

Appendix A: Codes

Item in Survey	Categories in Research Paper	Categories in Data Analysis
The commitment to safety from my organization's leadership team surpasses most in my industry.	Surpasses Industry	Surind
My organization's leadership team understands the safety issues we face.	Leadership Understands	Undrstds
My organization's leadership team frequently develops and distributes communications relating to safety.	Leadership Communicates	Coms
My organization's leadership team cares about the safety of our employees.	Leadership Cares	Cares
My organization's leadership team understands how safety contributes to the bottom line.	Leadership Understands Safety and Bottom Line	Btmline
My organization's leadership team invests in the safety and health of its employees.	Leadership Invests	Invests
My efforts with senior management have made an impact on how the leadership team views and prioritizes safety.	My Efforts	Myefforts
I am proud of our organization's safety performance.	Proud of Performance	Proudofperf
The employees at my organization know how important safety is to our organization.	Employees Know	Empknowsaft
The employees at my organization are open and honest when discussing safety and health issues in the workplace.	Employee Honesty	Emphonest

Appendix B: Sample E-mail Invitation

From: Lynn Corlett
To: Greater Detroit Chapter membership e-mail list

An Oakland University graduate student needs your help. Please see her request for your participation in a short survey below. Thank you.

Safe regards,
Lynn A. Corlett, CSP
President, ASSE Greater Detroit Chapter
Group Safety Director
248-209-0483 direct
248-866-3052 cell
lynn.corlett@cccnetwork.com
www.cccnetwork.com

From: Rebecca Drzewiecki [mailto:rjdrzewi@oakland.edu]
Sent: Tuesday, April 13, 2010 9:36 AM
To: Corlett Lynn
Subject: Invitation: 5-minute survey for Oakland University research—Leadership commitment to safety

Dear Greater Detroit Chapter Member,

The recession has hit our state hard. As a graduate student, I would like to know your opinion on leadership commitment to safety how/if it has been impacted by the recession.

Please take 5 minutes to complete this brief 7-question survey asking your opinion on how your leadership team demonstrates its commitment and understanding of safety.

<https://www.surveymonkey.com/s/XRNFR8H>

Thank you for your time and consideration,
Becca Drzewiecki
Graduate Assistant
Master of Science in Safety Management
Occupational Safety and Health Program
School of Health Sciences
Oakland University
rjdrzewi@oakland.edu
586-212-1053 (cell)

Appendix C: Information Sheet

IMPORTANT INFORMATION ABOUT THIS SURVEY

Thank you for participating in this research study. This survey has been designed as part of a class project for Oakland University's Master of Science in Safety Management. The following 7-question survey should take approximately 5 minutes to complete. There are no foreseeable risks to you participating in this survey. While there is no compensation or other direct benefits for you, participating in this survey will build the body of knowledge needed for the field of safety to improve organizational leadership commitment to safety.

Your participation is voluntary. You may opt out of the survey at any time without penalty. All records are kept confidential. Your responses are anonymous. Precautions have been taken to ensure anonymity. IP addresses will not be collected during the online survey process. The researcher worked with SurveyMonkey to make sure that this feature is turned off on the SurveyMonkey platform.

For questions regarding survey content and purpose, you may contact Charles McGlothlin, program director, at 248-370-2664 [begin_of_the_skype_highlighting 248-370-2664 end_of_the_skype_highlighting](mailto:mcglothl@oakland.edu) or mcglothl@oakland.edu. Survey was designed by Rebecca Drzewiecki, graduate student, Master of Science in Safety Management (rjdrzewi@oakland.edu).

For questions regarding the rights of human subjects in research, you may contact Dr. Mary Stein, chair, Oakland University Institutional Review Board, 248-370-2762.

Click Next to complete the survey.

[Next button here]

Appendix D: Sample Survey

1. My Industry (please check one)		
<u>Agriculture, Forestry, Fishing and Hunting</u>		
<u>Mining</u>		
<u>Utilities</u>		
<u>Construction</u>		
<u>Manufacturing – Automotive related</u>		
<u>Manufacturing – Non automotive</u>		
<u>Wholesale Trade</u>		
<u>Retail Trade</u>		
<u>Transportation and Warehousing</u>		
<u>Information</u>		
<u>Finance and Insurance</u>		
<u>Real Estate and Rental and Leasing</u>		
<u>Professional, Scientific, and Technical Services</u>		
<u>Management of Companies and Enterprises</u>		
<u>Administrative and Support and Waste Management and Remediation Services</u>		
<u>Educational Services</u>		
<u>Health Care and Social Assistance</u>		
<u>Arts, Entertainment, and Recreation</u>		
<u>Accommodation and Food Services</u>		
<u>Other Services (except Public Administration)</u>		
<u>Public Administration</u>		
2. In my role, the leadership team is (please check one):		3. I have worked for this organization:
plant manager and his/her direct reports		Less than 3 years
division vice president or other division leader and his/her direct reports		3-5 years
regional vice president or other regional leader and his/her direct reports		5 – 10 years
CEO and his/her direct reports		10 + years

4. Please rate the leadership team at your organization on the following dimensions. Please rate these dimensions considering leadership teams in 2007 and 2010.

	2007				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The commitment to safety from my organization's leadership team surpasses most in my industry.					
My organization's leadership team understands the safety issues we face.					
My organization's leadership team frequently develops and distributes communications relating to safety.					
I am proud of our organization's safety performance.					
My organization's leadership team cares about the					

safety of our employees.					
My organization's leadership team understands how safety contributes to the bottom line.					
My organization's leadership team invests in the safety and health of its employees.					
The employees at my organization know how important safety is to our organization.					
The employees at my organization are open and honest when discussing safety and health issues in the workplace.					
My efforts with senior management have made an impact on how the leadership team views and prioritizes safety.					

	2010				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The commitment to safety from my organization's leadership team surpasses most in my industry.					
My organization's leadership team understands the safety issues we face.					
My organization's leadership team frequently develops and distributes communications relating to safety.					
I am proud of our organization's safety performance.					
My organization's leadership team cares about the safety of our employees.					
My organization's leadership team understands how safety contributes to the bottom line.					
My organization's leadership team invests in the safety and health of its employees.					
The employees at my organization know how important safety is to our organization.					
The employees at my organization are open and honest when discussing safety and health issues in the workplace.					
My efforts with senior management have made an impact on how the leadership team views and prioritizes safety.					

5. If there are differences in the leadership team's approach to safety between 2007 and 2010, what could be the possible explanation? (If other, please explain.)

- a) the economy
- b) the safety department is more effective
- c) the leadership itself has changed
- d) other (please explain)

6. Please explain any differences in your organization's approach to safety and why you think things have changed since 2007.

7. If you would like a copy of the results, please e-mail Rebecca Drzewiecki at rjdrzewi@oakland.edu.