) and not on the holistic work environment and this needs to change. While I think we are doing pretty good on safety, we are sadly lacking in the environmental department. Perhaps the big problem here is that we rent from GSA, so it seems there is little we can do about our building which is our primary work environment. For example, the cleaning staff uses caustic cleaning chemicals which pollute our indoor air every day at about 4 pm while we are still working. Pesticides and herbicides are sprayed outside seasonally (even though the Federal Center is supposed to be a "bird sanctuary. ") Dirty ceiling tiles come on or off during the day to get at electrical and plumbing problems (because the building is in poor shape). This is a contamination issue particularly with our analytical labs. Although the managers and supervisors respect and support good health and safety practices, there is little we can do to improve our building and its immediate landscape. On the surface it looks OK, but if you really start thinking about the details, there is much that could be improved environmentally. Non-toxic paints and formaldehyde-bearing office furniture made of particle-board are other examples.

Our cost center does very little work outside of an office environment. Other than providing a safe and friendly work place there is not a lot of energy spent on these sort of administrative activities.

As an editor, who works in an office environment only, my responses are somewhat limited. All employees are required to take some mandatory safety training courses, with additional courses required for those who work in the field. My feeling is that the WSC does a good job dealing with safety issues. I am unaware of any audits related to safety issues, and don`t recall hearing of any accident statistics. Wish this survey had used the term "don`t know" rather than "no opinion," which has totally different meanings to me.

Need a revised occupant emergency plan and drills.

#4 This information is not generally shared with all employees.

Having a small gym on campus would be nice.

I am probably not a great person to ask about these things. In general I don`t know how the cost center/team takes safety into account, and much of this is probably my fault. I have a desk job that I consider very safe, and so I don`t pay much attention to safety issues that I think pertain more to field personnel. Sorry I`m not of more help!

I never hear anything about these issues from my management.

I think it's overdone - ALL USGS activities don`t have to have a safety component. It reeks of Big Brotherism and corporate culture. What`s next? -mandatory morning safety meetings? monitoring to see that I don`t trip in the hallway and spill coffee on myself?

Managers need to communicate with employees to create a culture. It seems many decisions are made ad-hoc without concern for consequences, including impact or safety, health, and environmental issues.
Most rank and file employees are not familiar with whether or not the cost center/team is performing these items. That said, most safety training still appears to be posterior-covering rather than addressing real-life safety concerns.

Safety is the last thing on Management's mind. We lost our Safety Officer and only recently appointed an interim person to fill in while management ponders.

Some of the emphasis of training has seemed a bit off, like a mandatory back safety class. Overall though I think the right emphasis is placed on safety.

The canned safety programs aren`t very effective for what most of us actually encounter in the field. We waste a tremendous amount of time in moot classes developed at the national level. We have very specific challenges here, as I`m sure all regions do. I do not see or hear much about an environmental program.

I`m an IT specialist and there isn`t much regarding safety except for fire routes and evacuation. There is pretty much no risk in my cubicle. I do almost no field work but took the online safety training course that was required and the defensive driving course. That's all I know about safety on my part and am pretty much oblivious to what goes on elsewhere.

Questions are not pertinent to the safety program overall, as well as in the cost centers.

My feelings/belief is that safety is treated as an annoyance by management and a very low priority.

On-line safety training is of very limited value, and may actually create negative feelings about the importance of safety at the Bureau level.

These questions were answered generally with my team in mind rather than the cost center. My cost center is large, and I only work with a small subset of employees at my cost center.

This is clearly important in our group, our program (NAWQA) and our Water Science Center (California). I cannot think of additional steps that should be taken to improve the culture.

Goal No. 2. Improve Our Ability to Identify and Abate Unsafe Practices and Conditions.

Need more periodic updates on program initiatives and success or failures within each USGS location. During each periodic APS or Office meeting or gathering, a Safety & Evn Mgmt Br. spokes person should continually update and address current and relative S H & E issues to the

staff in general. The program needs more frequent visibility in addition to posting program development at the Safety Web site.

We have a trained CPR team; CPR equipment, fire extinguishers have marked locations in the hallways.

We just don`t have the resources anymore to deal with the added burden of considering safety, health, and environmental issues. No time, no money, and no people to even worry about it. It just doesn`t even remotely hit the radar screen. However, that being said, if there were significant problems, I`m sure that we would deal with it effectively.

This is done within the university system and includes safe lab and field practices.

As in comment above, I disagree with the relevance of the majority of the subject matter contained in these training courses to safety and health in the workplace. My perception is that the courses are basically a "waiver" to insulate the agency against possible liability. I question whether those who have constructed these courses have any industrial hygiene experience. Dislike question 11 - looks like the crafters of this survey are fishing for money. A very steered (leading) question, esp. given the "evidence" supplied in the accompanying spreadsheet.

Haven`t heard a thing about any training.

I have no idea about any of these questions - wasn`t sure if it should be "strongly disagree" or "no opinion."

Personally, I don`t find online training to be a particularly effective way to get the information out.

Re #10: no evidence reaches the technical team, in my opinion, regarding true improvement of practices and such as a result of statistics and trends. Re #12: Understand, please, that we DO receive training on these topics but may be unaware of USGS practices.

Unfortunately, I have little knowledge of how my office is trying to improve and abate unsafe practices and conditions and whether or not they have adequate resources to meeting these responsibilities. I don`t even know who the safety officer(s) are.

I am unaware of the safety and environment rules and regs. I didn`t feel that I could answer a couple of the questions without understanding those rules and regs that pertain to the work that I do for USGS.

Again, since I know nothing about how these issues are handled by my cost center, I cannot offer an opinion as to how well they are implementing the training, etc. However, at my university, safety, health and environmental concerns are treated very seriously and kept close track of.

The cost center capabilities are limited by allocated funding for adequate facility conditions

We have a new Safety Officer who is addressing these concerns.

We need safety training at our facility. Training on site to our specific issues is needed as we are at a small field station working in the laboratory and on a large research vessel. Our vessel safety program is strong but I feel infrequent on-line training is too general and not enough.

I am not a field person or supervisor therefore I don`t have much direct knowledge of what is done to protect those who have more hazardous job duties.

More time and money is needed to properly implement the safety and environmental programs. Imposing a further assessment upon the FISC offices is not the solution because it will further restrict the amount of science which can be accomplished.

Our safety program is staffed by employees with full time occupations. Safety is a collateral duty for those employees. Given that they have full time jobs, I feel that they do a remarkable job in keeping our center a safe workplace.

Again, the only comment is about the thin work forces ability to maintain full capability in this area.

Fire drills are held several times a year. Other then that, no other training/education is provided.

I feel that managers need to be more active to make sure their employees get the training they need. If your a manager you should no the proper training needed to work on your project and make sure that the employees get that appropriate training.

The mandatory online safety trng provided little useful relevant info, and was perceived by the majority only as a means for the mgmt to avoid liability. Personnel responsible for safety, etc, have not received, or have received very little training, and are given limited time to put a proper safety program in place. This program was run by a "less than dedicated" individual for many years and the program is extremely behind in providing proper info to the employees, proper documentation, and resolving safety issues.

The USGS safety program seems to be moving forward along with the changing awareness of national safety issues.

In the field inspection of hazards and a more timely response to such hazards would be possible with more time allotted to safety officers. Prioritize the duty as a safety officer, and not as a secondary role added to a technician`s duties along with field trips and other required duties.

It is a good goal.

Safety concerns were noticeably lax when I arrived here. People now know management is very serious regarding safety.

Adequate resources should be addressed in budget.

I have no idea whether safety statistics for accidents, bear misses, etc. are used because that information is never conveyed to us. Likewise, I am not sure whether safety officers feel they have adequate resources. I`ll bet most people are not aware of what constitutes a near miss. Where are they supposed to be getting this information?

The ability to take no-cost training classes to suit our individual needs is excellent. (Defensive driving, off-road driving, wilderness first aid, RCRA, etc). Driving is probably our biggest work-related risk. In my office when we make suggestions about vehicles, the staff is generally responsive (need better tires, jacks, standard equip in vehicles, etc). No one can read our minds, so we have to think about it and bring it up.

USGS facilities and GSA personnel should be trained on laboratory safety requirements!

It seems as though the larger centers have enough resources and capacity to worry about safety, but it may be harder for very small offices to cover it.

My responses reflect what I`ve heard from those working in the field. I have no knowledge of trends or of any statistics on safety issues so don`t know if they are used to improve the safety program. I have no knowledge on the resources available or of the resources needed to support the safety program.

Redirect funds so that safety is not dealt with by the salaries of GS-11`s and higher at the national and regional level, but is spent at the level of the collateral duty safety officers, where things really happen, with no support or funding. The USGS safety system is ridiculously top-heavy.

Again - I don`t know much about what the cost center is doing with safety issues.

Have not heard or seen anything about this in at least 10 years.

However, the majority of my cost center staff felt the on-line DOI mandated safety training was ineffective and a waste of time. It dealt with laws/statistics/facts instead of what we can do to make sure we and our employees are safe.

Since our cost center is mostly funded by projects from _outside_ the USGS/DOI, it would be useful if a portion of the overhead we contribute to USGS would come back to us in order to more fully support local implementation of requirements, both to support the time for individual employees and for overall planning and management.

Again - continuous improvement implies that even after 95% of all conditions are safe, we keep ferreting out smaller and sillier things to worry about. There is a point at which real life simply isn`t safe.

In response to 12, they`ve thoroughly implemented what they are required to implement, but see comments about goal #1. What is required and what is best are not the same.

Much of the training required is implemented from above, not at the cost-center level.

Once again, in my humble opinion, much of the safety training we are required to take is ineffective and mainly used to simply meet government-mandated requirements without regard necessarily to whether or not the requirements and/or training actually result in a safer workplace.

S, H and E programs are offered but training is regarded as an interruption to what is really important, and ongoing practice is seen as intrusive and frivolous to the mission.

We recently lost our safety office (Jim Coleman) and his replacement is still new, so it`s hard to assess all of these questions.

My Center does not have labs, only a general office environment.

I`m really not in a position to know whether all employees have participated in training.

The mandatory on-line training is of limited value.

Goal No. 3. Implement effective safety, health, and environmental resource strategies.

I do not know who has the assigned role for safety, etc. within my cost center, and therefore can`t offer an opinion about resources allocation or sharing of information. Safety, etc. communications are very sporadic, so my assumption is that I am not seeing all of the messages sent.

Primarily hear reports of incidents from fellow workers or from a general email addressing an incident.

We receive a bi-monthly newsletter "Safety Tips" from OPS/USGS/DOI via e-mail. Also notification about construction, safety hazards. Fire drills are conducted periodically to test the system and are monitored by designated personnel.

#15 - probably the most significant failure - I have seen safety personnel fail to update flawed powerpoint presentations given during training courses (thus the same mistakes are presented to multiple classes of trainees). There have been several instances in which new safety policies are promulgated without sufficient explanation (or supporting mechanism) in place to implement the new policies. Those that come to mind immediately are hazardous waste disposal procedures, some recent exercise regarding tabulation of green activities. For the latter, I know several personhours were invested and much confusion generated until a much belated notice came out and informed that headquarters people need not worry about the exercise.

Again, not aware of anything.

I have no idea about any of these questions - wasn`t sure if it should be "strongly disagree" or "no opinion."

As a Branch "contracted" to another gov`t agency, we hear VERY little about GS requirements in these areas. That agency, however, operates under tight planning and operational guidelines, so results likely are similar. Fact remains, though--we know little of specific USGS protocols in the Goal #3 realm.

Unfortunately, I have little knowledge of how my office is trying to improve and abate unsafe practices and conditions and whether or not they have adequate resources to meeting these responsibilities. I don`t even know who the safety officer(s) are.

I am unaware of communications that have been sent from the Bureau. Again, the could have been lost due to the amount of email received.

Even if the bureau does not HAVE the money to support adequate facility conditions, the bureau should work harder to ACQUIRE the resources, somehow.

I feel that I can`t adequately comment on the above questions because I don`t know enough about what goes on above me in management.

If I am getting all the USGS emails on this topic, then I agree that this information is being communicated to me effectively.

Our environmental programs suffer the most, but we are in the process of finding new facilities that won`t have these problems. We get absolutely no help from Bureau and regional support staff. They ask us to fill out numerous reports and may point out problems but they do not work with us to actively resolve them.

The mandatory online safety training from the DOI or USGS is close to worthless. A huge waste of manpower at all levels...yours and ours. Surely you can do better.

Don`t have direct knowledge regarding this goal.

FISC formerly had a full-time safety officer. This person, however, delegated much of these duties to collateral-duty safety officers and environmental programs coordinators in each of the FISC offices.

The safety team holds regular meetings to address safety, health, and environmental strategies, identify problems, and brainstorm solutions.

There is too much money appropriated for these types of efforts when considering the quality of information and training coming out of the program.

I know that the Bureau has a lot of information on this issue, but I don`t feel that it is communicated in the most efficient way to the cost centers.

I`m not sure what this refers to.

Central Region is incredibly proactive in this area. My experience is that Eastern Region is too laid back regarding safety. At my cost center I greatly increased the time and budget to address safety, as well as implemented quarterly safety meetings, and an easily to find and use hazards elimination log.

Look at spelling for #14. Capital "B".

I am very pleased that Central Region has developed a Safety Newsletter. All CR employees receive the Newsletter on a regular basis.

It does not feel like there is a uniform mode of communication of safety issues.

OK, now you have asked specifically about "environmental resource strategies." Are we implementing good safety and health practices, yes. Environmental resource practices, no. For example, my office lights go on everyday, whether I am here or not. If I am in the field or on vacation for a week or longer, the lights stay on 24/7. I have mentioned this to the person in charge of building resources several times, but nothing happens. It's not a team but a GSA problem and seems to fall on deaf ears or considered low priority.

The training programs are NOT adequate for new hires. The training received was a mishmash of seriously outdated videos.

My feeling is that the WSC devotes adequate funds for safety strategies and communicates issues in a timely manner, but I have no knowledge to base that opinion on.

I have hired several employees over the last decade and had no assistance, information, etc. on any safety, health, and environmental resources issues.

I would like to see us focus on the EFFECTIVE part. (e.g. giant "FIRE" signs blocking the view through an exit door, and mandatory closing of exit doors with unwieldy doorknobs and so heavy and that people struggle to get them open).

Only managers might know the answers to these questions.

There is no shortage of effort put toward safety. It`s just not always useful effort.

We pay lip-service to S, H and E requirements but that`s about all.

These are questions that I have insufficient knowledge of in my job; they are appropriate for higher-level supervisors and managers...

I do not work in the field or laboratory, so am not familiar first-hand with safety precautions specific to these situations. I receive periodic emails about safety issues. I also have no information about program funding or region-to-science center communication.

It seems like these questions are for administrators. I don`t have the information to answer these questions, but maybe that`s what you`re trying to learn through this survey.

On-line safety training is of very limited value, and may actually create negative feelings about the importance of safety at the Bureau level.

Goal No. 4. Facilitate Accountability and Program Improvement Through Evaluation and Monitoring.

Tell us more about what is being done or planned without the employee searching the info or reading long reports and/or findings

We have a re-cycling program for cardboard, glass, tin cans, newspaper, white paper, plastic...bins for these materials are marked. Inspections have been conducted on the electrical system use for coffee pot setups etc.

