

CURRICULUM VITAE
of
ROBERT C. FIGLOCK

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EDUCATION

- Ph.D. Applied Management and Decision Science; Walden University, Minneapolis, MN (August 2002)
- M.S. Systems Management, Safety; University of Southern California, Los Angeles, CA (May 1982)
- B.S. Secondary Education, Mathematics; Bloomsburg University of Pennsylvania; Bloomsburg, PA (May 1972)

ACADEMIC EXPERIENCE

- 2004-2005 Research Associate, Meyer Institute of Systems Engineering, Naval Postgraduate School
- 2004-2005 Assistant Professor, School of Aviation Safety, Naval Schools Command (Pensacola, FL)
- 1995-2004 Lecturer/Assistant Professor, School of Aviation Safety, Naval Postgraduate School
- 1992-1995 Director, Regional Studies, Marine Corps War College, Marine Corps University
- 1989-1992 Instructor, School of Aviation Safety, Naval Postgraduate School
- 1988-1989 Head, Instrument Ground School, Marine Aircraft Group 36, First Marine Aircraft Wing

AWARDS

- Naval Postgraduate School "*Outstanding Instructional Performance*" (1991, 1997, 2002)
- Marine Corps Command & Staff College, Marine Corps University, *Distinguished Graduate*
- Naval Postgraduate School, Aviation Safety Officer Course, *Honor Graduate*

WORK EXPERIENCE

- President, Advanced Survey Design, LLC. Monterey, CA
- Research Associate, Meyer Institute of Systems Engineering, Naval Postgraduate School, Monterey, CA
- Lecturer, School of Aviation Safety, Naval Schools Command, Pensacola, FL
- Lecturer/Assistant Professor, Naval Postgraduate School, Monterey, CA
- U.S. Marine Corps Lieutenant Colonel (retired) with over 27 years operational and leadership experience
- Naval Aviator qualified as aircraft commander, flight leader, instrument instructor, flight evaluator, functional check pilot, and Weapons & Tactics Instructor with more than 2,400 flight hours
- Interim Director of the School of Aviation Safety, Naval Postgraduate School, Monterey, CA
- Deputy Director of the Marine Corps War College, Marine Corps University, Quantico, VA
- Director of Safety and Standardization for Marine Aircraft Group 36, Okinawa, Japan
- Director of Safety and Standardization for Marine Aircraft Group 16, Tustin, CA
- Aviation Safety Officer for Marine Medium Helicopter Squadron 164, Tustin, CA
- Defense Systems Analyst at the U.S. Marine Corps Combat Development Command, Quantico, VA
- Quality Engineer, Kaiser Aluminum & Chemical Corp., Trentwood Plant, Spokane, WA

PROFESSIONAL ACCOMPLISHMENTS

- Certificate of Advanced Graduate Study; Risk Management; California Coast University (1992)
- Co-developed a web-based, organizational-level, safety climate assessment system
- Developed/Implemented Crew Resource Management (CRM) and Operational Risk Management (ORM) classes in the School of Aviation Safety curriculum, Naval Postgraduate School
- Promoted to Assistant Professor while Instructor, School of Aviation Safety, Naval Postgraduate School
- Planned/Executed "Process for Accreditation of Joint Education," Marine Corps War College, Marine Corps University

MILITARY EDUCATION

- Operational Risk Management Application and Integration Course, Naval Safety Center (1999)
- Risk Management Course, U.S. Army Safety Center (1995)
- Fundamentals of Total Quality Leadership, Headquarters Marine Corps (1993)
- Aircrew Coordination Training (ACT) Instructor Course, CAE Link Corp (1990)
- Aviation Safety Command Course, Naval Postgraduate School (1988)
- Command & Staff College, Marine Corps University, *Distinguished Graduate* (1986)
- Aviation Safety Officer Course, Naval Postgraduate School, *Honor Graduate* (1979)
- Weapons & Tactics Instructor (WTI) Course, Marine Air Weapons Tactics School (1979)
- U.S. Naval Flight School, Pensacola, FL (1973)

ACADEMIC & PROFESSIONAL SOCIETIES

- Phi Sigma Pi National Honor Fraternity (since 1970)

CAREER SYNOPSIS

As President of Advanced Survey Design (ASD), LLC, I oversee the business practices and operations of a continuously growing service-disabled veteran-owned, small business (SDVOSB). ASD provides organizational insight through data driven products, services, and cultural assessment tools. ASD's web-based surveys are used by the Department of Defense (DoD) in their efforts to shape organizational culture and improve operational effectiveness. Now, as the leader of ASD, I am guiding government and corporate leaders in the assessment of organizational hazards and implementation of intervention strategies.

Prior to ASD, I was a faculty member of the School of Aviation Safety for 13 years and a research associate at the Meyer Institute of Systems Engineering, Naval Postgraduate School, Monterey, California. With a proven academic track record, I am a frequent speaker at military safety forums, safety conferences, and academic institutions. I am a retired Marine aviator with more than 2,500 civil/military rotary and fixed wing flight hours and 30 years safety/mishap investigation experience. I hold a Bachelor of Science degree in education (mathematics), Master of Science degree in systems management, and a Doctor of Philosophy degree in applied management and decision science.

While at the Naval Postgraduate School I taught students in the Aviation Safety Officer (ASO) and Aviation Safety Command (ASC) courses. The ASO course prepares graduates to organize and administer a mishap prevention program at the organizational level. The ASC course is an executive-level safety course tailored for prospective and current Commanding Officers. My accomplishments include: (1) development of an operational risk management (ORM) instructor course, (2) construction of an organizational Culture Workshop curriculum, and (3) creation of a web-based survey instrument to assess organizational safety climate. During this period, I also conducted safety-related research for National Aeronautics and Space Administration (NASA), Secretary of the Navy (SECNAV) Safety and Survivability Branch, Marine Corps Safety Division, Army Combat Readiness Center; and Safety Directorate, Naval Air Forces Pacific.

PUBLICATIONS (On-Line)

I. Chronological list of Navy Aviation publications: <https://www.SafetyClimateSurveys.org>

- Figlock, R. Issue Paper #253. (November 2024). Squadron Safety Program Effectiveness. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #246. (June, 2024). Human Factors Councils/Boards. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #242. (February, 2024). MCAS Survey Items Examined by Gender. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #231. (March, 2023). Complacency. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #229. (January, 2023). Normalization of Deviance in Navy Aviation. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #224. (August, 2022). MCAS Survey Items Analyzed by Respondents' Time-in-Unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #42. (April, 2022). Sufficient parts to meet demands. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #214. (January, 2022). Earning maintenance qualifications. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #213. (December, 2021). Navy aviation safety standdowns. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #202. (March, 2021). Towing operations. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #201. (February, 2021). Influence of COVID on aircrew morale – Part II. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #200. (February, 2021). Influence of COVID on aircrew morale. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #198. (October, 2020). Maintainer comments regarding cutting corners. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #197. (October, 2020). Aircrew comments regarding cutting corners. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #195. (March, 2020). Unit morale. Monterey, CA: Advanced Survey Design.