I have no idea about any of these questions - wasn`t sure if it should be "strongly disagree" or "no opinion."

Unaware.

Weblink for "recognize quality" does not work #18 - to clarify, I think SHEP should be instrumental in helping to accomplish my mission, but through my experiences (direct and indirect), such is not the case.

I agree that safety, health and environmental programs COULD help my cost center/team to accomplish its mission, but I don`t know if it has or not.

They are accountable ONLY to the degree they get adequate funding support from above for facility improvements.

We couldn`t do our science if we didn`t do it in a safe manner. Staff are clearly sensitive to safety, health, and environmental concerns. We need more help from above in funding problems brought to light.

Beyond occasional reminders to adhere to safety and health programs, little is done to ensure adherence to the programs.

The program is monitored thru the safety team meetings.

The safety, health and environmental program most often is a detriment to efficient and productive science efforts.

In Q 17 - don`t know the meaning of the acronym "PDF" so answered "No Opinion."

I don`t feel that the cost center uses this program to the fullest. When Health and Safety plans are being written, the safety officer and environmental officer doesn`t always see the plan or get a chance to put any input into it. We are supposed to be on the same team.

Other than the annual "safety" trng, safety is not discussed and I have never seen an award given.

Good goal.

I have let it be known that in my previous cost center an employee was terminated for not wearing a PFD. Employees know (or should) that there is very real accountability for safety.

I am not sure what it means to be accountable in the context of safety, etc. Team meetings rarely happen and safety is never a topic in those meetings on the rare occasion that they do happen.

I`m not aware of my team motivating employees (via awards) for safety, health, and environmental performance.

Since you now mention recycling, even though it is not specifically a safety activity, unless we are dealing specifically with the recycling of hazardous lab chemicals, then you have opened the door for me to talk about resource management. I make this distinction because there is a LOT that could be done to reduce energy use (lighting and heating) as well as to recycle things besides paper (printer cartridges, chemicals) but there is little mandate or guidance, and it falls on us individually. Some of this needs to be demanded from GSA, who is in charge of our space. They should be taking the lead on resource and energy efficiency in our building but I see no effort here at all. I feel we are being overcharged for a wasteful inefficient building. You may think I am off-topic, but stop and think. From a holistic standpoint, isn`t our health and safety influenced by the work environment???

We should be audited for compliance - this has not been done in years! The safety devices (eye washes and showers) in many laboratories are either non-functioning, physically blocked, or have not been testing in over 10 years! When these issues were identified to my direct management it was shrugged off as "status quo".

Mandatory training has clearly stated that everyone is accountable for safety, but I am unaware of any recognition given to for good performance in that area.

Recycling programs are great, but we need some next steps to communicate to employees why they should USE the recycling containers. Still see people throwing bottles and cans into the trash bin that is right next to the recycling bin.

No such things are happening here.

Big Brother again - continuous evaluation and monitoring - what fun! What`s next - on-site cameras?

I don`t believe managers are accountable for anything.

It`s spotty at best and not at all widely implemented.

Question 16 is my opinion; not sure from what position I should be answering it. I think question 17 meant to say PFD. I think individuals motivate themselves in terms of safety.

Goal No. 5. Increase Organizational Safety, Health, and Environmental Awareness and Program Communication.

As noted above, most communication is via e-mail.

I agree with question 21 only because I am filling out this survey.

More can be done to efficiently keep the average USGS employee informed on a more periodic basis to increase program awareness.

Cooperative unit personnel emphasize safety in all aspects of field and lab research, our primary activity.

I have no idea about any of these questions - wasn`t sure if it should be "strongly disagree" or "no opinion."

My cost center consists of three individuals. We generally talk to each other.
Not informed.

One result of this survey that I hope doesn`t happen is more mandatory DOI or USGS training. If most USGS staff are like me, they already have too much work to do without adding more mandatory training.

I don`t ever recall discussing as a team or been to any training on this subject matter.

Achieving a safe work environment happens because of personal initiative to care and be thoughtful, so communication on a personal level is most effective. We are too swamped with incoming electronic information to make this issue stick out as more important than others, so "in person" is best.

Again, we`re working on communication but not quite to optimum yet.

As stated above, safety... should be inherent is everything we do, not something "special" that requires MORE work. It is basic to our protocols, actions, etc. I observe no deficiencies in any actions within the cost center.

Regular notifications via e-mail are a good tool to notify employees of safety awareness. Posters are placed in conspicuous locations throughout the center.

Our office has not used teleconferencing or video conferencing for safety awareness to my knowledge.

I maintain communications with my safety officer to ensure we`re being proactive.

Email is effectively used IF everyone reads the emails that come out. Otherwise, I don`t see the organization doing much to increase awareness. Communication is lacking.

I joined USGS from an industrial environment and I have seen and pointed out many obvious violations, but they appear to have fallen on deaf ears.

The monthly safety tips emails are an example of how awareness of safety issues are fostered. Mandatory drivers ed training, and frequent no-cost training options such as 4-wheel-drive, RCRA, and first-aid training are other examples of good ways to promote safety in the field and workplace.

A monthly Safety Newsletter thru email would be nice, includes tips, cases of incidents/accidents and possible remedies. List upcoming training sessions etc.

Recycling programs are great, but we need some next steps to communicate to employees why they should USE the recycling containers. Still see people throwing bottles and cans into the trash bin that is right next to the recycling bin.

The WSC does have a safety officer who accepts input from others in regards to safety and health issues.

Our team`s safety awareness is almost completely the result of local (ie field-station) level efforts.

In question 20, it is all about remote methods of communication, all essentially one way, not actually requirement human interaction. What`s wrong with simply meeting and talking to staff? What about managers asking questions and really seeking answers?
More could be done on the environmental awareness front.

Wouldn`t know where to start.

I can`t answer 19 for the cost center...not sure what is meant by `all levels` as is related to a team. I can`t say I disagree with 20, but I`ve never had a teleconference or video conference about safety. We get a handful of emails each FY. Again, with 21, we are responsible for our own and our team`s safety.

Appendix G
2008 Survey Statements

2008 Employee Satisfaction Survey – Safety, Health, and Environmental Program

Respondents were given a series statements. They were then asked to indicate if they agreed or disagreed with each statement. Possible responses were:

* Strongly agree
* Agree
* Disagree
* Strongly disagree
* No opinion

Goal No. 1. Create a safety and health culture inclusive of all employees and activities.

The 7 statements are:

1. Safety and health considerations are integral components of all activities in my local office.

2. I was told of my safety and health responsibilities in my local office.

3. In my local office we focus our safety and health energy and resources effectively, addressing areas of greatest risk and largest potential for preventing accidents and violations.

4. In my local office, safety and health audit and inspection results, accident statistics, safety and health committee activities, and general safety and health information are shared with employees.

5. The safety and health program is integrated into all of our mission and project planning, design, and management processes in my local office.

6. My managers and supervisors recognize the important link between effective safety and health efforts and overall program efficiency/effectiveness.

7. My managers and supervisors deal appropriately with safety and health issues.

Goal No. 2. Improve our ability to identify and abate unsafe practices and conditions.

The 5 statements are:

8. At my local office we follow the safety and environmental rules and regulations. Unsafe practices and conditions are identified and corrected in a timely manner.

9. I have been appropriately trained in safety and health training requirements.

10. I am aware of procedures to report unsafe conditions and hazards online at the bureau safety and health website.

11. At my local office we have implemented appropriate safety and health training for all employees and managers who should be trained.

Goal No. 3. Implement effective safety and health resource strategies.

The 3 statements are:
12. At my local office we devote adequate funds to safety and health programs.

13. Bureau and regional staff develop and make accessible safety and health resources (for example, template safety plans, orientation packages, etc.) to assist in local level program implementation.

14. Safety and health policies, program requirements, and other information are effectively communicated from the Bureau and regional support staff and in a timely manner.

Goal No. 4. Facilitate accountability and program improvement through evaluation and monitoring.

The 3 statements are:
15. At my local office, everyone (managers, supervisors, and employees) is accountable for safety and health.

16. Managers in my local office motivate and recognize quality safety and health performance. (Some examples are recognition for always wearing a PDF, starting a recycling program, or encouraging coworkers to comply with safety rules).

17. The safety, health, and environmental program helps us at my local office to accomplish our mission.

Goal No. 5. Increase organizational safety and health awareness and program communication.

The 3 statements are:
18. Safety and health awareness has been achieved at all levels in my local office.

19. Teleconferencing, video conferencing, electronic mail, and other techniques have been effectively used to foster safety and health awareness in my local office.

20. I am able to participate and provide input into safety and health program objectives.

Appendix H

2008 Survey Comments

Respondents were asked if they had any comments about each of the 5 Goals.

Goal No. 1:

Don`t come to work sick. Keep the bathrooms clean. Wash hands frequently. Pick up objects on the floor that other may trip on...

I would add that there is insufficient emphasis from top-down management on environmental goals such as recycling. I`m pleased to see that computer and equipment power-downs are now encouraged and enforced.

Is everyone ABSOLUTELY sure that ALL employees and activities are included?

Much of the safety and health environment goals is created and fostered by individual programs and groups, so my comments only reflect my "local" work environment. I think CR Safety office does a good job with the fiscal and probably "territorial" restraints that they operate under to promote safety. I do not know, therefore do not think, that the opportunity to participate in safety audits or learn the results of a safety audit are strongly advertised or encouraged at the local level.

My supervisors do their best to integrate a positive safety and health cultural awareness into our organization.

Senior leadership here has the right safety focus and communicates the goal set well. The safety program needs to grow to meet the needs, and they are working in the right direction.

We get email decrees from Reston but don`t see anything with regard to this in the field offices. Non-responses to this section indicate "I don`t know" or "I haven`t the faintest idea".

We have initiated a Safety Plan for our work environment and have included all employees in writing the Plan.

Health and safety hasn`t been an integral part of management and goes pretty much unnoticed unless there is a serious problem. But, I suppose that`s fairly typical.

My disagree for number 4 are for the fact that I do not recall hearing of any dissemination of safety reports. The material for number 2 appears to be for new employees. What is given to existing employees and when is it given?

My experience falls short of "inclusive of all employess and activities". I am colocated from another ER program, with my managers etc in Reston. As such, I get all-warm-bodies e-mails so am informed as far as it goes then, but have no local projects ties.

Regional safety inspector was recently here. Results were presented at an all-hands meeting last week.

Safety is not an integral part of my duties - I have a position where I do mainly office or IT work.

Seems safe enough to me.

There is no hot water in ANY of the restrooms at the USGS - yet in order for me to be considered to telecommunte, my house has to have HOT WATER in the bathroom does that make sense?

Everyone receives safety and health information and awareness training regardless of job series.

Great idea as long as we limit "knee-jerk" reactions and don`t make the work environment so safe that we can`t do our job. Some of our work has an inherent risk that the employee must understand and be willing to deal with. For example, doing a flood measurement from a bridge is not something that most people would consider "safe" but as long as the proper procedures are followed the risk is limited. Eliminating the risk would eliminate the measurement and any reason to be doing our job.

Honestly, re-read that entire statement/question. It makes no sense at all.

I am not confident that the greatest risks are dealt with effectively. For example, impermeable (sealed) floors in labs become slippery when wet, and ice removal from parking lots and sidewalks is not always timely and effective.

Safety is a difficult issue for USGS. It can be trivialized by the rules and regulations designed to help make the work place safer: all projects must have a JHA, even if the project is office-based analysis of data. The JHA for these kinds of projects must include language on office safety that strike me as not helpful. General office safety and ergodynamic issues should be part of everyday practices and not spelled out in a JHA because doing so diminishes the impact and relevance of JHA for projects where more hazardous conditions are encountered.

Supervisors could take a larger role in health and safety instead of delegating it down to the lower and sometimes lowest level to handle.

There is visible focus on this

I am a SCEP geologist trainee located on the campus of the University of Tennessee and generally follow the health and safety plan of the university.

I am not sure how inclusive a health culture versus a safety culture has been created or even what exactly a health culture means in terms of this survey. The new fitness center to me would be progress in creating a health culture.

I believe our office does an exceptional job!

I would say that safety is a priority in this office with all of the people.

My less than favorable responses reflect a sometimes overzealous attitude towards the completion of fieldwork that results in pressure to meet goals without the proper attention being paid to safety and accident prevention. I feel that we have been more lucky than safe.

Often the time and effort is spent with inspections rather than correcting actual issues

Safety is an integral part of our entire project scheme from planning to implementation.

I think that the safety and health culture of local USGS has improved during my career.

I work at an NPS site where that agency deals with these issues. I receive little input, guidance or inspection from USGS. I am the USGS person responsible for integrating safety and health into my work.

Question 1 similar to IAS audit questions 36 and 38, "are plans developed and goals established that focus on accident prevention and improving program weaknesses, and are safety and health responsibilities included in supervisory, manager and CD pd`s and evaluations" Question 3 also similar to IAS question 36 Question 5 and 6 has aspects of IAS questions 36, 38, 45 (do you use safety awareness and promotional programs?), 39 (do managers support the safety and health policy?) If you are trying to measure the average survey employee`s program awareness, Questions 2, 4 6 and 7 are appropriate for that goal. Questions 3 and 5 refer to management activities, and would not be common knowledge to most employees. The IAS questions are more useful in evaluating management philosophy in terms of safety and health subjects.

We need to continue practicing and supporting the health culture in all our projects. Some areas in the field need to be continually improved and corrected.

We were supposed to have a safety audit last year but it was canceled and is supposed to be rescheduled. As the acting office chief, I have had some safety concerns that are related more to field safety activities but have been advised that they are not necessarily assessed during the standard safety review. I have taken steps to improve field safety issues but frankly, I have had personal concerns could have been ignored but simply do not have to background knowledge to recognize the problem if it existed. However, I have taken steps to improve safety conditions for field techs working along busy highways. This office has installed large emergency light bars installed on the roof of select field vehicles.

While Fort Collins, Colorado is my duty station, I do not work within the Fort Collins office and do not know about safety activities within Fort Collins

Would definitely like to see more usage of non-slip rugs at ALL building entries. Floors are sick, and become very slippery in wet weather.

I am aware of compliance with OSHA and some PPE, but more due to my position at USGS. I am also do not physically work in labs on a continuing basis so do not have the need for some of the additional training. Since I am not in a management position or ever asked about SMIS data, I have not been given it. Probably if I did request it, I would be given the information.

I have never once even been informed that there is a safety and health program, let alone the components of how it affects our day to day work.

I have selected "no opinion" to several questions because I do not have enough knowledge base to respond to the questions.

The negative and neutral responses (such as "disagree" and "no opinion") actually represent my lack of knowledge in those topics, not denial. I am simply unaware. Even though by visiting the provided links in this survey will lead to my understanding of some of these topics, I`m taking this survey prior to visiting those linked pages; plus I wanted to emphasize my, and my co-workers` lack of awareness.

I agree that safety should always be the first consideration when doing any activity. I also agree that acknowledging safety and health considerations amongst a working group of people immediately stresses its importance, raising awareness, and likely reduces the probability of accidents and injury. It should also be noted, however, that safety does not necessarily impair one`s ability to do difficult work. Difficult, sometimes more dangerous work, can be done effectively if a proper plan is in place, and all parties are aware of risks so that they can be minimized.

It is possibly reflective of a number of years of safety being made a priority, but the staff does seem to keep safety in mind in all aspects of their work.

My office is at a National Wildlife Refuge, so I participate in their safety and health culture as well as that of the USGS.

Our Center strives to ensure that all employees are made aware that their safety and well being is of utmost importance to us.

Regarding #4: Not being an active field person, safety and health issues (if any) usually do not ""trickle"" down to non-field people unless they are really serious.

Safety during field operations is often mentioned during staff meetings and when planning field work.

This Goal is important to me as a USGS employee.

I guess it would be helpful before answering all these questions if I was sure I had a definition of what is implied by safety and health culture. I went to your USGS safety and health report linked above, and found only info about safety. To me health issues are managed entirely separately from safety and shouldn`t be grouped together. It makes this questionnaire hard to respond to.

I`m located at a field station and in another state from my research center. We kind of fend for ourselves to ensure we`re current with CPR, first aid, etc.

One of our primary safety worries in these times is security against fundamentalist or other severely agenda-driven hostile elements. Our perimeter defense at the DFC is fine to block normal thieves and other problematic people, but not against suicidal types. One guard at the employee gate isn`t enough.

Our Center is very proactive

Smokers get to take unannounced, unscheduled breaks whenever they see fit. However, if someone wants to take a walk for a few minutes we are REQUIRED to sign out of the office and are held accountable for it? Where`e the health "culture" in that policy? On the same note, our smokers routinely light up within a few feet of entrances; isn`t there policy against this, and if so, where`s the enforcement? And in our Science Center, safety and health information consists almost entirely of forwarded emails from the Science Center Chief with no active involvement whatsoever.

The USGS is partnered with the US Army here at the Arsenal, and with the Army`s desire to be part of the OSHA VPP program, safety has always been a priority on the worksite (and at home also). I have never worked on a project that has focused on safety to the degree we do here at the Rocky Mountain Arsenal.

To create a safety and health culture more knowledge needs to be shared in different ways other than just putting up an 8 ½ x 11 piece of paper or a poster. I also think management needs to realize that in today's world things have majorly changed from just a few years ago – the newer information needs to be passed on. I do believe this is just an oversight, something we all do. Perhaps put a routing slip on the current safety issues etc and route it. I also think it is important to allow any employee the ability to call our USGS building representative as well as the safety officer (usually not a problem with the safety officer) and encourage this and not discourage it by insisting that all communication go through one manager or employee – In addition while I do believe the USGS does try, there are major problems as it involves GSA. Major problems have happened in our building and GSA seems to try to ignore or down play the problem when approached by management. It can be difficult if not impossible to create a new culture when the people we pay rent to are not interested

Greater feedback and more commitment by management is needed. Management is not actively involved in field activities where the greatest safety and health risks exist.

Management has been very proactive in ensuring safe practices and follow thru on correcting identified risks. In 40 years at various jobs I`ve never seen safety stressed more.

We hear a lot about "Safety Culture" but little action is taken other than a yearly hurricane drill. Lab safety is lacking.

I am lucky enough to be kept in the loop with these issues.

I did get your voice message, and attempted to work through the questionnaire. I found that the questionnaire simply did not fit my situation and work setting. I am not in a field center, I work with a few other people in the Regional Office, and could not interpret the questions in relation to what I do and where I do it. We do, however, have major safety MANAGEMENT issues in the Western Region--issues that have been raised to no avail. These are the issues: A huge discrepancy exists among disciplines in the level of resources devoted to safety management. BRD has historically handled safety from a quarter time collateral duty assignment (formerly the REX office, now through OARS) while other disciplines support a full time position. This asymmetrical situation has caused much concern, and some believe accident statistics reflect the lack of emphasis for safety in BRD. The BRD safety responsibility in the WR under the new structure was originally assigned to a GS-15 science coordinator (me) and is now a 1/4 FTE newly funded vacancy, with an active search for an appropriately-graded person (possibly stationed at one of the centers). The Bureau-wide (interim?) decision to place regional safety management within the Office of Regional Services, was met with much consternation in the safety and leadership communities in the WR. This was the organizational option least favored by all participants, among the options for organizational placement of safety. Management of safety should be closer to the field centers in the organizational structure, and more engaged in actual value added safety activities, in contrast to administrative safety activities. The safety staff in the WR, and I believe essentially all field leaders, take safety very seriously and are doing their best to maintain a safe working environment. The bureau commitment and organizational placement of staff needs substantial improvement.

I do not spend a great deal of time in the Boise office so I probably miss many of the safety messages in this office.

The WLT and ELT have not provided sufficient leadership in the safety arena. The regional and bureau safety office is more concerned about the bureaucracy of safety than the implementation of safety. Safety implementation has further been diminished by subsuming discipline safety officers into the Regional Safety Office.

I believe USGS is meeting this goal.

It seems to depend on the person in the position. Some managers are really good and others don`t pay attention. Luckily the ones that don`t pay attention are in the minority.

Our safety training records system is difficult to navigate and at times, inaccurate. I think that our training requirements are aimed at providing USGS management with a metric or "box-to-be-checked" rather than looking at the actual needs of working in remote Alaska. Training seems to emphasize lower-48 or office environments at times.

We do this in Alaska because our work is hazardous and we do everything possible to make it safe. We have a lot of required safety training and a lot of us take the training annually even when it is only required every 3 years -- to make sure we are prepared.

Employees do not seem to be included or consulted with regard to needs and information.

I feel safe working here.

I feel that management values the concept of a safety and health culture inclusive of all employees and activities, but falls short. Lack of communication and bureaucracy are two limiting factors. The lack of individual and lab-wide accountability also hinders GOAL 1. These factors also negatively affect other areas of our lab I believe.

I have seen employees who were injured on-the-job be treated in a manner that is very disrespectful. They received a lack of administrative support and lack of good leadership from supervisors that seemed unconscionable for a government agency. Both of them had trouble getting paid and getting their medical expenses taken care of in a timely manner. By not treating employees injured on the job in a dignified manner, I don`t think there is a "safety and health culture inclusive of all employees" at the Cook lab.

Safety first in the Portland, OR office. If it is not safe, employees are authorized not to do the work regardless of their project chief or supervisor says.

We are a small field station with 7 staff. At the station we effectively mitigate risk and communicate about safety. However, we do not receive the support we need from our regional safety staff or our facilities managers to implement safety improvements. For example: I have requested that we acquire a Automated External Defibrillator for out facility (which is a half an hour from the nearest emergency responders), the response I get from safety and facility staff is that we are "assessing needs". This has been going on for about 18 months. We are now moving forward to set-up our own stand-alone program because we cannot get the support we need within our organization. I think that your goal to create a "safety and health culture" should be replaced by this mandate given to your safety staff: "Respond to the safety needs identified by personnel in the field"

Employees are given needed resources (First aid kits, whistles, Tecnu etc..) and directions to complete tasks safely.

Our agency has always been concerned about safety but more so now that we have someone who is really trying to keep us in compliance and seeing to equipment, procedures, and training.

Sorry, but I really don`t know how to answer the above questions. I simply don`t have the information.

We have staff meeting once a week. If there are safety issues that need to be addressed, they are announced to the entire staff. We act as a team and watch out for each other.

Goal No. 2:
Excellent environmental programs are in place here. I was not aware of the bureau website. Training is a weakness that is being actively addressed.

It is my opinion the my supervisors do their best to infuse our organizational environment with the best safety and health practices available under their limited financial resources.

Much of this information is not dispersed at the "worker bee" level. People miss reporting deadlines because they are unaware, not informed at the time of the incident and are not regularly (more than once a year) reminded of both their rights and responsibilities re safety and health issues.

Non-responses indicate "I don`t know".

Nothing is done in a timely manner. Improvement only happens when suggested/approved by certain individuals (an unsafe practice in itself).

This would seem to be imperative for laboratories, but is not something we have done. #11 I mean.

Although the training is available, I am not sure that everyone is aware of it, nor do I believe that there is sufficient emphasis placed on training for all employees to promote a safe environment.

For 9, 10, 11, I am aware of annual occupant emergency training, if that is the training being referred to. However, I don`t recall it being mandatory. Also, I don`t recall hearing of a list who should be trained. If an employee should be trained then there needs to be some way to make it mandatory.

I am more aware of health training and opportunities because they are widely advertised/announced more so than safety procedures. Where I work, there are no chemicals, no labs, no daily interaction with dangerous or potential situations.

I don`t consider being properly trained being sent to a website to read information. Maybe there is a better way.

Safety Officer provides wonderful training.

There is a door down my hallway that has a door knob on ONE SIDE but not on the side I would need if there was an emergency - room 3A339 and 340

At our field station we take safety very seriously. However, management at the center level lacks large vessel expertise and is reluctant to accept independent outside evaluations from marine professionals that state large research vessels are undermanned and need consistent funding (that can`t be raided to cover other shortfalls) to keep them safely maintained. We have a reactive rather than proactive approach. Recent implementation of a vessel preventative maintenance system is a good first step. Providing recurring funds in the budget to do and inspect this preventative maintenance is vitally important to large research vessel safety and must be given the highest priority by the center management.

I have received no training. There should be a no opinion or don`t know choice. There is no way to select that choice.

I strictly work in the office so a lot of our safety training doesn`t directly pertain to my work. Most emphasis is appropriately placed on safety training for field work.

Online multiple choice questions should not be considered training, for anything!

If we spent as much time doing our work as we spend taking worthless training we would never have a backlog of work.

In seeking a training solution, do not under any circumstance implement one those silly almost useless on-line training courses. Personally communicating measures of abate unsafe conditions is much more affective

Once again, a stronger commitment in this area is attenuated by pressure to complete work in minimum time.

Our safety officer strives to keep us informed, makes sure that safety glasses/hearing protection is readily available, and that all power equipment has proper safety attachments etc.

The required online safety courses are usually repetitions of previous training. These are probably DOI training so that might not be fair to USGS as an agency. These online courses seem to be more of a way for the agency to limit their liability rather than actually train an employee. USGS first aid and CPR requirements are useful and helpful.

Again, I was trained by NPS, not USGS, in these matters. From my vantage point, I have little contact with USGS about these matters. At least I am following DOI guidance through NPS - that`s the bright side.

For the purpose of perception measurement, questions 9 and 10 are appropriate. Question 8 similar to IAS question 47 (are hazards being eliminated and tracked?). Question 9 similar to IAS question 51 (have employees, supervisors and exec completed the required training?) Question 10 similar to IAS question 889 (do employees know how to report unsafe conditions online?) Question 11, not necessary for the average employee to know if all other center personnel are trained, only needs to be aware of their own training needs.

How does one go about assessing the safe field practices of a biologist who enters an alligator nest to tag them?

Training is not always done on schedule, and is usually limited to the narrowest definition of employees who have to have it.

We need to continue improve this area. We need continue identify unsafe situation or activities in the field, for protect more our technician.

While Fort Collins, Colorado is my duty station, I do not work within the Fort Collins office and do not know about safety activities within Fort Collins

I am not in management so I have not been asked to report online.

The negative and neutral responses (such as "disagree" and "no opinion") actually represent my lack of knowledge in those topics, not denial. I am simply unaware. Even though by visiting the provided links in this survey will lead to my understanding of some of these topics, I`m taking this survey prior to visiting those linked pages; plus I wanted to emphasize my, and my co-workers` lack of awareness.

The only health problem I know that isn`t addressed very well is the vent system blowing cold air on people. There has to be a way to divert the cold air from blowing straight down on individuals sitting at their desks, this is more a health factor.

At Jamestown, Safety is given the highest priority (Job 1), and I am encouraged to be on the alert for unsafe conditions and safety issues.

Awareness amongst a group is critical to this goal, as well as the confidence of individuals to voice safety concerns. Our office has a friendly environment and regular all-hands and section meetings where these concerns are brought forth and discussed.

I couldn`t even describe what the current safety and health program consists of at this center. Most "safety training" is not relevant to what we do. As an example: Do I really need to know that cotton dust is a carcinogen?

Regarding #10, I am not aware of the bureau safety and health website, unless that is the site where we report accidents (then I am aware). Regarding #11, all employees are trained in all aspects of safety, except our newest employee (who has been with the USGS since October, 2007) who has not had adequate "in-pool" training yet.

The Eagan Minnesota office is fairly new. I`ve been here two weeks and it will not be fully staffed until this summer to context to the responses.

We report safety problems to our local safety officer or administrative officer.

Again, as with goal #1, the implementation of the OSHA VPP program here has mandated that hazard identification and abatement is a crucial part of our program.

CPR training was a joke last time (2 years ago?) - not effective, just a gloss-over. I blame the instructor, who just seemed to be going through the motions. Maybe it`s because everyone has had the training so many times, that no one took it seriously. It was my first time to take it, and I didn`t feel that I could perform CPR effectively after the training.

Having in-team safety people is a good start. But in my team they`re not real safety people, they`re just geologists + staff who have been handed yet another task. Go ask an Israeli how to do it right, they take it seriously.

I disagreed with statement 10 because I always just go to one of the members of the safety team if I have a safety concern.

I tried to get a safety audit for my facility and had to wait about a year. GSA turned down the request. Eventually did get help from a USGS safety officer. So not only wasn`t this required (which I think it should be), but getting it done was tough.

Unsafe conditions? We recently found insect larvae in the building`s drinking water, and what was done about it? Almost nothing; the building manager "determined" that they would be killed by hot water. And he should know since he`s a micro-invertebrae expert (sarcasm). And supposedly the larvae were submitted for analysis somewhere - what happened to the results? And what about the routine insecticide spraying of houseplants that out building manager requires? Who oversees that? But we`re supposed to feel safe because our Science Center Chief requires closed-toe shoes in the water quality lab, despite the fact that there are far more caustic chemicals (sink cleaners) and heavy objects (reams of paper) in the regular office environment.

I hear bits and pieces about safety requirements, but have not been presented with a clear set of requirements.

More can be done as far as laboratory safety

Again, I am not in this office full time. This is a WRD office and I am GIO staff. I am invited to safety trainings but I am not always able to attend due to travel schedule. The safety officer in the Boise Office talks to me about safety issues frequently

I used to work for NASA, Ames. During safety week classes were specifically offered, and employees encouraged/required to attend several classes. These included everything from ergonomic workstation design, use of fire extinguishers, back safety, use of specialized equipment, etc. The center would go on stand down for one day that week for everyone to review their work areas for safety issues and to reduce clutter and clean out/tidy up their area.

My group goes out of its way to ensure safety is a priority

Need to implement occupational heal safety program. An innovative plan to implement monitoring in Geology discipline has stalled because of reorganization. It needs to move forward as a pilot then be evaluated and expanded to other disciplines. Managers training focuses on bureaucracy and needs to include more on implementation. Appropriate training for employees at the operational level is ongoing.

I think we are good on this issue.

In my group, we do a good job of looking after each other without input from higher level Science Center management. In my opinion, this is a good way to approach safety, wherein scientists work use a tactical team approach, rather than a top-down, one-size fits all approach. Sorry for the excessive use of cliches!

I was unaware of the bureau safety and health website.

I`m somewhat new to USGS. As such, I`m still learning where to find information. Finding online info on intranet is not always easy to locate.

One of my biggest concerns at the lab is that employees, particularly those at lower GS-Levels (including myself) are poorly trained. Lack of training not only leads to greater risk of unsafe practices and conditions, but also to decreased knowledge of safety protocol. As a result, most incidents are not reported. And so they are repeated.