- Figlock, R. Issue Paper #194. (March, 2019). The next incident/mishap in my unit will be caused by. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #188. (November, 2018). Tool issues. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #187. (September, 2018). Forklift operations. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #186. (March, 2018). Reactive versus proactive safety climate activities. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #185. (January, 2018). Complacency (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #39. (December, 2017). CO Feedback regarding ACASS results. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #184. (December, 2017). Use of special staff to manage high-risk personnel (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #183. (September, 2017). Tool control. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #182. (June, 2017). Naval aviation motorcycle survey feedback. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #180. (April, 2017). Response anonymity. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #179. (December, 2016). White space. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #37. (July, 2016). Six least favorable marine aviation CSA and MCAS survey items sorted by type aircraft. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #36. (June, 2016). Use of portable electronic maintenance aids (PEMAs). Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #178. (April, 2016). Is safety nothing more than common sense? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #177. (March, 2016). Aircrew perceptions regarding cutting corners. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #35. (February, 2016). Navy aviation motorcycle survey feedback. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #176. (January, 2016). Maintainer perceptions regarding cutting corners. Monterey, CA: Advanced Survey Design.

- Figlock, R. Issue Paper #175. (December, 2015). Safety standdowns (Revisited II). Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #34. (August, 2015). CO access codes for naval aviation higher headquarters (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #33. (August, 2015). Review of ACASS issues. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #172. (March, 2015). An alternative approach regarding maintenance training. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #171. (March, 2015). Safety PO/NCO effectiveness (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #170. (February, 2015). CSA survey item averages sorted by time-in-unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #169. (February, 2015). MCAS survey item averages sorted by time-in-unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #167. (January, 2015). Maintainer qualifications. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #165. (December, 2014). A suggestion regarding maintenance training. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #164. (December, 2014). Maintenance training. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #32. (December, 2014). Maintenance training. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #31. (November, 2014). Aviation safety standdowns (Revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #163. (November, 2014). Stress and stress management. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #161. (August, 2014). BASH . . . bird/animal aircraft strike hazards. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #159. (May, 2014). What are your people doing this summer (revisited)? Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS Information Paper #9. (April, 2014). Use of off-duty surveys. Monterey, CA: Advanced Survey Design.

- Figlock, R. ACASS White Paper #30. (April, 2014). IETMs (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS White Paper #29. (March, 2014). Our safety standdowns are effective. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS Information Paper #8. (February, 2014). Comparison of CNAP top five concerns with CSA/MCAS data. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS Information Paper #7. (February, 2014). Comparison of MCAS survey item response averages by gender. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #156. (February, 2014). CO's policy of policies. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #154. (January, 2014). Recognizing individual safety achievement. Monterey, CA: Advanced Survey Design.
- Figlock, R. ACASS Information Paper #6. (December, 2013). Comparison of CSA/MCAS survey response averages by gender. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #151. (November, 2013). Tool control is closely monitored. Monterey, CA: Advanced Survey
- Figlock, R. Issue Paper #147. (May, 2013). What are your people doing this summer? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #145. (April, 2013). Drinking and driving policy effectiveness. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #144. (March, 2013). Quality of life. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #142. (February, 2013). Communication (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #138. (November, 2012). Contract maintainers' perceptions of shift pass-downs. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #136. (October, 2012). Turnaround in a unit's survey results. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #135. (October, 2012). OPTEMPO –vs - morale. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #134. (September, 2012). Safety standdowns (revisited). Monterey, CA: Advanced Survey Design.

- Figlock, R. Issue Paper #133. (September, 2012). Cutting Corners to Accomplish the Job/Mission. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #127. (June, 2012). How do day crew / night crew view maintenance? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #126. (May, 2012). Fatigue . . . the invisible killer. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #125. (May, 2012). How do quality assurance (QA) personnel view maintenance? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #124. (April, 2012). Parts availability. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #123. (April, 2012). Conflicts between individuals. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #122. (March, 2012). Tool quantity/quality. Monterey, CA: Advanced Survey Design.
- Figlock, R. Information Paper #6. (December, 2012). Tool quantity/quality. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #119. (November, 2011). Contractor maintenance (CTR) survey. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #118. (November, 2011). Comparison of the five bottom-ranked survey items for the CSA, MCAS, & ASPA surveys. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #117. (October, 2011). Unit morale (from the maintainers' perspective). Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #116. (October, 2011). Micromanaging routine operations. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #20. (October, 2011). PTS/ERB survey comments. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #115. (September, 2011). Leaders care for members' quality of life. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #114. (September, 2011). Unit morale. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #113. (August, 2011). Crew rest. Monterey, CA: Advanced Survey Design.

- Figlock, R. Issue Paper #112. (July, 2011). A “quick look” at seatbelt use. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #111. (June, 2011). Naval aviation publications. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #20. (June, 2011). Our safety standdowns are effective. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #110. (May, 2011). Would you buy your car? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #109. (May, 2011). QAR and CDI billets are desirable assignments in our unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #108. (May, 2011). Naval aviation motorcycle survey feedback (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #19. (May, 2011). Perform to serve (PTS) survey comments. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #107. (April, 2011). Human factors challenges in aviation maintenance. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #105. (March, 2011). Cell phone use while driving. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #18. (March, 2011). Cell phone use while driving. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #17. (March, 2011). Tool control. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #103. (February, 2011). Maintainer work effectively as a team. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #101. (January, 2011). Leaders/Supervisors encourage reporting safety discrepancies without fear of negative repercussions. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #100. (December, 2010). List of issue papers & issue paper index (updated). Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #99. (November, 2010). Human factors councils’ (HFCs’) successes - revisited. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #98. (November, 2010). Safety standdowns. Monterey, CA: Advanced Survey Design.

- Figlock, R. White Paper #15. (October, 2010). Safety standdowns. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #97. (September, 2010). CSA/MCAS, ORM, & safety standdown – Three complementary processes. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #96. (August, 2010). A proactive versus reactive mindset. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #95. (August, 2010). NATOPS evaluations - revisited. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #94. (August, 2010). A reputation for high-quality performance. Monterey, CA: Advanced Survey Design.
- Figlock, R. Discussion Paper #6. (May, 2010). My unit is over-committed. Monterey, CA: Advanced Survey Design.
- Figlock, R. Discussion Paper #5. (May, 2010). Naval aviation COs' feedback regarding on-line survey results. Monterey, CA: Advanced Survey Design.
- Figlock, R. Discussion Paper #4. (May, 2010). COs/CCs' feedback regarding on-line survey results. Monterey, CA: Advanced Survey Design.
- Figlock, R. & Schimpf, M. White Paper #12. (December, 2009). Motorcycle survey observations (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #10. (December, 2009). A CO's feedback on survey implementation. Monterey, CA: Advanced Survey Design.
- Figlock, R.. White Paper #9. (December, 2009). PMV best practices. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #8. (December, 2009). Trip/Fall hazards of wearing booties on aircraft. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #7. (October, 2009). CO's comments regarding survey debriefs. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #93. (September, 2009). Individuals are willing to report safety violations, unsafe behaviors, or hazardous conditions. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #92. (August, 2009). Our unit conceals adverse incidents. Monterey, CA: Advanced Survey Design.