Unsafe conditions are reported to supervisors or the office safety officer.

District covers all training

In recent years I`ve noticed USGS sends us info about mandatory training and makes sure we take them. We`re more aware of courses that are available. Recently in past year or so we`ve had 2 employees take OSHA training on fall protection which their supervisor felt the need for and looked up training for, and this FY in July another will take OSHA machine guarding training.

Need more First Aid, Wilderness First Aid, CPR-AED and other field safety classes. Need classes to be scheduled before field season not when field season is in full swing.

Out office is a very safe place. It is not one person job to see if something is unsafe. People do not walk over it. They take care of it before there is an accident.

We have been provided training in CPR and wilderness first aid.

Goal No. 3:
I think safety is very underfunded and that people depend on an over-stretched group of people to provide safety training and resources to them. The link on Question 14 shows that the last monthly bureau reports posted were from June of 2007 and it`s April of 2008. If the local safety officer or collateral safety officer is not given the tools (people, time, resources) or has lost respect of the people they work with, then safety implementation at the local level does not really get more than lip service. Safety should not be under the purview of a "bean counter" or some administrative person that has no real concept of field or laboratory safety issues. The ability of a person to take safety training is too often dictated by accountants, money, and "territorial rights" rather than the needs or even the desires of an employee.

Non-responses indicate "I don`t know".

Over the last year, more attention and funds have been devoted to safety related issues.

Whether it`s at the bureau or regional or laboratory level, nothing is easily made accessible or readily communicated to employees. We are never considered a part of the need to know community. Everything that comes to the regular employee level is censored.

BSU has complained about the door mentioned above with no results or any explanation (to my knowledge)

I have no way to judge -- similar to "have you been informed of all new" whatevers...

Safety becomes matter-of-fact if it is not proactively discussed and promoted.

I just started in July of 2007 and it seems like a lot of safety and health resources are now being implemented. In other agencies, safety plans have already been established and already put into practice.

Information from the regional safety office has improved tremendously in the last few years.

What good is a template? Every site and situation is different and trying to make us fit everything into a "template" so you can have something on paper is silly. Train the employees to be safe and hire people that you can trust.

Aside from fire drills and emergency health issues, I am not aware of measures in place implement health and safety strategies

Need better communication from Bureau and regional staffs.

The most important thing is to have a competent safety officer. Employees will seldom go beyond their own office to look for forms and information. Simple things like making sure people have sunscreen, charged fire extinguishers, and stocked first aid kits are most useful.

We don`t have funds to devote to safety. I think our managers try to do the best they can with what they have.

We have a good safety officer and we`re always informed.

I really have no idea whether these actions occur. In our highly hierarchical organization, this info does not always filter down to the PI level.

I see very general policy information sent to `all employees`--if more specific guidance or information is communicated, I`m not aware of it.

In the case of our helicopter activities, one of our hydrologists has been highly attentive and insistent that appropriate protocols be followed.

Project leaders need to assign money in their proposals for safety. Bureau needs to implement a policy that for each new proposal at least 4% of the funds were assigned for safety during the life of the project. This task needs to be part of the proposal. Bureau needs to reinforce this area in order to help the safety officer.

Question 12 similar to IAS 894 (does your site have an annual safety budget?) Question 13 and 14 would be applicable to the CDSPC, but the average employee would not need templates, etc for program development, and would not have the need to monitor communications between the Bureau and the regional office.

While Fort Collins, Colorado is my duty station, I do not work within the Fort Collins office and do not know about safety activities within Fort Collins

Comment on #12 - the bureau is fighting about safety and with the realignment to the ORS it has created tension because disciplines want to pay for "a person" to do their particular discipline`s work. Not very wholistic and I see the folks doing the safety work stuck in the middle. Realign the funds from ALL disciplines and support safety with funds to support all discipline cost centers.

Having a nurse on site and the health wellness program with annual physicals is invaluable. This program has been cut back in recent years, maintaining it should be a high priority for all federal employees in the region.

More funding for safety training is always helpful as with any training we only take what we have to during these economic times. Sometimes we are not as up-to-date on everything due to that.

The negative and neutral responses (such as "disagree" and "no opinion") actually represent my lack of knowledge in those topics, not denial. I am simply unaware. Even though by visiting the provided links in this survey will lead to my understanding of some of these topics, I`m taking this survey prior to visiting those linked pages; plus I wanted to emphasize my, and my co-workers` lack of awareness.

Funding for safety and health programs comes entirely from project funds.

I have been with the USGS for ~4 months now. I have had several training courses in safety issues.

I have not specific comments about this Goal, except that I consider it to be an important step in the communication process.

Policies, program requirements, and other information are posted on our "safety bulletin board" in the back room.

We receive safety and first aid training regularly and have health screening available every few years.

#12 -- Adequate funds are allocated within Disciplines and Field Centers, however, Central Region funding at the ORS level has been in a steady state of decline and Disciplines have had to pick up the slack and perform mandated training for laboratory and field activities. Regional coordination occurs, but the funding is now virtually all from Disciplines.

I answered no opinion because I don`t know about the money for safety programs, and the resources from the region.

I rely on our safety officer to get information to me.

I think health resources should included providing an ergonomic support person at the USGS level, not Geology, WRD , etc. to help people get and or stay healthy when it comes to ergonomic health, keyboarding , seating et. This should be just as important as keeping people safe while working in a lab

In Albuquerque, NM, we don`t devote funds to anything.

Many corporations are now offering incentives for those employees whom workout and exercise regularly. These benefits include gym memberships, paid time for workouts and internal exercise programs. Studies have shown the strong correlation between health and productivity.

Most of our training is only on-line bureaucratic boilerplate. Real security takes honest incentive, motivation, and financial investment. Most of my training has been someone`s poorly-designed web test or power-point talk. What happened to our emergency-info telephone system on 9/11? It completely broke down. Can I now, 7 years later, retrieve the caller-ID of a suspicious incoming call? No. Do we have a "street-side bomb" vs. an "inside bomb" escape + announcement procedure? No. Do you have a list of employee`s Cell Phones? No. Do you have a cellphone + office-phone reverse-911 emergency announcement procedure? No.

The DOI safety training last year was dreadful beyond belief.

I can not speak to Bureau and regional support staff, but as a field office for CERC, health and safety issues are prominent elements considered in day-to-day operations.

I have no knowledge of Bureau and regional involvement in our saefty program.

Not sure PI`s and middle managers are all together on federal orientation practices b/c directorate has given no clear direction.

These resources may be available, but have not been presented to me.

Not enough emphasis on promoting a physically fit & healthy culture. Would be nice to budget for health programs for employees. That is reward employees who join health clubs and work out regularly. Recognizing we are always in a tight budget environment, amazes me that we seem to

have money to spend at the end of year but give no thought to putting it into a working capitol fund for health programs for the employees.

Again, it seems like we devote too much time to meaningless things like fire extinguisher training, and not enough to things like understanding how to make good decisions about weather, terrain, flying, and how group dynamics and the desire to accomplish the mission can make us less safe. People pay little attention to policy and program requirements if it is presented to them in management-speak.

Quit using the web instead of instructors. Employees get nothing from these "courses", as there is absolutely no discussion or question and answer sessions.

Yes, this program is very effective.

#12 - More time and money could be spent on a full-time or half-time safety employee, instead of just a part-time 25% basis.

Adequate funding is questionable.

As mentioned; I`m new to the USGS. I`m sure that safety/health info and plans are at employee/supervisor disposal via email and intranet. Messages can, at times, be lost in the sea of email traffic received. I`ve just recently had the opportunity to access/visit websites to learn more about safety/health topics.

Funding continues to be cut in every program. The degradation of budgets at cost centers makes it difficult direct funds to safety and health programs when facilities themselves are falling apart from lack of funding.

Water Regional Specialist, Bill Simmond, provides excellent, appropriate, and sensible support.

We don`t need template safety plans, policies, and program requirements. We just need a response to safety concerns in a timely manner with the appropriate resources.

District office covers all funding.

I am not personally aware that these things are being done, but I have no reason to doubt that they are.

I think as soon as our managers know about new safety policies it is passes along to rest of the staff.

May be a good thing to send this survey out to all employees or send an e-mail to all with these weblinks. I wasn`t aware of all these websites/info and have made a record of them for future but haven`t read through them. This info may have been effectively communicated but I don`t remember. Didn`t realize the many aspects of safety, like strategic plan goals. Have left most safety issues to the safety employees"

On several occasions in recent years, the costs for major fire safety improvements (halon extinguisher refills in a timely manner, sprinkler systems needed in modified labs) are pushed down to the project or team level where funding is impractical. After much protesting from project leaders, some of these expenses are covered eventually at the regional level. We need a better means for dealing with big-ticket safety items at Menlo Park. Revival of the science center safety committee to solicit and review needs, set priorities, and find funding solutions might help.

Goal No. 4.
As a manager, I have advised and corrected safety issues that arise.

I would like to see a commitment by USGS to eliminate wherever possible the use of non-recyclables in the building. The most egregious example of this waste is in the USGS cafeteria, where styrofoam and plastic plates and utensils are used exclusively. It`s appalling to me that a federal agency engaged in research to protect and preserve our natural resources would allow the use of non-recyclables that are winding up in landfills. Guests who have been here for meetings have commented on their surprise at this oversight in a federal science agency. I recently attended a meeting at the EPA campus in Raleigh-Durham; their campus uses ONLY recyclable plates and utensils made mostly of cornstarch. If EPA can do this, so can we.

Management is never held accountable at the lab. Management only recognizes "special individuals" which usually decreases motivation. The safety and health program attempts improvements; however, management doesn`t usually support the improvements except when given no other choice.

Non-responses indicate "I don`t know".

To really make a positive impact on safety goals and improvement, it has to be part of the management work Performance Evaluations -- not in a punitive manner like there will be a negative rating if "x" number of safety violations or "codes" called in your area, more like they will get a better score if they have successfully implemented safety improvements, fixed problem areas, given awards for safety improvements, given employees work time to attend off-site safety offerings and so on. Safety training on-line should also not require management approval -- my manager should not be able to determine if I "need" to take an awareness course or view a safety video. The more one knows about safe practices, the more an individual can consciously and unconsciously incorporate lessons learned into their daily lives both at work and at home.

Again, matter-of-fact and not aggressively discussed or promoted.

Much of the safety things I am aware of are common sense. Too much time is spent trying to protect us from ourselves.

My responses are anecdotal observations of other goings-on here.

Nice water savings but NOT WITHOUT HOT WATER

The new physical fitness center in the basement demonstrates managerial support and promotion of health resources.

How do you wear a PDF?

Managers and supervisors in COLUMBUS, OHIO do a fine job of letting us do our job and keeping us informed of what we need to do to be safe.

There is not recognition for always wearing a PDF. Wearing a PDF is mandatory. I have not heard of any issues caused by employees not wearing a PDF but imagine that is dealt with by supervisors and field office chiefs.

What is PDF???

Accountability is a BIG word. In the absence of lost time injuries it is difficult to access how accountability would play out. Once again, safety and health often take a back seat to productivity.

For question number 16, what is a PDF (and not the file format)? Do the developers of this survey realize that the work environment is highly variable even in a field office?

I am not sure that the safety and health issues have much relation to USGS programs and missions except for the fact that nobody wants to get injured at work or sick and hope that measures are in place in case such circumstances arise to treat afflicted people.

I suppose there may be follow up to safety issues, I haven`t had any safety issues in a long time. I would say that most of us in this office are safety conscious and serious about it.

Mental health is an issue not much covered and is most important and neglected.

More recognition of safety practices is needed.

Some rules, such as setting up signs, cones, etc. for one minute of work reading a gage on a bridge (ex. Wire Weight Gage) seem unrealistic as the work to set up the safety eqp. would be 10X longer, in my opinion leaving you exposed to traffic longer than necessary.

It`s a PFD not a PDF.

Question 16 similar to IAS question 45 (Do you use safety awareness and promotional programs) and question 42 (do you have an awards program in place?)

We need to improve this practice of recognition for employee that follow the safety rules and not have accident in the field and driven vehicles. This plan does not exist in our CWSC because projects not assigning money.

While Fort Collins, Colorado is my duty station, I do not work within the Fort Collins office and do not know about safety activities within Fort Collins

I am in a fiscal role in ORS so the safety program does not impact my mission

Need more recycling areas.

The negative and neutral responses (such as "disagree" and "no opinion") actually represent my lack of knowledge in those topics, not denial. I am simply unaware. Even though by visiting the provided links in this survey will lead to my understanding of some of these topics, I`m taking this survey prior to visiting those linked pages; plus I wanted to emphasize my, and my co-workers` lack of awareness.

Regarding #16: we are told to follow all safety measures, but recognition for doing so is not made (except for safe driving)

The recycling program here at Jamestown may be one of the best based on all the attention it gets.

We have an excellent recycling program for paper, cardboard, cans, and plastic bottles which is headed by Kent Dodge. I think it would be nice if he were recognized with an award for this work. He coordinates the recycling program and arranges for pickup of materials.

Again, due to the USGS partnering with the US Army, and the implementation of the OHSA VPP program at the Rocky Mountain Arsenal, I believe the USGS offices here have one of the most comprehensive health and safety programs I have ever been a part of.

Again, the Bureau relies heavily on Discipline funding for much of the local safety programs. It remains to be seen how the recent reorganization of Regional Discipline Safety Officers into a centralized ORS organization will impact the safety programs that have been highly successful for many years.

In what way is starting a recycling program a part of health and safety?

Science needs free communication and free sharing of ideas and research. This is inherently contradictory to today’s sad but necessary security requirements. All security procedures in place now impede- by their own physical reality- the scientific process and collegial interactions. Making the two work together as seamlessly as possible is going to take some careful thought. We`re both a free and an intellectually powerful society at the same time for a very good reason. Science can`t work unless it is open. Remember that.

Accountability seems to fall to the lowest level.

Again at NASA, the representative manager/supervisor for each program/project was required to do a monthly walk-through of all their areas and check for health and safety issues. There was a

check sheet of about 30 different items which was then forwarded to the NASA safety office for appropriate actions.

Reorganization of safety office has remove discipline safety officers one step from where the work gets done. Science center managers are now more on their own than they previously were to provide safety leadership for their centers.

Absolutely.

Although we all recognize the need to work safely, most scientists aren`t really motivated by awards, recognition, plaques, surveys, etc... We are willing to take classes if they are well done and applicable to our needs. We have short attention spans for things that seem like a waste of time and money.

Its "PFD", not PDF. These questions are far too general. Some managers/supervisors are much better than others. Our safety guy is great, but he can`t do everything.

We wear PFDs, not PDFs :)

#16 - What`s a PDF?

I don`t believe there is recognition for meeting standards.

"Wearing" a Portable Document Format???? How about a Personal Floatation Device (PFD)?

Safety First. There is not a plan if the plan is not safe.

There are no managers or supervisors in apple valley

Goal No. 5.
As a member of a laboratory that is physically and bureaucratically distanced from the rest of the USGS on the Fed Center as well as managed as almost a "fiefdom", although lip service is paid to safety, people are not actively encouraged or even supported to go to safety meetings outside of the lab or participate in safety operations outside of the lab. Having to take leave to attend or participate in off-site safety training does not foster participation in safety events outside of the laboratory. I think that the Regional Safety Officer does a good job of disseminating opportunities for safety participation -- I think it`s very much a local management decision that keeps individuals from volunteering or participating in these safety opportunities.

Awareness has not been achieved at all levels regardless of what`s reported. Teleconferencing, video conferencing, other techniques, for regular employees.....you must be joking. Employees have to censor their input unless they go anonymous and definitely censor when participating. Management doesn`t support much communication of any kind. Management participates in lip service.

More programs could be offered in this area.

Safety and health awareness is an on-going issue and one can ever know if it has been completely achieved or not.

18. -- how does anyone presume to know?? 20. theoretically, if I really wanted to -- I`m quite out of the loop.

Hot water in the restrooms should be a serious health issue to prevent the spread of disease

If the process is more clearly discussed and distributed, it would be supported by more employees. I don`t believe that anyone wants to work in an unsafe environment, and when they see something, they find a way to report it.

More communication is needed to spread the word about Safety and Health and any associated requirements.

Electronic mail about anything other than the job is usually not read and if it is read it is simply skimmed. We don`t have time to read all the stuff and still get our job done. Remember, we`re doing more with less.

I`m not sure if it has been achieved at all levels. I know there has been debated and concern on certain issues such as proper chemical disposal, but this may have already been resolved.

One thing that has become apparent in the recent time, USGS personnel have to continually participate in too much on-line training on an annual basis. While these methods are easy and consistent, they are time consuming and should be made on a semi-annual or every three year interval. While it may not be just safety training, it is the compilation of all training that is placed on scientists and staff above and beyond their normal work duties.

Question # 18 - I disagree because there is always room for improvement.

The intermediate level of management could do better at being aware of their responsibilities. Also, please don`t try to implement a system before it is ready - it causes problems down the road with people wanting to use it. Examples are DOILearn and IAS.

Again, I don`t think that safety and health issues have much bearing on employees day to day conduct of their missions,. except that everybody wants to be assured that all measures are being taken to insure employee safety on the job and to deal with health emergencies. Efforts to promote the long term health of employees are of course appreciated.

How about an email from time to time that detailed a specific incident, good or bad, what was done right or wrong, and links to information that could have prevented, or did prevent the incident. You could have people send in these stories, and give them a T shirt for the ones that get used. Here`s an example, A coworker was choking at lunch. I had first aid training, so was able to help, here`s a link to the Red Cross site.... A lot of emails from the higher levels are

deleted almost immediately, this could help get people`s attention and make them think about safety for 5 minutes.

Hydro techs are not considered for their opinions.

I think that CPR/First aid training SHOULD NOT be a web based training. This should be conducted with well trained qualified personnel as the web based version is not recognized by many organizations as being an official training.

It is not an area that I feel comfortable addressing as any suggestions I would make could compromise productivity and would be seen as not being a team player. No one is forbidden from taking appropriate safety action; however, any impact on productivity is what is measured. In my opinion, resentment over tasking of technicians along with a long history of lax safety awareness combine to create a somewhat disconcerting risk of accident or injury.

Like I said, we have a great safety officer, and he keeps us informed on issues very well. I think it really starts there. People can get complacent with safety stuff, but if there`s a strong safety figurehead taking even the smallest issues seriously, then everyone can "get onboard". If a particular office has a lot of safety violations/accidents/issues----- appoint a new safety officer--someone that has a brain.

Need be more proactive in this area.

Question 20 is very appropriate to measuring program awareness. For question 19, I am not aware of any teleconferencing or video feed available for training. Most training in St. Pete is done locally and is specific for our location and activities.

While Fort Collins, Colorado is my duty station, I do not work within the Fort Collins office and do not know about safety activities within Fort Collins

Teleconferencing, video conferencing, and electronic mail to raise awareness only work if employees have the time to receive the message. Because we are short staffed, the time to concentrate on these issues is diminished.

The negative and neutral responses (such as "disagree" and "no opinion") actually represent my lack of knowledge in those topics, not denial. I am simply unaware. Even though by visiting the provided links in this survey will lead to my understanding of some of these topics, I`m taking this survey prior to visiting those linked pages; plus I wanted to emphasize my, and my co-workers` lack of awareness.

As part of the NAWQA team, we regularly address safety concerns, or lessons learned from the field in weekly meetings.

Based on my personal experience, safety complaints are acted upon and efforts are made to correct problems.

I have never been asked to provide input or comment on safety or health objectives.

Ron Kuzniar, Central Region S+H manager has always been easily accessible, helpful, and dedicated to USGS safety and health issues. He is a very effective leader in this important on-the-job component of our activities.

Safety awareness can never be fully achieved. It`s an important goal to reach for, but there`s always room to do more. We have to keep working on building safety awareness.

#19 -- I am a former GD regional manager (now in a REX office) so my experience with GD safety communications is specific to that environment. It is not necessary due to the fact that all CR GD Science Centers are located at the DFC to communicate via teleconferencing or video conferencing. We are able to perform that function in a more hands on manner.

As the field station`s collateral duty safety officer, I doubt I receive any more safety and health-related info than my colleagues.

Because of the small size of the staff at the Rocky Mountain Arsenal, including non-USGS employees, communication has always been timely and efficient. The use of hazard sirens, broadcast phone messages, as well as frequent and routine safety meetings have made me feel that I was always "in the loop" with health and safety awareness.

GSA is broken. Accept that, and try to fix them. Don`t destroy an agency or department just because it`s fashionable to do so, fix them, make them work better. They keep telling me I`m a "customer", and we all know it is BS. Their agenda is not ours. We actually want to do good science. Fix them so they can be good facilities managers.

I`m actually worried about submitting this survey because of fear of retaliation from our ever so vindictive, but playing by the rules, management staff...

I am able to participate and provide input about safety issues, but I don`t feel comfortable pointing out problems with safety. As long as some employees are willing to do things that are unsafe, I feel that we are all expected to do the same.

Smoking is a very common habit among a number of USGS employees, as is chewing tobacco. While not a direct safety violation, these are well-known health hazards long term. I have never seen a program that suggested this message to USGS employees, or any tobacco cessation programs offered. Is there a reason?

The only thing the center focuses on heavily safety-wise is hurricane preparedness (which is done well). However, this just came about b/c of the `05 hurricane season, prior to, there was no drill and little direction of what to do in the case of tropical weather. Lab safety is not communicated effectively, causing less than ideal conditions in the labs as a whole.

Before reorganization I had influence on safety decisions and programs. Now I am largely ignored. Menlo Park is in much better shape that many other places around the region. BRD

provides almost no contribution to safety leadership. Safety does not appear to be a priority for the ELT or WLT. This needs to change. The Survey manual states that safety is the responsibility of the RD`s and REx`s. The former discipline regional safety officers, who are responsible for safety implementation, should be assigned to the REx`s, to advise on implementation priorities. The Regional Safety Office, reporting to the RD, should deal with policy priorities and commons issues. Putting everything under OWRS will shift safety priorities even more toward bureaucracy than it already is, leaving the REx`s vulnerable as line managers and removing line managers one more step away from direct and meaningful safety support.

Finally, at NASA, at the start of any group meeting there was a quick minute talk of what to do and where to meet in case of an emergency. All staff meetings had a 2-5 minute talk on health and safety - how to lift heavy objects, look both ways before crossing, etc. And once each month the Health & Safety Office provided powerpoint presentations/talking points for managers highlighting a safety issue with their employees at a staff meeting.

I can always feel free to write my safety people emails.

People tune out the messages after hearing similar things for 10 to 20 years when they sound like management speak. Again, my group does a decent job of staying safe because we work in a small team. Develop leadership on safety among respected people within small groups. Realize (like I have failed to do up to this point) that there are different needs for people who never leave the office compared to those who work in the field frequently.

The only "good" technique, in my opinion, is having an instructor present, as I said above. Using electronic media as a cheap crutch to fulfill the basic letter of the law appears to me to duck responsibility and accountability. I broke my neck on the job 5 1/2 years ago. The USGS had no idea what to do once the injury form was filled out for OWCP. I did not have the first of many surgeries for 8 months. By then, I was very nearly paraplegic, and permanent damage had been done to my spinal cord. It has been the most terrifying, humiliating, excruciatingly painful, and completely avoidable tragedy one might imagine. The safety issue is important, but what happens when there is a serious injury is completely overlooked. I`d be happy to discuss the nightmare that I and my family have been through with anyone interested. I do not think that USGS employees have any idea what happens to you if there is a severe, long-term injury. No amount of training can prevent an accident, so there needs to be a connection there as well. I`m still living the nightmare, and will for the rest of my life. Federal OWCP cases are simply not accepted by doctors...Hopefully, on the job injuries are things that can pretty much be fixed with a trip to the emergency room or you`re screwed. My phone is…(Note: Contact information removed).

We devote significant time to this already -- I can`t imagine more would be necessary.

I don`t think we have used all available techniques to foster a safe and healthy work environment.

If I see something unsafe, I would have no problems reporting it to someone.

We are a TEAM. We keep each other safe. Thank you for this survey to ask and be aware if someone does not feel informed or safe.

Appendix I
2010 Survey Statements

2010 Employee Satisfaction Survey – Safety, Health, and Environmental Program

Respondents were given a series statements. They were then asked to indicate if they agreed or disagreed with each statement. Possible responses were:

* Strongly agree
* Agree
* Disagree
* Strongly disagree
* No opinion

Area (Goal) No. 1. Leadership and Management.

The 10 statements are:

1. My managers and supervisors recognize the important link between effective safety and health efforts and overall program efficiency/effectiveness.

2. My managers and supervisors deal appropriately with safety and health issues.

3. I have been told about my safety and health responsibilities in my local office.

4. In my local office, everyone (managers, supervisors, and employees) is accountable for safety and health.

5. In my local office we devote adequate funds to facilitate safety and health program implementation.

6. Staffing levels and the technical skill of the safety and health staff is appropriate for the level of support required.
* For the bureau as a whole
* For your region
* At your local level

7. Safety and health policies, program requirements, and other information are effectively communicated from the Bureau and Eastern, Central, or Western regional support staff.

8. Managers in my local office motivate and recognize quality safety and health performance. (For example, recognition for always wearing a PFD, starting a recycling program, or encouraging coworkers to comply with safety rules.)

9. Safety and health awareness has been achieved at all levels in my local office.

10. Teleconferencing, video conferencing, electronic mail, and other techniques have been effectively used to foster safety and health awareness in my local office.

Area (Goal) No. 2. Employee Participation and Engagement

The 3 statements are:
11. In my local office, safety and health audit and inspection results, accident statistics, safety and health committee activities, and general safety and health information are shared with employees.

12. I am able to participate and provide input into safety and health program objectives.

13. I am aware of procedures to report unsafe conditions and hazards online at the bureau safety and health website.

Area (Goal) No. 3. Hazard Recognition and Prevention

The 4 statements are:
14. At my local office, safety and health inspections are conducted at regular intervals and the findings are appropriately addresses.

15. At my local office, we follow the safety and environmental rules and regulations. Unsafe practices and conditions are identified and corrected in a timely manner.

16. Safety and health considerations are integral components of all activities in my local office.

17. The safety and health program is integrated into all of our mission and project planning, design, and management processes in my local office.

Area (Goal) No. 4. Evaluation and Analysis

The 16 statements are:
18. The safety and health program helps us at my local office to accomplish our mission.

19. Bureau and regional staff develop and make accessible safety and health resources (for example, template safety plans, orientation packages, etc.) to assist in local level program implementation.

20. Employees in my local office are made aware of local, regional, and bureau accident experiences, and efforts are implemented to address problems as appropriate.

21. In my local office we focus our safety and health energy and resources effectively, addressing areas of greatest risk and largest potential for preventing accidents and violations.

22. I have been appropriately trained in safety and health requirements.

23. At my local office we have implemented appropriate safety and health training for all employees and managers who should be trained.

24. Our local collateral duty safety program coordinator is educated and knowledgeable about safety requirements, and provides sound advice to supervisors and employees.

25. At my local office employees are aware of how to report an accident, and supervisors investigate as appropriate to prevent recurrence.

26. At my local office we have a safety and health program that is appropriate for the size and nature/hazards of our work environment.

27. I am aware of locally established procedures for my protection and evacuation in the event of an unexpected or disastrous event (for example, fire or natural disaster).

28. At my local office we conduct evacuation training and drills annually.

29. I have been appropriately trained in the operation of motor vehicles and/or motorized equipment and am aware of locally established procedures for the safe operation of motorized vehicles and/or motorized equipment.

30. Local contractor employees at my local office comply with Federal, State, and local regulations and Bureau safety and health rules.

31. At my local office we include safety and health performance in competitive bidding processes, including a review of injury and illness rates.

32. At my local office safety and health requirements and controls are included in local design, manufacture, and shipping contracts as applicable.

33. At my local office we have incorporated employee protection processes into local high hazard operations and activities (for example, aviation, cableways, lockout/tagout, electro-shocking, explosives, rocket-netting, firearms, radiation, underwater diving, watercraft operation).

Appendix J

2010 Survey Comments

Respondents were asked if they had any comments about each of the 5 Goals.

Goal No. 1:

At NWQL, SAFETY is JOB 1.

I answer No Opinion in areas because I`m not aware how effectively Safety and Health is demonstrated at USGS. And I answer Strongly Disagree which pertains to my office because we don`t have a work environment that would warrant a safety program. But individually we practice good safety and health in our every day lives.

in 2 years we have never had a safety meeting

Lack of safety has never been an issue at my work place.

Many in Management are not willing to set aside the funds needed to implement many of the safety requirements or to acquire the equipment needed to keep employees safe. They have other items on their agendas they would perfer to spend the monies on.

Maybe I am not replying to questions appropriately, but what is throwing my off is the terminology that is being used in these sets of questions: "MONITORING & APPLICATIONS"... "Managers in Monitoring & Applications"?. This is the first time I have heard of these terms being used in this health and safety context. Is this a program within USGS/DOI?

Safety issues are not handled at the Program level; they are handled by Management at the discipline level. They tell us what they think we need to know.

The "safety program" here is not particularly visible, however I feel safe and come to work every day with out concern. I suppose then that this actually says the program is effective and management must be doing their job.

"Safety Branch" is undefined and is being misapplied within questions. Responses will be unreliable

I have very little knowledge about our safety and health programs within USGS. The clinic is very good about advertising health information/lectures, etc.

none / there is a good awareness and achievement

The GIO offices understand the need for safety, but do not have nearly as many safety challenges. We operate mostly in a business office setting, or within computer rooms - where there are some hazards. So it is very important, but there are relatively fewer opportunities for exposure to hazardous situations within the GIO or Regional GIO environment.

The Regional Management above me places a high priority on meeting health and safety requirements.

I have brought to the attention of the NJ Water Science Center's safety person my concerns regarding the air quality in our office. Nothing was ever done to check the air quality in our office. I have read numerous articles on the poor air quality in offices and it is a real concern.

They do what they have to.

We`re a small office, but Safety and Health policies, and training has been taken very serious by the management in place.

From my own experiences in the past. Health and safety issues were not always handled very will. Not only at the local level but regional level. I`m sure some of this was due to the lack of knowing the correct procedures. Several years have past since my issues occurred. I think due to what I experienced has helped our office in dealing with health and safety. On the other hand, I believe that at the regional level things should have been handled more efficiently. They should have known the policies and should have been more helpful. They weren`t.