- Figlock, R. Issue Paper #90. (July, 2009). Individual safety acts are recognized through awards & incentives. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #89. (June, 2009). Private motor vehicle favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #88. (June, 2009). Drinking and driving favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #87. (June, 2009). What are your people doing this summer? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #86. (May, 2009). Combining climate survey results and ORM – A fleet example. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #85. (May, 2009). Tool control. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #84. (April, 2009). Safety survey feedback from COs. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #83. (February, 2009). What can be done about high OPTEMPO? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #82. (February, 2009). List of issue papers and issue paper index. Monterey, CA: Advanced Survey Design.
- Figlock, R. & Schimpf, M. Discussion Paper #3. (February, 2009). What can be done about high OPTEMPO? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #81. (January, 2009). Comparison of CY-07 and CY-08 CSA favorable response Rates by aircraft community. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #80. (January, 2009). Comparison of CY-07 and CY-08 CSA favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. Information Paper #1. (January, 2009). CO's insights into what he did to turn around his squadron. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #79. (December, 2008). Navy aviation motorcycle survey feedback #3. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #78. (December, 2008). Navy aviation motorcycle survey feedback #2. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #76. (December, 2008). Navy aviation motorcycle survey feedback #1. Monterey, CA: Advanced Survey Design.

- Figlock, R. & Lawson, D. White Paper #6. (December, 2008). Motorcycle survey observations. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #75. (November, 2008). How well is your safety department supporting you? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #74. (October, 2008). Motorcycle survey feedback. Monterey, CA: Advanced Survey Design.
- Figlock, R. Discussion Paper #2. (October, 2008). Comparison between CNAL O-5 commanders conference most pressing concerns –vs– CNAL lowest-scoring CSA survey items. Monterey, CA: Advanced Survey Design.
- Figlock, R. Discussion Paper #1. (October, 2008). Comparison between CNAP O-5 commanders conference most pressing concerns –vs– CNAP lowest-scoring CSA survey items. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #72. (September, 2008). Human Factors Councils' (HFCs') successes – revisited. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #71. (August, 2008). What is my unit doing “right” and why. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #70. (August, 2008). MCAS survey item averages by work center. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #69. (July, 2008). Cell phone use while driving. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #67. (May, 2008). 101 critical days of summer: Motorcycle deaths. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #65. (May, 2008). 101 critical days of summer: Drinking and driving survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #64. (May, 2008). 101 critical days of summer: PMV survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #63. (May, 2008). 101 critical days of summer: Do you know what your people are doing this summer? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #61. (April, 2008). MCAS survey item favorable response averages. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #59. (March, 2008). Driving tired or fatigued. Monterey, CA: Advanced Survey Design.

- Figlock, R. Issue Paper #58. (February, 2008). High-risk off duty & recreational activities. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #56. (January, 2008). Top/Bottom five CSA/MCAS response averages for CY-06 & CY-07. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #53. (October, 2007). ORM'ing PMV issues. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #52 (October, 2007). Seat belt use. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #48. (July, 2007). COs/OICs' views regarding CSA/MCAS. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #44. (May, 2007). Providing feedback to survey respondents. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #42. (April, 2007). CSA/MCAS data quality. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #40. (February, 2007). Driving to/from work. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #39. (February, 2007). How well is your safety department supporting you? Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #37. (January, 2007). Resilience engineering and the ability to adapt to change. Monterey, CA: Advanced Survey Design
- Figlock, R. & Schimpf, M. White Paper #3. (January, 2007). CSA/MCAS survey frequency. Monterey, CA: Advanced Survey Design.
- Figlock, R. & Schimpf, M. White Paper #2. (January, 2007). Are naval aviation commands maximizing their benefits from CSA/MCAS issue paper topics? Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #36. (December, 2006). What risk? Monterey, CA: Advanced Survey Design
- Figlock, R. White Paper #1. (December, 2006). Senior leadership response to CSA/MCAS issue papers regarding under-resources and over-committed commands. Monterey, CA: Advanced Survey Design.
- Figlock, Issue Paper #33. (November, 2006). MCAS comparison of major naval aviation commands by calendar year. Monterey, CA: Advanced Survey Design.

- Figlock, R. Issue Paper #32. (October, 2006). CSA comparison of major naval aviation commands by calendar year. Monterey, CA: Advanced Survey Design .
- Figlock, R. Issue Paper #31. (October, 2006). Comparison of major naval aviation commands. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #30. (September, 2006). Review of issue papers #16 through #29. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #29. (September, 2006). Top five/bottom five CSA/MCAS response averages. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #28. (August, 2006). Use of the flight surgeon. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #27. (August, 2006). Communication – revisited. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #26. (July, 2006). Shortages. Monterey, CA: Advanced Survey Design.
- Schimpf, M. & Figlock, R. Research Report. (July 2006). CSA and MCAS surveys and their relationship to naval aviation mishaps. Monterey, CA: Advanced Survey Design.
(http://www.advancedsurveydesign.com/index_files/Page620.htm)
- Figlock, R. Issue Paper #25. (June, 2006). Morale and motivation. Monterey, CA: Advanced Survey Design.
- Figlock, R & Schimpf, M. Issue Paper #24. (June, 2006). Risk homeostasis . . . something to think about. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #23. (May, 2006). One example of the value of survey open-ended responses. Monterey, CA: Advanced Survey Design.
- Figlock, R & Schimpf, M. Issue Paper #22. (May, 2006). Cutting corners to get a job done. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #21. (May, 2006). Operational risk management. Monterey, CA: Advanced Survey Design.
- Figlock, R & Schimpf, M. Issue Paper #20. (April, 2006). Exploring day crew / night crew relationships. Monterey, CA: Advanced Survey Design.
- Figlock, R. Issue Paper #19. (March, 2006). A room with one window . . . a 30% solution. Monterey, CA: Advanced Survey Design.
- Figlock, R & Schimpf, M. Issue Paper #18. (March, 2006). Human Factors Councils (HFCs) success revisited. Monterey, CA: Advanced Survey Design.

- Figlock, R. & Schimpf, M. Issue Paper #17. (February, 2006). Recognizing individual safety achievement revisited. Monterey, CA: Advanced Survey Design
- Figlock, R. Issue Paper #16. (September, 2005). ASO billet desirability revisited. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #15. (August, 2005). Review of prior issue papers for common themes. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #14. (July, 2005). Review of fleet replacement squadron CSA responses. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #13. (June, 2005). Resource adequacy–vs–organizational commitments. Monterey, CA: Naval Postgraduate School.
- Selvy, R. (Edited by Figlock, R.). Issue Paper #12. (May, 2005). Hazard perceptions of commanders and squadron aircrew personnel. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #11. (March, 2005). Aircrew training–vs–skill based error (SBE). Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #10. (February, 2005). Aircrew training. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #9. (December, 2004). Communication. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #8. (October, 2004). High “don’t know” response rates: Do they indicate needed training? Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #7. (June, 2004). CSA survey consistency -- Same survey item asked twice yields similar results. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #6. (May, 2004). Safety NCO,QAR, and CDI billet desirability. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #5. (April, 2004). Peer influence doesn’t discourage violations. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #4. (March, 2004). Human factors councils (HFCs) success at identifying “at risk” members. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #3. (March, 2004). Recognizing individual safety achievement. Monterey, CA: Naval Postgraduate School.
- Figlock, R. Issue Paper #2. (February, 2004). Saying “NO” isn’t part of naval aviation culture. Monterey, CA: Naval Postgraduate School.

Figlock, R. Issue Paper #1. (January, 2004). Are the percentages of non-favorable responses to CSA survey item #59 acceptable? Monterey, CA: Naval Postgraduate School.

II. Chronological list of Marine Aviation publications: <https://www.MarineAviation.org>

Figlock, R. MCASS Issue Paper #79. (December, 2024). Squadron safety Program Effectiveness. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #71. (July, 2024). Aircrew Training. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #70. (July, 2024). Maintainer Training. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #61. (January 2024). NATOPS Evaluations. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #56. (June, 2023). Balancing Tasks with Available Resources. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #54. (May, 2023). Human Factors Councils/Boards. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #51. (April, 2023). Normalization of Deviance. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #50. (October, 2022). MCAS Survey Items Analyzed by Respondents' Time-in-Unit. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #47. (April, 2022). Unit morale. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS White Paper #7. (March, 2022). Unit morale. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #44. (February, 2022). Providing important safety information. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #38. (July, 2021). CO insights regarding communication. Monterey, CA: Advanced Survey Design.

Figlock, R. MCASS Issue Paper #36. (June, 2021). CO insights regarding unit morale. Monterey, CA: Advanced Survey Design.

- Figlock, R. MCASS Issue Paper #34. (April, 2021). The next incident/mishap in my unit will most likely be caused by. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #29. (December, 2020). Tool issues. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #25. (May, 2020). QAR/CDI billet desirability. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #17. (November, 2019). MCASS/GCASS/CCS/DEOCS survey requirements. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #10. (February, 2019). The next incident/mishap in my unit will be caused by. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS White Paper #2. (July, 2018). Aircrew proficiency/currency. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #4. (March, 2018). Reactive versus proactive safety climate activities. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #3. (February, 2018). Open communication. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS White Paper #1. (January, 2018). CO feedback regarding MCASS survey results. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #2. (July, 2017). Training is conducted as scheduled. Monterey, CA: Advanced Survey Design.
- Figlock, R. MCASS Issue Paper #1. (February, 2017). My unit keeps me well informed regarding important safety information. Monterey, CA: Advanced Survey Design.

III. Chronological list of Marine Corps GCASS publications: <https://www.SemperFiSurveys.org>

- Figlock, R. GCASS Issue Paper #147. (May, 2024). Complacency. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #146. (April, 2024). Medical Support. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #145. (April, 2024). Mental Health. Monterey, CA: Advanced Survey Design.

- Figlock, R. GCASS Issue Paper #143. (March, 2024). Barracks Life. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #136. (October, 2023). Driving after Alcohol Consumption. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #135. (July 2023). Marine Corps Climate & Culture. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #131. (February, 2023). GCA Survey Items Analyzed by Respondents' Time-in-Unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #130. (January, 2023). Survey Kickoff. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #126. (July, 2022). CO Survey Feedback. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #125. (May, 2022). Drinking & driving. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #124. (May, 2022). Favoritism. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS White Paper #16. (September, 2021). COVID-19 vaccination reluctance survey responses. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS White Paper #15. (September, 2021). Marine culture concerns. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #114. (May, 2021). "Mission first, marine always". Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS White Paper #113. (July, 2020). Suicide prevention. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #104. (March, 2020). Unit morale. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #103. (February, 2020). Quality of life. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #94. (July, 2019). Missed training and make-up training. Monterey, CA: Advanced Survey Design.

- Figlock, R. GCASS White Paper #111. (January, 2018). CO feedback regarding GCASS survey feedback. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #85. (October, 2017). Forklift operations. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #84. (July, 2017). Leaders/Supervisors set a good example. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #83. (May, 2017). Fatigue and rest (revisited)? Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #82. (April, 2017). Response anonymity. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #81. (January, 2017). Force preservation counsels (revisited)? Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #80. (October, 2016). Who will you select as your next safety representatives? Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS White Paper #10. (May, 2016). Use of special staff to help manage high-risk personnel. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #79. (February, 2016). Comparison of Top/Bottom Five GCA and HHQ Survey Items. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #78. (October, 2015). GCA survey items listed by major command. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #76. (June, 2015). GCA survey items most strongly correlated with GCA #20 (unit morale). Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #75. (June, 2015). Use of special staff to help manage high-risk personnel. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #74. (March, 2015). Motorcycle survey results (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #73. (February, 2015). Personnel qualifications. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #72. (December, 2014). Training. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #71. (November, 2014). Cell phone use while driving – Use of handheld/hands-free devices (revisited). Monterey, CA: Advanced Survey Design.

- Figlock, R. GCASS Issue Paper #70. (July, 2014). GCA survey item means sorted by time-in-unit and by rank. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS White Paper #9 (June, 2014). 24-hour non-sleeping duty. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #69. (June, 2014). Resource availability –vs- OPTEMPO & readiness. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS White Paper #7. (May, 2014). Resource –vs- OPTEMPO and readiness. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #68. (May, 2014). What are your marines doing this summer (revisited)? Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Information Paper #6. (April, 2014). Use of off-duty surveys. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #67. (March, 2014). Leaders/Supervisors are actively engaged in the unit safety program. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #66. (February, 2014). Quality of life (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #65. (February, 2014). Recognizing individual safety achievement (revisited)? Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Discussion Paper. (January, 2014). Stanford prison experiment . . . and hazing. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Information Paper #5. (January, 2014). Morale. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #64. (October, 2013). Force preservation councils. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #63. (May, 2013). What are your Marines doing this summer? Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #61. (January, 2013). Fatigue and rest. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #60. (December, 2012). Marine Corps arrive alive program. Monterey, CA: Advanced Survey Design.

- Figlock, R. GCASS Issue Paper #58. (October, 2012). A dozen reasons marine gave for not wearing their seatbelts. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #56. (August, 2012). DUI prevention initiative. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #55. (July, 2012). Communication (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #53. (May, 2012). "Don't know" responses to GCA survey items. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #49. (March, 2012). Cutting corners to accomplish the job/mission (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #45. (December, 2011). ORM, on-line surveys, & safety standdowns: A powerful combination. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #44. (December, 2011). Operational risk management. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #42. (October, 2011). Unit morale. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #41. (October, 2011). Quality of life. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #40. (July, 2011). A "quick look" at seatbelt use by marines. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #39. (July, 2011). GCA/HHQ survey response comparisons. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #38. (May, 2011). My unit's OD&R safety program works well to reduce injuries in my unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #37. (May, 2011). Would you buy your car? Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #34. (April, 2011). Cell phone use while driving (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #32. (February, 2011). Risk homeostasis theory. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #31. (February, 2011). List of GCASS issue papers & issue paper index. Monterey, CA: Advanced Survey Design.