I don`t do any field work, so do not know how safe the scientists are when they go into the field.

I have greater confidence in local leadership than I do in Departmental, Bureau, or Regional leadership.

I would say that we are very aware of safety issues, and want to learn more about being safe. We even had a meeting this morning brainstorming ways to get more safety training.

Molly McLaughlin (laboratory safety) and Don Hickey (SCUBA diving safety) are the people that I interact with regarding safety, and they are both excellent.

Rather than making safety equipment standard on gaging structures, the responsibility is placed on the technicians servicing them to wear secondary equipment to prevent falls. The equipment is not in the office at this time, and fall protection has ALWAYS been ignored. Employees who complain about safety issues are either ignored or ridiculed.

The Eastern Geographic Science Center does a good job of health and safety for those areas it controls. However, some Eastern Geographic Science Center employees work in the ASC, with poor lighting and very excessive air conditioner noise. Headquarters Geography controls that environment. The Eastern Geographic Science Center chief has received complaints from several employees over the years about these conditions, but just says it is not his problem. HQ has spent a ton of money to upgrade offices and conference room, but nothing to fix the air conditioning noise problem. Meanwhile, the EGSC employees continue to suffer.

Too much micromanagement. Common sense should prevail without all the rules and regs.

We have a documented management problem with respect to a documented HEALTH issue. It was not addressed properly.

good local guidance on safety. Don`t know as much about what the local safety folks get as far as direction from higher ups. Seems that some safety education and requirements being mandated from HQ/Region are too broad to apply to everyone required to participate but to some extent that will happen.

I do not know what is meant by "health" as separate from "safety". None of the questions in this survey appear to address health as separate from safety (for example, sick leave policy, fitness program, etc.). Is it being buried in with safety to avoid it as a separate topic? My answers are directed to "safety" and do not apply to my conception of "health", except inasmuch as safety would include non-acute issues such as radiological/microbiological hazards, air quality, lighting, temperature etc.

Managers try to deal with safety as cheaply as possible, cutting corners at every turn. At the same time, we are overwhelmed with ineffective, monotonous training.

No opinion means I have no information to judge. As far as I can tell, we are told to take the required online courses, and our safety officer (who resides in a field office about 350 miles from the office I work in) follows up on required safety inspections and training. I don`t go in the field, so I probably am not included in some/perhaps many safety discussions.

UMESC has excellent field and lab safety plans and means by which to communicate them to staff (drills, training, etc...).

As the Regional Science Office manager I am not aware of any safety training material or other material that is to be provided to the staff. No one has ever instructed me that these exist or that there was any requirement. Communication on safety issues is minimal.

I had many "No Opinion" answers simply because I have been assigned to an EPA office in Dallas, TX for the last nine years -- I have no idea what goes on in the home USGS offices.

Safety and Health is a separate branch and as such, little or no information is communicated from the branch chief to the working staff. This also applies to environmental compliance where enforcement, audits, and communication to BMS staff and field offices is inadequately funded and staffed.

We have a super safety program, dedicated safety people and great management overall except for the CR HR where the health and safety of HR staff is of no concern as demonstrated by hostilities, unfair distribution of work, lack of recognition, punitive environment (not rewarding), rife with retaliation, reprisal, intimidation and harassment.

Many "no opinion" answers above because our local leadership has been in transition for many years and because I really don`t know what`s going on with health and safety staffing beyond our local center.

Most times safety is bought up by Management during in-house meetings, including to those attending by phone.

I feel that our manager at MCGSC is concerned with safety when it is convenient.

Safety has high priority at CERC based on the supportive actions f management

Supervisors, particularly for the field people, always bring up STAYING SAFE. The Chief is the most vocal in " B E I N G C A R E F U L " .

Budget can become a higher priority than health and safety at times. For example, employees expected to go on a field run requiring cross country skis should be provided the equipment and training needed. This can become expensive and is therefore not provided in some cases.

I would like to see leadership take an initiative on health issues, such as found with the USFS with their employee program for time off for maintaining physical fitness. It seems like we only give time "off" for employees to smoke.

Teleconferencing and video conferencing could be used more.

There is a high emphasis on safety at the Water Science Center level. Really do not see much directly from the Region or Bureau.

Bureau level Safety managers are completely out of touch with the USGS mission and the work that scientists and technicians do. They have no idea how their policy decisions adversely affect the ability to conduct science. Regional Safety staffs get it! They try to help scientists do their work in a safe manner. Center Directors talk the talk but fail to back up their claims by prioritizing safety within their Centers.

Menlo Park (the largest campus in the western Region) has NO Safety Officer on-site to address safety issues and training. All safety issues are handled at the regional level in Sacramento.

Regional and National management aggressively utilizes and support others in utilizing the unique video web streaming capabilities in Menlo Park to communicate safety training issues and concerns not only in the region but throughout the national bureau footprint.

The only reason I checked Disagree on #5 is, I`ve asked multi times to have a first aid box placed near our server room. It`s the most likeliest place we would get cut. But it never happened, and at this point, if I continue asking, I`ll become the squeaky wheel, and we don`t want that title...

The Regional Science Office has no special issues regarding safety and health so only standard practices are necessary. The standard USGS training modules on safety are adequate education.

Safety in helicopter-supported fieldwork especially in Alaska and the Aleutian Islands would be greatly improved by the use of twin-engine ships which are usually too expensive for our

budgets, which usually call for use of Bell Jet Ranger or Long Ranger. Those ships are under-powered for work around volcanoes in typical weather conditions, in my opinion. There have been no accidents yet because we carefully select the pilots, and the field crews are cognizant of conditions, but there is not much margin for error.

The no Opinion answers are there because I'm still new, and am unfamiliar with the dissemination of new information regarding these policies.

WGSC has no additional funds to pay for safety and health. The Menlo Park campus has need for additional safety personnel, to deal with labs, but because of the convoluted way we are organized, and the inability of OWRS to take responsibility for anything, there doesn`t seem to be any way to get safety personnel without losing science.

I do not know if we have a health and safety program in place.

Info comes in fits and spurts, but mostly lacking the past few years. I haven`t seen any recognition for a job well done for several years.

It is my opinion that because the Center`s facility budget is cut each year such things are replacing carpets that are torn and are a tripping hazard are not being fixed. The quick fix was to put down carpets that slide around on the existing carpet and there again become a tripping hazard. There is the smell of mildew in the wetlab where the walls had
dripping between them. There are other issues but I am not qualified to speak to them and have probably said too much as it is. If the funding were available I know that these items would be fixed as I know our Leadership and Management care about their employees.

My supervisor places a great importance on safety in the field. He is my main source of information and he is the one I go to with concerns. I know that there is a safety officer in our office, but have never seen him do anything to promote health or safety in our office or in the field. I really rely on my supervisor for all of it. He is doing a good job, but I`m not sure about the rest.

Gone overboard with the 2 person field crew directive. Massive waste of taxpayer money and manpower. Some field sites are easily done with one person, to have another person just sit on their ass, because this is usually a one man job, is criminal. This office always had (>50yrs)an iron clad policy of "if you wanted or needed a second hand you got it"; it wasn`t until the current management "IMPROVED" the policy that anyone was hurt.

I am supported by our leadership and management in obtaining necessary safety training and PPE.

I have only been working in the AK office for 4 months. I do not have field duties in my position. I`m just an office worker while most of the safety concerns are related to field and lab workers.

I think they deal with safety by mandating on-line trainings and classroom exercises that don`t make anyone safer, but do waste people`s time and resources. A more targeted approach that recognizes individual risks and functions would be more effective. I don`t think leadership cares if we are safe, just that they can say they addressed mandates and won`t have to deal with problems.

Our local safety guy, Jim Finn, works very hard and does a nice job. He`s easy to reach and very responsive. If you are counting recycling as part of "Health/Safety" another local guy, Greg Durocher, has done a great job creating/expanding programs in this area.

Goal No. 2:
For issues such as leaking sink, light bulb replacement, water fountain issues, etc, I know whom I can contact (eg, Facilities), but not really for safety and health.. is this the health unit?

I may have been aware of the website at one time, however I would contact the facilities person or a manager.

I reported violation twice and was ignored.

In addition to reporting unsafe conditions or hazards to one`s supervisor, a member of the Safety, Health, and Environmental Compliance Section directly, or one`s QAS auditor, the NWQL maintains an online anonymous SHE question submittal site, where questions and answers are distributed to all employees via e-mail. At an analytical lab, things are handled at the lab level efficiently.

Loading dock floor strength, a study was done what were the results? Nobody shared with us.

What is a "health" inspection. What aspects does this cover?

I do not recall seeing any information regarding safety issues within our building.

Other than to go to the Safety Officer here, I would not know how to report unsafe conditions or hazards

what is safety branch?

I have brought to the attention of the NJ Water Science Center’s safety person my concerns regarding the air quality in our office. Nothing was ever done to check the air quality in our office. I have read numerous articles on the poor air quality in offices and it is a real concern.

Was not aware of Bureau Safety & Health website.

We could probably do a little bit better on 11 and 13, but have seen postings of these (question 11) results before. Question 13, haven`t had to use this web site, but likely info posted in the office.

Common sense should prevail.

Our technicians are great about planning safety into all aspects of their duties.

The process for reporting safety issues in the Science Center is filling out a page on a clipboard posted outside our safety officer`s office.

Within the last three years it has improved.

Again, why is "health" appended to the word safety? If they are synonymous, you do not need to use two words. Yet nothing is actually applying to health specifically. For example, a physical fitness committee was started, but management did not commit any resources to it. However, safety is taken very seriously. Does health refer strictly to hazardous conditions that can also be covered by the word safety--such as non-acute air quality problems etc.? Perhaps this should be made clear.

Always going to get a variety in response/participation. Though response/participation are encouraged by local/region/HQ leadership.

I am required to do so much annual training that I do everything I can to get through it in the least amount of time. Remembering any of the important information is impossible.

I didn`t know about item 13 but haven`t had the need to report an unsafe condition.

I have never visited the bureau safety and health website, but I`m sure I could find it if I needed to report something

Safety is everyone`s job!

Was not aware of bureau safety and health website; would report these items though to collateral safety officer.

I had many "No Opinion" answers simply because I have been assigned to an EPA office in Dallas, TX for the last nine years -- I have no idea what goes on in the home USGS offices.

Information is shared by the Bureau through the annual report, but little else is provided. The RSM recently instituted a monthly safety bulletin but lack of input is still a problem.

Kudos to the CR safety staff who do an excellent job.

The questions open a new insight into our bureau safety program which I have never been made aware of previously. Seems to be a lack of communication about responsibilities, training, or any requirements related to safety.

Only thing I`d agree with here is that I get general safety and health information from our local point of contact. Otherwise, I`m clueless on stuff like accident stats, program objectives, etc.

All employees at CERC are empowered to report any situation that appears to be unsafe. We have an atmosphere that begins with a respect for individual employees safety concerns, including education, planning, review of research activities, improvements in facilities, etc.

I feel that there should be more emphasis on quarterly safety training and training programs within the USGS. I worked in an industrial environment for several years and safety was taken very seriously. I don`t see that happening, at least at the science center level within the USGS.

Reporting unsafe conditions is not as effective as immediately working to mitigate or correct unsafe conditions. For IT related hazards local reporting makes more sense than Bureau reporting.

The culture is slowly changing; employees have ample opportunity to participate and be engaged in their own safety and their co-workers safety.

We are a small group of dispersed employees in many states so there really is no "office" in the office; any discussions are very general. Beyond general curiosity, I am not interested in statistics, reports or committee activities that do not relate directly to me--I have too much work.

Item 13. The Safety Officer at FSC reports unsafe conditions via the web.

The no Opinion answers are there because I'm still new, and am unfamiliar with the dissemination of new information regarding these policies.

I am not a permanent employee, so I may not be privy to all the information mentioned above.

Regarding #11, results, etc. are posted in a common area. We participate in First Aid/ CPR/ AED training every two years to maintain certification. Info regarding annual safety video to watch lacking. I`ve only watched it the past two of four years and I think it`s an annual requirement- can`t remember the topic- blood borne pathogens maybe?

This information may be passed to the management team of our office, but is not necessarily disseminated to the regular employees.

I deal directly with my management and our safety officer, rather than using an on-line facility.

I know how to report unsafe conditions to the actual safety person here, as opposed to the online method mentioned above.

I`m aware of the website now. Didn`t know about it before.

It is impossible to know what to pay attention to and what not with amount of email announcements with varying priority levels.

Safety # classes have reached the limit of absurd, another criminal waste of manpower. ie: Defensive driving ea 3 yrs, OAS 101,105,106,108,113 ea 3yrs, Boat Safety ea 5 yrs, CPR ea 2yrs, First Aid or Wilderness F/A ea 3yrs, Fire extinguisher ea yr, Haz Communication ea 3yrs, Haz Shipping ea 2yrs, Back Safety ea 3 yrs, Fire Arms range and class ea yr, Bear Safety ea 3 yrs, Chemical Hygene ea 3 yrs, DOI U crap 102, 103 106,107, 108, 109 and others.

There is a safety audit currently underway. I assume I will learn of the results when it is complete.

Goal No. 3:
Again, these responsibilities are not afforded to the Programs, but at the discipline level.

It`s even integrated into our SOPs.

It's not the Safety and Environmental Management Branch. The Environmental section was taken out two years ago.

Not involved in planning or management. Environmental Health and Safety Procedures? Haven`t seen them.

Safety and Health are not integral components in our office`s mission, unless we are doing it as individuals.

Safety and health processes are largely common sense.

Who again is the "Monitoring and Applications" unit? Could not comment on this section because I really do not know the answers to these questions.

Safety and health program actively participate in project planning and design in leasing/space management projects

what is safety branch? How is it being used here? Is it a location, organization, concept or what?

I think that we`re doing a great job in following safety rules and regulations. Even though we work in extreme conditions at times such as winter sub-zero temperatures (winter conditions ice-measurements), flood conditions (boating, cableway, and bridge measurements),etc....

We have one surface water site whose location was not properly thought out. In order to reach the site, a person must scale a steep, high bank. There are no safety features preventing a fall from occurring, although a rope is provided in aiding the traverse back up the high bank.

When a problem presents itself, the problem is resolved.

Again, Within the last three years these issues have been seriously addressed.

Fall protection has been ignored for decades and new gaging stations are still being built without protection from falls. There are gages which require climbing over guardrails onto platforms with no fall protection in place. The platforms are built by a technician who welds structures without proper training and planning. The structures are in place for decades without inspection beyond visual inspection. In at least one instance, the structure has been in place since 1939, is over 40` high, and has an unprotected ladder which is unsecured at the top and pulling away from the gage structure. Instruction has been given to not use the ladder. There is also a metal foot bridge in place which has not been inspected at it`s anchor points in decades. Visual inspections are performed periodically, but do not include rust/corrosion of anchoring points, as these are not accessible and personnel do not have training in properly inspecting steel for conditions which may cause sudden failure. Many of our structures are in areas which see recreational use during summer months, and could lead to injuries to non-employees who may climb on them.

We`ve had outside inspectors make strong recommendations to clean up one-or-two individual offices. The employees in question have ignored the input and have not cleaned up or organized their offices in response. This may be the only unaddressed safety issue in the NC WSC.

Employees in this office work in extremely hazardous conditions including climbing on roofs and water towers to service raingages and wading in sanitary sewers to service flow meters. I do not have first-hand information on whether they are adequately prepared in these topics. Because we receive regular regional visits and have a good safety officer, I assume so, and as far as my personal awareness goes, believe that hazards are recognized and prevented.

for the most part, I agree with Q 14-15 though there are always cases where safety/health are not considered as much as needed.

I am not a part of the formal safety program at the Center so I cannot speak to its effectiveness.

Again this recognizes the safety office and ORS branches with the exception of CR HR.

Again, this information is all totally news to me.

I had many "No Opinion" answers simply because I have been assigned to an EPA office in Dallas, TX for the last nine years -- I have no idea what goes on in the home USGS offices.

Information is shared by the Bureau through the annual report, but little else is provided. The RSM recently instituted a monthly safety bulletin but lack of input is still a problem.

I think we do a great job with maintaining a safe work environment at the Center and in the field, but I can`t say I ever saw us do a `safety inspection`.

I feel that MCGSC goes through the minimum requirements to identify hazards and prevent future accidents

All employees at CERC are empowered to report any situation that appears to be unsafe. We have an atmosphere that begins with a respect for individual employees safety concerns, including education, planning, review of research activities, improvements in facilities, etc.

Again, there is no office, we have no integrated "plan", we have no mission per se or project planning or design, we are on our own, and as far as I know, no inspection has ever been conducted nor is there a need--we are located in several different states, work at home, and half the staff is acting and rotates out continuously

Because the public uses the USGS Library facilities regularly, the SCI INFO & LIBRARY SERVICES management and staff are keenly aware of the safety issues and responsibilities.

Safety may be integrated into aspects of the mission but it is not given priority by managers who would rather spend money on science.

The no Opinion answers are there because I'm still new, and am unfamiliar with the dissemination of new information regarding these policies.

I know that my supervisor considers hazards and prevention and incorporates this into project planning, but I`m not sure if this is something done with the Columbia River Research Lab as a whole. I know that there are concerns with this building (poor air quality, water quality, old building, fluctuations in temperatures, etc.), but I`m not sure if they are being addressed.
I really do not know anything about the safety and health program. Maybe I am not the best person for this survey.

I`m sure it`s running in the background, but I don`t see it at my level.

Too much focus in given to bear avoidance and firearms training, when in reality very few people at ASC are exposed to such risks. Other risks dealing with working in remote environments and with potentially dangerous equipment are more pressing.

Goal No. 4.
I may not have had an opinion on most of these because the nature of my work does not involve operating motorized government vehicles or heavy equipment. If this applies to fire drills/emergencies, I recall one instance when a worker who was handicap (wheelchair bound) was stuck on the 4th floor and there was no safety official around that could help; and this handicap individual did not know to use the freight elevator (as I later found out when I brought this to the attention of a security guard on the main floor). Although someone went immediately to get this individual, if it were a true emergency, it may have been too late.

My back ground is in the Chemical and Pharmaceutical industries I am used to a stronger presents by EH&S in the work place.

Not relevant to our office.

some of these statements do not apply.

The SHE staff at the National Water Quality Laboratory does a remarkable job with available resources. After five consecutive gold awards received for 100 percent compliance with all pre-treatment/discharge requirements (and also no inspection infractions), the NWQL was awarded the platinum award -- apparently, the only Federal agency ever to be a recipient.

should have a block for "I don`t know."

The ER GIO does not engage in high-risk activities as part of our Federal jobs. We have no activities such as: aviation, cableways, lockout/tagout, electro-shocking, explosives, rocket-netting, firearms, radiation, underwater diving, watercraft operation

what is safety branch?

I believe everyone in our office should have cableway safety training but not everybody has that training.

MIT is staffed largely by white collar professionals. Radiation, diving, and explosives are not routine hazards for MIT staff. However, MIT offices are surrounded by USGS laboratories. Occasionally, laboratory alarms sound and no one comes to investigate. Once Facilities staff responded to a laboratory alarm and they took no protective measures - they simply entered the lab and turned off the alarm. Lab supervisors and staff were on vacation and otherwise unavailable (lab contact phone numbers are not updated regularly).

No issues or concerns to report.

Our safety officer doesn`t have a clue about most of the safety issue that field biologists deal with every day. He walks around and only sees boxes over cabinets!!!!!!!!

Question 30: We have no contractors Question 31: I have no idea.

28) We do the evacuations when the entire building is evacuated for drills. But do not have our own. #29) This link did not work: appropriately trained in the operation of motor vehicles and/or motorized equipment - http://internal.usgs.gov/ops/safetynet/mysafety.html If this is the driving training, I will not do this. It takes four hours to complete this and I am not willing to waste my time with that. You can`t speed this training up!

North Carolina`s management and employees have an excellent safety record and strive to keep the work environment safe at all times.

We recognize that we need safety training at our office, and are working to get this training for ourselves.

Again, my personal experiences are good, I cannot comment for certain on some of the more high-hazard assignments, and thus put "No opinion".

My answer to #22 and #29 have nothing to do with USGS training. I have no idea what you`re asking for in #33. What are `employee protection processes`? If you are asking if I have received proper training for the high-hazard activities of my job (motor-boat operation, electro-shocking, SCUBA, watercraft operation) then, yes I have. Again, that has nothing to do with USGS training. The USGS training for these activities provided no new information or added value over-and-above the training and certifications I completed outside USGS.

No opinion means I have no basis to judge. I don`t know if these things are done or not. In many cases I am not involved in the subject area (such as contracts), or I don`t have the center-wide knowledge to judge whether we are expending resources effectively.

Replies of no opinion above should actually be "no knowledge/awareness". Seems you would need to be a contracting officer to be aware of some of these issues... I`d have an opinion if I had an awareness - I do not execute contracts...

For Nos. 30, 31, and 32, I don`t know about safety and health for contractors so I don`t have an opinion. For No. 33, we don`t have local high hazard operations and activities so the answer is not applicable.

I had many "No Opinion" answers simply because I have been assigned to an EPA office in Dallas, TX for the last nine years -- I have no idea what goes on in the home USGS offices. I am sorry I could not contribute more but this is the main reason I didn`t take this survey to begin with. Since I was asked to take the survey I did.

Overall great safety program w/exceptions noted.

these questions are not appropriate for the regional science office

Individuals take safety very seriously, but I don`t think it`s a very strong or effective part of our overall program - in some cases we've done a good job with training and communication but in others not so great.

I am actually unsure about the exact steps to take if I were involved in an accident while driving. I know you have to fill out a certain form of some kind.

My answer to item 33 applies to the limited activities that I am aware of: lockout/tagout, electroshocking, radiation, underwater diving, watercraft operation

Has any testing been done of the water quality in building 810?

As far as formal training we haven`t had any. We all use our common sense.

One example of evaluation and analysis by the SCI INFO & LIBRARY SERVICES management is their on going involvement with regard especially toward earthquake hazard to our staff and facilities.

The questions on which I have no opinion do not apply. We have no special requirements beyond what would customarily be needed for standard office and desk work. The RSO does not have any H&S resources per se but depend on whatever resources are available locally through the centers we are in. I believe I am adequately trained for my situation; I am also on the center`s team for emergency response and am a trained Red Cross volunteer.

This survey includes multiple questions in a single item making it impossible to answer appropriately. There may be one answer for one item and another answer for the other. Other questions have items that the office has no jurisdiction over. Use of abbreviations is inappropriate. What, for example, is a PFD?

Too much emphasis is focused on regulatory compliance and not enough attention is paid to accident prevention.

I am stationed in Olympia, WA and am not working regularly at the San Francisco Bay Estuary Field Station. Furthermore, I have only been employed through this field station for 10 months, therefore, I am not aware if certain safety evaluations, trainings, etc. are taking place at SFBE.

No opinion. I haven`t been here a full year so I don`t know for sure, but it seems so. They seem to on top of it around here.

The no Opinion answers are there because I'm still new, and am unfamiliar with the dissemination of new information regarding these policies.

#27- there is a fire escape ladder outside two windows upstairs. At least one of these windows does not open. The window(s) should be replaced with one that can easily be opened in an emergency.

Firearms training at the Alaska Science Center is very well done, and is the most important aspect of safety training for my work. Steve Nelson does a great job with this. Bear Behavior and Defensive Driving courses are also useful.

I work in Admin and except for Defensive Driving, I`ve not taken any safety courses in a very long time.

Appendix K
2012 Survey Statements

2004 Employee Satisfaction Survey – Safety, Health, and Environmental Program

Respondents were given a series statements. They were then asked to indicate if they agreed or disagreed with each statement. Possible responses were:

* Strongly agree
* Agree
* Disagree
* Strongly disagree
* No opinion

Goal No. 1. Leadership and Management

The 12 statements are:

1. My managers and supervisors recognize the important link between effective safety and health efforts and overall program efficiency/effectiveness.

2. My managers and supervisors deal appropriately with safety and health issues.

3. I have been told about my safety and health responsibilities in my local office.

4. In my local office, everyone (managers, supervisors, and employees) is accountable for safety and health.

5. In my local office we devote adequate funds to facilitate safety and health program implementation.

6. For the Bureau as a whole, staffing levels and the technical skill of the safety and health staff is appropriate for the level of support required.

7. In my Area, staffing levels and the technical skill of the safety and health staff is appropriate for the level of support required.

8. At my local level, staffing levels and the technical skill of the safety and health staff is appropriate for the level of support required.

9. Safety and health policies, program requirements, and other information are effectively communicated from the Bureau and Area support staff.

10. Managers in my local office motivate and recognize quality safety and health performance. (For example, recognition for always wearing a PFD, starting a recycling program, or encouraging coworkers to comply with safety rules.)

11. Safety and health awareness has been achieved at all levels in my local office.

12. Teleconferencing, video conferencing, electronic mail, and other techniques have been effectively used to foster safety and health awareness in my local office.

Goal No. 2. Employee Participation and Engagement

The 3 statements are:
13. In my local office, safety and health audit and inspection results, accident statistics, safety and health committee activities, and general safety and health information are shared with employees.

14. I am able to participate and provide input into safety and health program objectives.

15. I am aware of procedures to report unsafe conditions and hazards online at the bureau safety and health website.

Goal No. 3. Hazard Recognition and Prevention

The 4 statements are:
16. At my local office, safety and health inspections are conducted at regular intervals and the findings are appropriately addressed.

17. At my local office, we follow the safety and health rules and regulations. Unsafe practices and conditions are identified and corrected in a timely manner.

18. Safety and health considerations are integral components of all activities in my local office.

19. The safety and health program is integrated into all of our mission and project planning, design, and management processes in my local office.

Goal No. 4. Evaluation and Analysis

The 16 statements are:
20. The safety and health program helps us at my local office to accomplish our mission.

21. Bureau and area staff develop and make accessible safety and health resources (for example, template safety plans, orientation packages, etc.) to assist in local level program implementation.

22. Employees in my local office are made aware of local, area, and bureau accident experiences, and efforts are implemented to address problems as appropriate.

23. In my local office we focus our safety and health energy and resources effectively, addressing areas of greatest risk and largest potential for preventing accidents and violations.

24. I have been appropriately trained in safety and health requirements.

25. At my local office we have implemented appropriate safety and health training for all employees and managers who should be trained.

26. Our local collateral duty safety program coordinator is educated and knowledgeable about safety requirements, and provides sound advice to supervisors and employees.

27. At my local office employees are aware of how to report an accident, and supervisors investigate as appropriate to prevent recurrence.

28. At my local office we have a safety and health program that is appropriate for the size and nature/hazards of our work environment.

29. I am aware of locally established procedures for my protection and evacuation in the event of an unexpected or disastrous event (for example, fire or natural disaster).

30. At my local office we conduct evacuation training and drills annually.

31. I have been appropriately trained in the operation of motor vehicles and/or motorized equipment and am aware of locally established procedures for the safe operation of motorized vehicles and/or motorized equipment.

32. Local contractor employees at my local office comply with Federal, State, and local regulations and Bureau safety and health rules.

33. At my local office we include safety and health performance in competitive bidding processes, including a review of injury and illness rates.

34. At my local office safety and health requirements and controls are included in local design, manufacture, and shipping contracts as applicable.

35. At my local office we have incorporated employee protection processes into local high hazard operations and activities (for example, aviation, cableways, lockout/tagout, electro-shocking, explosives, rocket-netting, firearms, radiation, underwater diving, watercraft operation).

Appendix L

2012 Survey Comments

Respondents were asked if they had any comments about each of the 5 Goals.

Goal No. 1:

I worked as a scientist for over 10 years and was well aware of all safety and health activities from the local and national safety staff and had the required and recommended safety training, as well as safety equipment; however as part of Core Science Systems, I have no idea about any of the safety and health program...

It seems to me that the leadership and management I have to deal with on a daily basis deal with issues on a reactive basis vs. a proactive basis. Some things that they have their hands in on they have no business dealing with when we have people with formal college educations specifically dealing with hazardous issues in the building.

It would be nice to have a recycling program for office/lab paper. I see everything going into the trash from many labs/offices and it shouldn`t.

New employee, policies and staffing was already in place, appropriate staffing seems to not be an issue because I do not deal at that level.

Bureau safety and health policies are taken seriously and adhered to at the Volcano Science Center level.

For question 8, I am unhappy about the recent loss of our longtime firearms instructor. I`m not convinced that the new instructor is properly suited to undertake this important task.

I see a great deal of e-mail traffic regarding safety training etc. going through our center. I am not always involved in this as a great deal of focus I see is for the members that are going out to the field, i.e. bear safety, boat safety, first aide, etc. We do have the e-mails come out from leadership and management in regard to personal safety with hazards in the immediate area with the intense winter weather we experience up here, up to and including the Center Director making the decision to have personnel leave work a little early on extreme weather days for safety on the road. I would rate our awareness from their level as exceptional over all.

In my opinion health and safety are treated completely differently. Safety is given a significant priority and dealt with adequately at all levels, health is not mentioned. Do we even have a health policy or effort? I`m not aware of one.

Volcano Science Center and the USGS have a good safety program and culture.

I answered negatively to bureau support levels because I think we have too many at that level. More than enough.

I’ve been at LSBS for six years, I could not tell you Who the station Safety & and health Rep is, Health & safety is not put high enough on the priority list of annual programs to be gone over. Everyone at LSBS is far from being on same page when it comes to programs in line with Health & Safety. With regard to a ship of 107 ft` there needs to be a greater awareness towards having the ships safety crewed by truly qualified presonnel,

my `No Opinion` means `I have no idea if the statement is true or not`.

-There is insufficient funding/staff to send 2 technicians to the field when the project chief feels that a two person field crew would be a safer option than a one person field crew. -I think that the JHA is a waste of time for proposals that involve only desk work. Our safety officer (a field technician)is not an ergonomic specialist.

Our safety officer often gets worked up about non-consequential issues and neglects what I feel are more important issues.

We have a very active (some might say TOO active) Safety Officer who might appear to some to be a bit extreme in implementation.

Bob listens and acts on all safety concerns I bring up.

I have worked in many offices over my life time. Our field station takes safety to the highest degree. The weather can change in a matter of moments and dangerous conditions can happen in minutes. The crews are instructed to always be safe. Safety is number one and a priority here.

I`m just an office person, but I get the impression that the office supervisor is more concerned with getting the job done, than getting it done safely.