- Figlock, R. GCASS Issue Paper #30. (January, 2011). Comparison of two age groups' D&D survey favorable results II. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #29. (December, 2010). Comparison of two age groups' D&D survey favorable results. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #28. (November, 2010). Drinking & driving survey favorable responses (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Information Paper #1. (October, 2010). Marine perspectives of medical care within the marine corps. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #2. (September, 2010). Safety standdowns. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #25. (July, 2010). Cell phone use while driving – Use of hands-free devices. Monterey, CA: Advanced Survey Design.
- Figlock, R. GCASS Issue Paper #23. (June, 2010). My Unit is Over-Committed. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #22. (May, 2010). Supervisor favoritism regarding DUIs (sorted by rank). Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #18. (February, 2010). Fatigue (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #17. (January, 2010). Communication III (Are unit leaders listening?). Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #16. (January, 2010). Communication II (job safety information). Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #15. (January, 2010). Communication. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #13. (December, 2009). Using special staff to help manage high-risk personnel. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #12. (November, 2009). Unit leaders react well to unexpected changes. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #11. (November, 2009). Getting the most from your survey data. Monterey, CA: Advanced Survey Design.
- Figlock, R. White Paper #1. (November, 2009). Using special staff to help manage high-risk personnel. Monterey, CA: Advanced Survey Design.

- Figlock, R. CASS Issue Paper #9. (October, 2009). CO/OIC feedback. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #6. (August, 2009). Cutting corners to get a job done. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #5. (August, 2009). Individual safety acts are recognized through awards & incentives. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #4. (July, 2009). What are your people doing this summer? Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #3. (July, 2009). Private motor vehicle survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #2. (June, 2009). Motorcycle survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. CASS Issue Paper #1. (June, 2009). Drinking and driving survey favorable response rates. Monterey, CA: Advanced Survey Design.

IV. Chronological list of Commandant's Command Climate Survey publications:

<https://www.USMCSurveys.com>

- Figlock, R. CCS Issue Paper #15. (August, 2019). Coping with stress. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #14. (June, 2019). Trust (revisited). Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #8. (January, 2019). Approaching leadership with issues. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #11. (August, 2018). Recruiting. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #6. (June, 2018). CO feedback regarding CCS surveys. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #5. (May, 2018). Drinking Alcohol Responsibly. Monterey, CA: Advanced Survey Design.

- Figlock, R. CCS White Paper #10. (April, 2018). Drinking alcohol responsibly. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #4. (February, 2018). Coaching and counseling. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #9. (December, 2017). Co feedback regarding CCS results. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #8. (March, 2017). CCS survey item comparisons by gender. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #3. (November, 2017). Trust. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #2. (August, 2017). CCS Likert survey items listed by major command. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS Issue Paper #1. (July, 2017). CCS survey data sorted by time-in-unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #7. (March, 2017). Trust. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #6. (January, 2017). Coaching and counseling. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #5. (October, 2015). CCS survey items listed by major command. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #4. (April, 2015). CCS survey item means sorted by time-in-unit and by rank. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #3. (August, 2014). Quality of the family readiness officer (FRO). Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #2. (July, 2014). CCS best practices. Monterey, CA: Advanced Survey Design.
- Figlock, R. CCS White Paper #1. (May, 2014). CCS survey item means sorted by time-in-unit and by rank. Monterey, CA: Advanced Survey Design.

V. Chronological list of Marine Corps seminar papers:

- Figlock, R. Seminar Paper #15. (November, 2013). How much is “enough” safety? Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #14. (October, 2013). What causes mishaps. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #13. (August, 2013). Who will you select as your next safety NCO? Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #12. (June, 2013). Building and maintaining support for safety programs. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #11. (May, 2013). Is safety a priority in your unit? Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #10. (May, 2013). Making a rationale decision –vs- rationalizing a decision made. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #9. (April, 2013). Heuristic traps. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #8. (April, 2013). Accidents are just the cost of doing business. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #7. (April, 2013). How do we learn? Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #6. (March, 2013). Rewards. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #5. (March, 2013). Fatigue and rest policies. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #4. (February, 2013). Risk homeostasis. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #3. (January, 2013). The by-stander effect. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #2. (January, 2013). Safety is nothing more than common sense. Monterey, CA: Advanced Survey Design.
- Figlock, R. Seminar Paper #1. (January, 2013). Fighting human nature to be safe. Monterey, CA: Advanced Survey Design.

VI. Chronological list of U.S. Air Force Trend Update papers: <https://www.afcast.org> and <https://www.AFCMRS.org>

- Figlock, R. AFCAST White Paper #7. (May, 2015). MX survey item averages sorted by time-in-unit and by rank. Monterey, CA: Advanced Survey Design.
- Figlock, R. AFCAST White Paper #5. (February, 2015). OPS/MX survey item averages sorted by time in unit. Monterey, CA: Advanced Survey Design.
- Figlock, R. AFCAST White Paper #4. (October, 2014). Wildlife strikes. Monterey, CA: Advanced Survey Design.
- Figlock, R. AFMCRS White Paper #3. (June, 2014). Currency/proficiency. Monterey, CA: Advanced Survey Design.
- Figlock, R. AFCAST White Paper #2. (September, 2010). Safety days. Monterey, CA: Advanced Survey Design.
- Figlock, R. AFCAST White Paper #2. (September, 2010). Safety days. Monterey, CA: Advanced Survey Design.
- Figlock, R. AFCAST White Paper #1. (September, 2009). U.S. Highway 98 in Florida. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #24. (June, 2009). Motorcycle survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #23. (June, 2009). Private motor vehicle survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #22. (June, 2009). Drinking and driving survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #21. (June, 2009). What are your people doing this summer? Monterey, CA: Advanced Survey Design.
- Figlock, R., Lawson, D., & Schimpf, M. AD USAF Trend Update #20. (May, 2009). Support personnel survey (SUP) – Top five/bottom five. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #15. (September, 2008). What is my unit doing “right” and why? Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #13. (July, 2008). Cell phone use while driving. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #11. (April, 2008). 101 critical days of summer: D&D survey favorable response rates. Monterey, CA: Advanced Survey Design.

- Figlock, R. AD USAF Trend Update #10. (April, 2008). 101 critical days of summer: PMV survey favorable response rates. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #8. (April, 2008). 101 critical days of summer: What are your people doing? Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #5. (January, 2008). Influences of fatigue on performance. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #4. (November, 2007). Review of process auditing FLT survey items. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #3. (August, 2007). Safety day effectiveness. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #2. (July, 2007). Safety office effectiveness and respectability. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #1. (June, 2007). Top five/bottom five FLT & MX-SUP response averages. Monterey, CA: Advanced Survey Design.

VII. Chronological list of ANG Trend Update papers:

- Figlock, R. AD USAF Trend Update #4. (August, 2007). Safety day effectiveness. Monterey, CA: Advanced Survey Design.
- Figlock, R. AD USAF Trend Update #3. (July, 2007). Safety office effectiveness and respectability. Monterey, CA: Advanced Survey Design.
- Figlock, R. ANG Trend Update #2. (July, 2007). Top five/bottom five FLT & MX-SUP response Averages revisited. Monterey, CA: Advanced Survey Design.
- Figlock, R. ANG Trend Update #1. (June, 2007). Top five/bottom five FLT & MX-SUP response averages. Monterey, CA: Advanced Survey Design.