More would be better.

The only reason why I did not "strongly agree" with statement #10 is that I most definitely do NOT feel that adequate attention is paid to recycling and other issues related to minimizing the environmental impacts of our activities in this office--or in the Department of Interior in general. (To be honest, though, I was pleasantly surprised to even see the term "recycling program" mentioned in this survey! I look forward to the day when an entire survey of this nature is conducted solely to evaluate the USGS` efforts--such as they are--to minimize the environmental impacts of its activities.)

There is some concern at the local level that people who violate safety protocols do not always appear to be held accountable. However, I understand that some of this is due to limitations in communication -- it is not necessarily appropriate to broadcast to the entire WSC that someone was punished.

There is very poor (you could even say a lack of) leadership and management with respect to safety and health issues at the local level. In addition, at a higher level, numerous safety and health issues are seemingly often overlooked at the Columbia River Research Lab

There`s a huge gap between leadership and management for any type of safety and health program at CRRL. Accountability is non-existent. As you can see above, most of my responses are "No opinion" because I have no clue if such topics exist within the station or what the level of distribution is. I would be willing to bet that the safety and health program guide established for the Columbia River Research Lab (CRRL) hasn`t been reviewed in years. I think the management leans towards "common sense" to keep employees safe.

I don`t think that safety protocol is disseminated to our techs as efficiently and frequently as it should. It seems like training time comes in the wake of an issue that arises or after an event might take place. I also believe that this might be an issue of being at a smaller branch of a center where we receive less training or opportunities for training. This is of course outside of the First Aid / CPR requirements.

I have no idea what staffing levels and technical skill are required at the Bureau, Area, or local levels.

An inventory of safety violations was conducted over 1.5 years ago and nothing has been addressed. No funds are available. Current mandatory safety training takes time away from research and research funds are competitively acquired from outside the Bureau. Spending research dollars on mandatory safety training wastes those research dollars and makes us less competitive. Thus, without funding provided there is a strong disincentive to embrace safety and health in the way that policies intend.

In general, all safety information and issues are the responsibility of one person whose concerns for these subject matters do not seem to me to be addressed. An example is winter`s coat of ice at the entry door way it stays around until the sun melts it, but the one used by the BIG boss well, that is cleaned. Is this an example of how other issues of safety are being addressed, well, I say yes.

Staffing levels could be always be improved. We have a great safety office - conscientious and continually strives to provide information/equipment/training/advice that keeps the `ground-crew` safe.

An award program has been proposed but not implemented. Fire drills are behind schedule. Safety manual is out-of-date. Monthly safety awareness is not discussed during all hands meeting. New contractor, Five Rivers, have not implemented fire drill protocol. Will contractors be separate count from Federal workers during fire drill?

doing good

I cannot evaluate the staffing levels and technical skill of any safety and health staff because I have never had to coordinate with any.

I think our leadership and management does the best possible job they can with the amount of work we all have.

In the past few years it seems that safety and health matters have been much more in the forefront.

Management and leadership in our office seems genuinely concerned about the safety and health of all employees, but could be slightly more active in encouraging and reminding employees to work safely.

No complaints, everything done seriously and productively

SAFETY IS NUMBER 1

What is the health part of this, are we talking about not being injured or other health aka healthy living? Not being injured is fine, healthy living is far between.

Field supervisors could be more aware of safety.

Our safety officer`s commitment and attention to detail are exemplary. He takes the job seriously and genuinely cares that we take the necessary precautions around the office as well as in the field.

yes safety is strong issue in our office

Goal No. 2:
#15 - Reporting is more important to start at our local level, if there is a validated issue and no action locally then up the chain.

I am aware that GSA has fire inspections.

I`ve never seen audit inspection results.

I know who my safety officer is for both the center and for the region, I have been trained on reporting procedures etc. Good program over all.

I was unaware that there was an official (online) protocol for reporting hazards

my `No Opinion` means `I have no idea if the statement is true or not`.

The audits & inspections conducted for the Large Vessel program are big step forward, Everything is pretty well spelled out, I can`t speak for the rest of the USGS fleet but our ship's captain could be doing a much better job of managing the Large vessel program put in place, yet I have not seen any type of building Health & safety including environmental health & safety audits or inspections including past records of such inspections at our buildings.

My key problem with employee "participation" is that the safety group seems pretty unorganized about deadlines. In other words, people should not make their own emergency into an emergency

for me and my group. We are a science organization, and it is science, not some deadline that our safety people have to meet to cover their own obligations, that should dictate what takes highest priority and when. I think a lot of this does not originate with our local people though. I suspect those higher in the organization sometimes wait until the last moments to notify the Center`s safety people of upcoming deadlines, meaning that our local people end up looking like the bad guys. With busy high-grade scientists, it is really NOT always possible to carve out 3 hours for X activity over a 3 week timeframe if there are external deadlines, field programs, collaborator pressures, travel, or reimbursable funding applications that take higher priority. The high grade scientists in these groups don`t get compensated for spending 3 hours on a Sunday afternoon doing some training activity instead of spending a few hours with their family...Safety is first. All of us believe that when we are conducting field or lab operations. I always say a good day is one where no one got injured...Forget about the data. I want to go to sleep at night with no one having been injured. Still, just because other people in the organization have time to do `required` activities with only a few weeks` notice does not mean that everyone does. Any high grade scientist who is doing an honest job juggles like crazy to meet all these directives we get from every part of the organization, on top of actually doing the scientific work. So the way to get people to pay attention to safety and do what you need them to do is to be respectful and give them a reasonable amount of time to complete whatever training or JHA or whatever...not be so demanding.

Since I am at a University and not at the Center proper, I am not aware of much that goes on relative to inspections, committee activities, and reporting

Employees are usually given mandates, once they have been finalized. Rarely are they engaged in discussions about best practices or how to improve current operations.

Employees lead the effort.

The "only" participation and engagement at regular intervals for CRRL is the training for First Aid and CPR re/certification, about every two years. --Safety awareness for new field employees destined for outdoor field work and working out of boats are conducted on a as needed basis, but I have no idea what is covered.

To get better compliance in this arena there needs to be compensation. Right now it is resented as a drag on productivity.

good

We receive emails regarding safety alerts and accident reports. Such information is also posted on an accessible office bulletin board. I have never needed to report a safety issue so I have never needed to learn how.

I work in the office

Goal No. 3:

At my local area there is integration of safety and health in all aspects of our mission. From the higher levels I do not perceive actual integration which it is could be a good thing, meaning they are working with our safety and health personnel and not perceived as intruding into our levels. Area staff does come to our monthly meetings.

I am lucky that I am a federal employee and able to take sick leave when sick; however, contractors do not receive much sick leave and what I have noticed from a health perspective, they are unable to take time off thus spreading the cold and flu more, whereas federal employees stay home when sick and in turn get recover faster and better...

Perhaps, an audit has not occurred since I`ve been here (1.5 years). This is why I selected "no opinion" for #16.

We are grown up enough to know what`s right, What`s wrong and how to take care of things.

I do not know if there are regular health and safety inspections. Also, safety and health program is not integrated into our work plans in any intrinsic fashion (ie, we don`t ask ourselves how health and safety strategic plan areas 1-4 can be integrated into my scientific sampling protocol.....if health and safety were the only concern, we`d never go outside....). Health and safety is an integral part of our projects (just as at home...), but we don`t explicitly sit down and figure out how to integrate it. The work comes first, and our work is conducted in a safe manner.

I know of clearly posted signs that show potential hazardous conditions when they arise around the center. I have gone to my safety officer when I have seen hazmat material delivered while a person was out of the office in the field, and was able to have the hazmat secured in a proper location and notification left for the person as to its location. So yes Safety considerations are planned into our center on a daily basis.

some questions appear to require knowledge above the level i work at.

Awareness,inspections and audits are not a strong priority,

my `No Opinion` means `I have no idea if the statement is true or not`.

16. The building is antiquated, and not perceived by staff to be safe - findings cannot be adequately addressed because the facility itself is inferior 17. We follow the rules and attend always to unsafe practices. Unsafe conditions cannot be addressed because of the age/inadequacy of the building.

A few considerations from building inspectors from last year have not yet been addressed.

Need better and more regular checks of laboratory equipment - freezers, evacuations hoods, showers, eye stations, etc. Better training and procedures for spills.

--No one in CRRL monitors hazardous materials for storage, disposal nor recycling. The recycle storage shed that houses the cardboard also contains hundreds of pounds of exhausted batteries

such as alkaline, lithium and nicad batteries. Projects dump them there and expect someone else to deal with it but no one does. There are costs associated with the disposal of these which, is probably why individual projects dump them there. --The flammable hazmat shed is a joke in the storage of petroleum type products, no organization, no monitoring of expired product/s, poor labeling, no monitoring of condition of fuel containers, such as gas cans, etc. --No monitoring or protocol for handling or recycling used oil. --First aid stations are never inventoried; first aid remedies in aerosol, gel or liquid application are mostly expired ranging from 5 to 13 years past expiration dates! Eye wash solutions are all expired and have been for quite some time. --Emergency eye wash stations in dry labs are never checked or exercised in a routine inspection. --Overall, there is probably no current data log to show or demonstrate maintenance and upkeep of safety equipment or first aid materials.

Oh, we are constantly reminded of the dangers of collecting timely, accurate data.

Much of the building is not equipped (structurally) for an earthquake.

#18 is strongly ranked because of local recognition and action independent of any Bureau efforts.

Has there been one---> #16

The field office management is dedicated to creating a safe work environment. Unsafe conditions and/or the potential of unsafe situations - when brought to the attention of field office management and/or the safety officer - are address quickly and professionally.

I have never dealt with any safety and health matter. However, I have skimmed a few reviews, and it appears to be important to my center. Many complaints about dust in our ventilation system were raised, which resulted in an expert analysis by an outside party.

Post monthly results on the safety bulletin board.

Each gage has its hazard notes

Goal No. 4.
As a new employee (less than a year), I perceived a commitment to safe work from managers, supervisors and co-workers.

As a scientist I was current with defensive driving, CPR, and First Aid. Now as a part of the Core Science Systems and dealing with the public on a daily basis, we have a very expired first aid kit and AEDs in the building but no one in our group has had the training - my certification expired a year after joining this group; i.e. a year after being a USGS scientist.

"The safety and health program helps us at ALASKA INTEGRATED SCI CTR to accomplish our mission". Well, yes, unless the obsession with mandatory training for everything wastes time, more time, and money (see below). In that case, I would say NO, it does not always help us to accomplish our mission. "At ALASKA INTEGRATED SCI CTR we have implemented appropriate safety and health training for all employees and managers who should be trained."

Yes, we have trained those who should be trained. I think the real question is, have we also trained a bunch of people who don`t really need to be trained?

I am a former CDSO and take it on myself to keep up on the equipment I have in my shop.

I sometimes feel like our trainings are burdensome and ineffective. Online trainings tend to be of little value, yet the in-person trainings are often taught by poor instructors. I very much value our firearms trainings, but I often feel like our other trainings are implemented on behalf of the agency to avoid indemnity in case of accident, rather than actually providing useful training. For instance, the best aviation trainings and first aid trainings I`ve ever received were from pilots and other field personnel, not from the silly cover-your-butt online aviation trainings and contracted first aid classes.

My managers and our staff take aviation and firearms safety very seriously as these are key components of our job.

some questions appear to require knowledge above the level i work at.

We have an excellent safety program here at ASC, and the safety officer is a high visibility person that all staff members know and can go to when need arises.

I do not have the knowledge to answer questions 32-35 above.

my `No Opinion` means `I have no idea if the statement is true or not`.

NE does not have a contracting officer, therefore, questions concerning safety in contracting are not applicable to the Center.

There is no program in place at this point that would require annual inspections meetings audits for health & safety awareness with regard to our building facility

A Federal building annual evac, would be nice, but never executed.

--CRRL has not conducted a fire drill in the last 5-6 years maybe longer. Most of the staff do NOT or can NOT recognize the difference between audible security alarms and the fire alarm nor have knowledge to response protocols. --There is a regional safety officer in the building but hardly ever seen outside his office. Very few people know his role, and he never conducts routine inspections, safety checks, or drills at this facility. There is no communication or coordination between him, the management and the staff!!! I bet few people here know what a MSD sheet is or know where to find them. The actual MSD station/s are virtually untouched and perhaps out of date or lacking.

I am a very new employee so a lot of the questions I have not encountered.

I have not been at my position long enough to be able to understand some of these questions.

Item #20 is such a vapid, softball statement that its utility is unclear. I disagreed with the statement in item #32 because of my outrage over the fact (which I just recently discovered) that neither the USGS nor GSA cares whether or not the employees of its contractors have any workplace benefits at all. I just learned about this from one of the contractor employees--a highly intelligent, hard-working person who works six days a week as a custodian in our building, and who (as a part time employee) receives no health-care coverage, no vacation days and no sick days. Regardless of the fact that many of them might be part-time employees, the U.S. government should not be turning a blind eye to the ways in which its contractors treat their employees. Instead, they should require that all contractors provide--at a minimum--full health-care benefits to their employees.

Need support and funding from local and area management for a formal dive safety program.

Regarding Question #31, I am legally blind and therefore do not operate motor vehicles.

Who is our local collateral duty safety program coordinator?

Questions left blank mean, `I don`t know`.

We might have more analysis done than I am aware of.

Not certain if comprehensive evacuation training has occurred on an annual basis. Within our office quarters, tornado sirens cannot be heard, but employees are aware of the safety areas. I`m not aware of the chain-of-communication for weather or other emergencies, with the exception of fire-related emergencies which are signaled by alarms and strobe lights within the building. Recent communications relayed by virtue of part-time occupancy in another building on this campus indicates that evacuation and/or emergency procedures related to human-initiated dangers might be appropriate. (Active Shooter training offered for occupants of Building 810; pending State Department occupancy on campus.)

positive responses are due to local and independent actions

We should have shelter-in-place drills. We also need a good intercom system so we can be told when an emergency is shelter-in-place and not building evacuation.

#27. - Like any work place, there are some supervisors that do a better job than others. I know in the past there has been some frustration by some about how their supervisor investigated issues brought up to them by their staff. #33. I strongly disagree as I am not aware how other branches write up bids for projects. While I think my boss adds a blurb about safety in bids, I have never seen injury or illness rates in them nor do I think that is needed. #34. Not sure this applicable for the lab.

Have not corrected problems from previous fire drill. Need to review procedures because we have a new contractor, Five Rivers, which have no onsite management to oversee employees during a fire drill.

To my knowledge, we have not had any disabling injuries or deaths. Considering such news from other centers, it follows that our program helps us accomplish our mission safely. IT employees do not encounter the number or kind of safety hazards presented to Hydrologic Technicians, Hydrologists, and Chemists. It is difficult to assess the quality of safety programs that have very little to do with my responsibilities.

We have no contract employees nor do we perform activities considered to be high hazard.

On Question 27, as far as I know there has been no accident here in this office for me to report an accident for an evaluation. Other questions are related to our main office.

The FT. Lauderdale office participates in many activities from driving ATVs, air boats, well drilling operations, and riding in helicopters. Our environment can be dangerous. Many of these operations are complex and I have little experience in some areas like well drilling. It would be hard for me to advise on well drilling as I depend on upper safety personnel to advise in these activities.