PUBLICATIONS

- Figlock, R., Lawson, D., Schimpf, M., & Schmidt, J. (2005, December). Human factors tools and interventions for maintenance risk management final report. Final research report for NASA. Monterey, CA.
- Figlock, R. (2005, August). Compendium of CSA/MCAS issue papers. Meyer Institute of Systems Engineering, Naval Postgraduate School, Monterey, CA.
- Figlock, R. (2004, March-April). Update of the on-line command safety climate assessment survey process. Approach, 49(2), 31-32.
- Figlock, R., & Ciavarelli, A. (2002, March). Taking the safety pulse of your squadron. Approach, 47(3), 26-29.
- Figlock, R., & Schmidt, J. (2001, September). Development of a web-based maintenance climate assessment survey. 2001-01-2948. Proceedings of the 2001 Aerospace Congress.
- Schmidt, J., & Figlock, R. (2001, March). Maintenance climate assessment: Survey development and preliminary results. Proceedings of the Eleventh Biennial International Symposium on Aviation Psychology.
- Ciavarelli, A. P., & Figlock, R. (2001, March). Assessing organizational risk using survey questionnaire methods. Proceedings of the Eleventh Biennial International Symposium on Aviation Psychology.
- Chandler, T., Schmidt, J., & Figlock, R. (2000, October). Safe maintenance in aviation readiness and training (SMART) center: Maintenance resource management training for naval aviation over the world wide web. Paper presented at 19th Digital Avionics Systems Conference, Philadelphia, PA.
- Figlock, R., Schmidt, J., & Lawson, D. (2000, August). A case study in applied change (Draft). Systems Safety Research Branch, Ames Research Center, National Aeronautics and Space Administration, Moffett Field, CA.
- Schmidt, J., Schmorow, D., & Figlock, R. (2000, July). Human factors analysis of naval aviation Maintenance related mishaps. Paper presented at 2000 Human Factors and Ergonomics Society Symposium, San Diego, CA.
- Schmidt, J., Schmorow, D., & Figlock, R. (2000, April). Forecasting return on investment (ROI) for naval aviation maintenance safety initiatives. Paper presented at the Proceedings of the 2000 Advances in Aviation Safety Conference, Daytona Beach, FL.
- Schmidt, J., Figlock, R., & Schmorow, D. (2000, March). Assessing naval aviation maintenance safety: Error reporting, data management, and data trends. Paper presented at the Proceedings of the 14th Annual FAA/CAA Transport Canada Human Factors in Aviation Maintenance Symposium, Vancouver, British Columbia.

Schmidt, J., & Figlock, R. (2000, January). Risk analysis of maintenance related mishaps. Paper presented at seminar conducted at the Tactical Electronic Warfare Wing, Pacific Fleet, Whidbey Island, Oak Harbor, WA.

Ciavarelli, A., Figlock, R., & Sengupta, K. (1999, October). Organizational Factors in Aviation Accidents. Naval Postgraduate School Research, Monterey, California.

Schmidt, J., Figlock, R., & Teeters, C. (1999, August). Human Factors Analysis of Naval Transport Aircraft Maintenance and Flight Line Related Incidents. 1999 SAE Airframe/Engine Maintenance & Repair Conference, Vancouver, Canada.

Schmidt, J., & Figlock, R. (1999, May). Risk Analysis of Maintenance Related Mishaps. Tenth International Symposium on Aviation Psychology. Columbus, Ohio.

DOCTORAL DISSERTATION

Figlock, R. (2002, June). Review and evaluation of a theoretical model of organizational safety effectiveness applied to naval aviation. Walden University, Minneapolis, Minnesota.

PRESENTATIONS (in-person)

A chronological list of symposiums, conferences, seminars, and workshops where I presented:

- Marine Operations (MO) Survey Presentation.* (November, 2021). Provided overview of 2021 MO survey results to MO staff via VTC.
- Aviation Operations Center (AOC) Survey Presentation.* (November, 2021). Provided overview of 2021 AOC survey results to AOC staff via VTC.
- OMAO Shore Based Survey Presentation.* (November, 2021). Provided overview of 2021 AOC survey results to AOC staff via VTC.
- Aviation Operations Center (AOC) Survey, Marine Operations (MO) Survey, and OMAO Shore-Based Survey Presentation.* (November, 2021). Provided overview of 2021 AOC, MO, and Shore Based survey results to RDML Hann via VTC.
- ASCAS Summary Report 2021 Presentation.* (April, 2021). Provided overview of report to the staff of CNSF Safety via VTC.
- Marine Operations (MO) Survey Presentation.* (December, 2020). Provided overview of 2020 MO survey results to MO staff via VTC.
- Aviation Operations Center (AOC) Survey Presentation.* (December, 2020). Provided overview of 2020 AOC survey results to AOC staff via VTC.
- Aviation Operations Center (AOC) Survey & Marine Operations (MO) Survey Presentation.* (December, 2020). Provided overview of 2020 AOC & MO survey results to RDML Hann via VTC.
- Optimized Fleet Response Plan (OFRP) Presentation.* (April, 2020). Provided overview of report to the staff of CNSF Safety via VTC.
- Marine Operations (MO) Survey Presentation.* (December, 2019). Provided overview of 2019 MO survey results at the MO Safety Symposium. Port Smith, Virginia.
- Aviation Operations Center (AOC) Survey Presentation.* (December, 2019). Provided overview of 2019 AOC survey results at the AOC Safety Symposium. Lakeland, Florida.
- Commandant's Combined Commandership Course.* (October, 2019). Lejeune Leadership Institute, MCB Quantico, Virginia.
- Marine Corps Culture Workshop Use of MCASS Survey Data.* (August, 2019). San Diego, California.
- GCASS Demonstration.* (July, 2019). Provided DEOCS staff with overview of GCASS program. Arlington, Virginia.

ASCAS Summary Report 2019 Presentation. (June, 2019). Provided overview of report to the staff of CNSF Safety via VTC.

Commandant's Combined Commandership Course. (April, 2019). Lejeune Leadership Institute, MCB Quantico, Virginia.

Communication Class 101. (December 2018). Provided overview of communication practices for the MARFORSOUTH Headquarters staff. Miami, Florida

NASA Headquarters Visit. (October, 2018). Provided overview/instruction for NASA SCS Round 4 survey. Washington, DC.

Commandant of the Marine Corps Safety Division (CMC SD) Visit. (October, 2018). Discussion/ Planning meeting for the way-ahead for the USMC Safety contract. Arlington, Virginia.

Commandant's Combined Commandership Course. (October, 2018). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Climate Assessment Survey System (ACASS) Workshop. (September, 2018). Presented to students of the Tactical Risk Management (TRM) course, Weapons & Tactics Instructors (WTI) 1-18, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

COMMARFORPAC Ground Commanders Course. (May, 2018). MARFORPAC. Honolulu, Hawaii.

Commandant's Combined Commandership Course. (April, 2018). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Climate Assessment Survey System (ACASS) Workshop. (March, 2018). Presented to students of the Tactical Risk Management (TRM) course, Weapons & Tactics Instructors (WTI) 1-18, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Commandant's Combined Commandership Course. (October, 2017). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Climate Assessment Survey System (ACASS) Workshop. (September, 2017). Presented to students of the Tactical Risk Management (TRM) course, Weapons & Tactics Instructors (WTI) 2-17, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

COMPACFLT Safety Conference. (June, 2017). ASCAS presentation. Denver, Colorado.

Commandant's Combined Commandership Course. (April, 2017). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Climate Assessment Survey System (ACASS) Workshop. (March, 2017). Presented to students of the Tactical Risk Management (TRM) course, Weapons & Tactics Instructors (WTI) 1-17, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Marine Aviation Workshop. (October, 2016). Presented to members of CMC SD issues brought forward in the GCASS/MCASS surveys. Alexandria, Virginia.

Commandant's Combined Commandership Course. (October, 2016). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Climate Assessment Survey System (ACASS) Workshop. (September, 2016). Presented to students of the Tactical Risk Management (TRM) course, Weapons & Tactics Instructors (WTI) 2-16, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Human Factors Analysis & Classification System (HFACS) Workshop. (August 2016). Presented climate/culture overview to the JSSC HFACS's working group. Pensacola, Florida.

Aviation Climate Assessment Survey System (ACASS) Workshop. (March, 2016). Presented to students of the Tactical Risk Management (TRM) course, Weapons & Tactics Instructors (WTI) 2-16, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Commandant's Combined Commandership Course. (January, 2016). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Psychology Workshop. (September, 2015). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

II MEF Ground Commanders Course. (August, 2015). CMC SD. MCB Camp Lejeune, North Carolina.

MAG-16 Communication Workshop. (June, 2015). MCAS Miramar, Miramar, California.

Commandant's Combined Commandership Course. (April, 2015). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Psychology Workshop. (March, 2015). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Commandant's Combined Commandership Course. (February, 2015). Lejeune Leadership Institute, MCB Quantico, Virginia.

Aviation Psychology Workshop. (September, 2014). Presented to students of the Weapons & Tactics Instructors (WTI) course 1-15, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

CNAL Safety Division Visit. (August, 2014). Norfolk, VA.

NSC CMRS Brief. (August, 2014) Naval Safety Center. Norfolk, VA

USAF Safety Center / CNAF Safety Division / CMC SD Visit. (August, 2014). AFCMRS & CMRS review. Monterey, CA.

III MEF Ground Commanders Course. (July, 2014). CMC SD. Okinawa, Japan.

Commandant's PCOs Conference. (May 2014). Lejeune Leadership Institute, MCB Quantico, Virginia.

MARFORCOM Leadership Conference. (April, 2014). Lejeune Leadership Institute, Norfolk, Virginia.

Aviation Psychology Workshop. (March, 2014). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

ASD Brief of CNAF Deputy N45. (February, 2014). NAS North Island, San Diego, California.

MARFORPAC Ground Commanders Safety Course. (January, 2014). CMC SD. Camp Pendleton, California.

CMC SD / CNAF N45 Safety Issues Common to Both Organizations Meeting. (December, 2013). CMC SD Headquarters, Arlington, Virginia.

AFCMRS Review. (November, 2013). AFSC. Albuquerque, New Mexico.

Aviation Psychology Workshop. (September, 2013). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

MARFORCOM Ground Commanders Safety Course Presentation. (August, 2013). Camp Lejeune, South Carolina.

Sergeant Majors' Ground Commanders Safety Course. (July, 2013). Headquarters Marine Corps, Arlington, Virginia.

Ground Commanders Safety Course Preparation Conference. (June, 2013). Headquarters Marine Corps, Safety Division, Arlington, Virginia.

Aviation Psychology Workshop. (March, 2013). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Organizational Safety Climate Survey Process. (February, 2013). Presented at the Air Charter Safety Foundation Safety Symposium. FAA Training Center, Chantilly, Virginia.

Marine GCASS & Command Safety Assessment Surveys Presentation. (February, 2013). MARFORPAC Ground Safety Managers Symposium., Honolulu, Hawaii.

ASAP-CW-ACASS Working Together. (December, 2012). CNAL Safety Symposium. Norfolk, Virginia.

- Aviation Psychology Workshop.* (September, 2012). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.
- Human Factors Presentation.* (July, 2012). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 7-12. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.
- Status of 4th MAW Command Safety Assessment Survey Program.* (June, 2012). CNAP Safety Department (N45). San Diego, California.
- Status of NASA Command Safety Culture Assessment Program.* (April, 2012). NASA Headquarters. Washington, DC.
- Aviation Psychology Workshop.* (March, 2011). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.
- Status of Naval Aviation Command Safety Assessment Survey Program.* (February, 2012). CNAP Safety Department (N45). San Diego, California.
- Human Factors Presentation.* (January, 2012). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 2-12. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.
- Status of Naval Aviation Command Safety Assessment Survey Program.* (December, 2011). CNAP Safety Department (N45). San Diego, California.
- Status of Naval Aviation Command Safety Assessment Survey Program.* (October, 2011). CNAL Safety Department & Naval Safety Center. Norfolk, Virginia.
- Aviation Psychology Workshop.* (September, 2011). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.
- Headquarters Marine Corps Safety Management Operational Planning Team Conference.* (August, 2011). Participated in the two-day conference looking forward to the future of the Marine safety program sponsored by CMC (SD). 2nd MAW Headquarters, Cherry Point, North Carolina.
- Headquarters Marine Corps Safety Managers Conference.* (August, 2011). Conference of all major commands' safety managers sponsored by CMC (SD). Presented the "Ground Climate Safety Climate Assessment Survey (GCASS)." Orlando, Florida.
- Human Factors Presentation.* (May, 2011). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 6-11. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.

4th Marine Aircraft Wing Safety Conference. (May, 2011). Conference conducted with 4th MAW Safety Departments. Presented the “Ground Climate Safety Climate Assessment Survey (GCASS)” San Diego, California.

Aviation Psychology Workshop. (March, 2011). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Human Factors Presentation. (February, 2011). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 4-11. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.

Human Factors Presentation. (January, 2011). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 3-11. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.

CMRS Status Brief. (December, 2010). Reviewed status of CMRS program with Mr. Joseph Angello, DSOC Executive Director. Pentagon, Washington, DC.

Human Factors Presentation. (November, 2010). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 2-11. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.

CMRS Program Manager Conference. (September, 2010). Reviewed status of CMRS program. Naval Safety Center, Norfolk, Virginia.

USAF Safety Center Safety Culture Survey Program Workshop. (August, 2009). One-day workshop for USAF Safety Center personnel. Albuquerque, New Mexico.

Aviation Psychology Workshop. (September, 2010). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

CMRS Program Manager Conference. (July, 2010). Reviewed status of CMRS program. CNAF Safety Division, Coronado, California.

CMRS Program Manager Conference. (June, 2010). Reviewed status of CMRS program. CNAF Safety Division, Coronado, California.

Human Factors Presentation. (May, 2010). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 3-10. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.

CMRS Program Manager Conference. (April, 2010). Reviewed status of CMRS program. AFSC. Albuquerque, New Mexico.

Aviation Psychology Workshop. (April, 2010). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

CMRS Program Manager Conference. (March, 2010). Reviewed status of CMRS program. USAF SAF/HQ Conference Facility, Crystal City, Virginia.

Human Factors Presentation. (February, 2010). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 2-10. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.

AFSPC Safety Presentation. (February, 2010). Air Force Space Command Headquarters. Colorado Springs, Colorado.

CMRS Program Manager Conference. (February, 2010). Reviewed status of CMRS program. AFSC. Albuquerque, New Mexico.

CSSI Conference. (February, 2010). CSSI representatives visited ASD to establish a professional services agreement between the two organizations. Presented ASD's on-line survey capabilities. ASD, Monterey, California.

Marine CASS & Command Safety Assessment Surveys Presentation. (February, 2010). MARFORPAC Ground Safety Managers Symposium., Honolulu, Hawaii.

Human Factors Presentation. (January, 2010). Presented at the Threat Risk Management (TRM) course, Enhanced Mojave Viper (EMV) exercise 1-10. Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCB Twenty Nine Palms, California.

Northrop Grumman Safety Climate Workshop. (December, 2009). Northrop Headquarters. Los Angeles, California.

Culture Workshop Seminar. (November, 2009). Command Safety Assessment Program Update. Presented to Navy and Marine Corps Culture workshop facilitators. JRB, Fort Worth, Texas.

NASA Safety Culture Workshop. (October, 2009). NASA Ames. Palo Alto, California.

Aviation Psychology Workshop. (September, 2009). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Raytheon Survey Presentation. (August, 2009). Raytheon Headquarters. Tucson, Arizona.

AFSC AFCAST Survey Results Presentation II. (August, 2009). AFSC. Albuquerque, New Mexico.

US Army Risk Assessment Program (ARAP) Workshop. (June, 2009). Worked with the senior staff of the US Army Combat Readiness Center. Monterey California.

AFSC AFCAST Survey Results Presentation. (June, 2009). AFSC. Albuquerque, New Mexico.

Marine CASS & Command Safety Assessment Surveys Presentation. (April, 2009).
COMMARFORCOM Ground Safety Managers Symposium., Virginia Beach, Virginia.

USAF Safety Center Safety Culture Survey Program Workshop. (April, 2009). One-day workshop
for USAF Safety Center personnel. Albuquerque, New Mexico.

Command Safety Assessment Surveys. (March, 2009). Presented to students of the Weapons &
Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One
(MAWTS-1). MCAS Yuma, Arizona.

AFSC AFCAST Survey Results Presentation. (February, 2009). AFSC. Albuquerque, New Mexico.

Marine CASS & Command Safety Assessment Surveys Presentation. (February, 2009).
MARFORPAC Ground Safety Managers Symposium., Honolulu, Hawaii.

Culture Workshop Seminar. (November, 2008). Command Safety Assessment Program Update.
Presented to Navy and Marine Corps Culture workshop facilitators. JRB, Fort Worth, Texas.

Marine CASS & Command Safety Assessment Surveys Presentation. (November, 2008). NASA
Headquarters. Washington, DC.

Marine CASS & Command Safety Assessment Surveys Update. (November, 2008). Office of the Deputy
Assistant Secretary of the Navy (Safety). Washington, DC.

Marine CASS Presentation. (November, 2008). HQMC Ground Safety Managers Symposium.
Quantico, Virginia.

Command Safety Assessment Surveys. (November, 2008). CNAL Safety Division. Norfolk, Virginia.

Motorcycle Survey Brief. (November, 2008). Naval Safety Center. Norfolk, Virginia.

Command Safety Assessment Surveys. (October, 2008). CNAF Commanders Safety Conference.
San Diego, California.

USAF Safety Center Safety Culture Survey Program Workshop. (September, 2008). Two-day workshop
for USAF Safety Center personnel. Albuquerque, New Mexico.

Human Factors Overview. (September, 2008). Presented to students of the Weapons & Tactics
Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1).
MCAS Yuma, Arizona.

US Army Risk Assessment Program (ARAP) Workshop. (June, 2008). Worked with the senior staff of
the US Army Combat Readiness Center. Combat Readiness Center, Fort Rucker, Alabama.

4th Marine Aircraft Wing Safety Conference. (April, 2008). Conference conducted with 4th MAW Safety Departments. Presented the “Climate Safety Climate Assessment Survey.” Fort Worth, Texas.

USMC 17th Annual Ground Safety Manager Conference. (January, 2008). Conference conducted with members of Safety Division, Headquarters Marine Corps and Marine ground safety managers. National Center for Employee Development. Oklahoma City, Oklahoma.

Culture Workshop Seminar. (May, 2007). Command Safety Assessment Program Update. Presented to Navy and Marine Corps Culture workshop facilitators. NASNI, California

Command Safety Assessment Surveys. (September, 2007). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Kiwanis Club of Monterey Presentation. (June, 2007). An overview of Advance Survey Design, LLC. Monterey, California.

Air National Guard Safety Center Safety Culture Survey Program Workshop. (May, 2007). Two-day workshop for Air National Guard personnel. Volt ANG Base, Wisconsin.

USAF Safety Center Safety Culture Survey Program Workshop. (May, 2007). Two-day workshop for USAF Safety Center personnel. Albuquerque, New Mexico.

Culture Workshop Seminar. (May, 2007). Command Safety Assessment Program Update. Presented to Navy and Marine Corps Culture workshop facilitators. Fort Worth, Texas.

US Army Command Safety Assessment Survey Seminar . (April, 2007). Presented to senior staff of the US Army Combat Readiness Center. Combat Readiness Center, Fort Rucker, Alabama.

Command Safety Assessment Surveys. (March, 2007). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Culture Workshop Seminar. (November, 2006). Command Safety Assessment Program Update. Presented to Navy and Marine Corps Culture workshop facilitators. Annapolis, Maryland.

USAF Safety Center Safety Culture Survey Program Workshop. (October, 2006). Two-day workshop for USAF Safety Center personnel. Albuquerque, New Mexico.

Aviation Psychology Workshop. (September, 2006). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Human Factors Overview. (March, 2006). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

US Army Command Safety Assessment Survey Seminar . (December, 2005). Presented to senior staff of the US Army Combat Readiness Center. Combat Readiness Center, Fort Rucker, Alabama.

Navy Surface Culture Workshop Seminar. (November-December, 2005). Three-day seminar presented to Navy surface warfare and Marine Corps officer instructors. Naval Safety Center, Norfolk, Virginia.

Command Safety Assessment Surveys. (September, 2005). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Command Safety Assessment Surveys for the US Army. (May, 2005). Presented to members of the US Army Combat Readiness Center. Naval Postgraduate School, Monterey, California.

Climate Safety Climate Assessment Survey (CSCAS) System: A Tool for Examining Maintainer Issues. (May, 2005). Aviation Maintenance & Human Factors Workshop & Symposium. Arlington, Texas.

Operational Risk Management. (May, 2005). Presented to the Navy students and faculty of the Naval Postgraduate School, Monterey, California.

USMC Ground Climate Assessment Survey System (GCASS). (April, 2005). Conference conducted with members of Safety Division, Headquarters Marine Corps. Naval Postgraduate School, Monterey, California.

Command Safety Assessment Surveys. (March, 2005). Presented to students of the Weapons & Tactics Instructors (WTI) course, Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

Climate Safety Climate Assessment Survey (CSCAS) System. (February, 2005). Presented to Human Systems Integration (HSI) class. Naval Postgraduate School, Monterey, California.

Command Safety Assessment Surveys. (February, 2005). Presented to members of Marine Aviation Weapons and Tactics Squadron One (MAWTS-1). MCAS Yuma, Arizona.

USMC Ground Climate Assessment Survey System (GCASS). (February, 2005). Conference conducted with members of Safety Division, Headquarters Marine Corps. Naval Postgraduate School, Monterey, California.

Command Safety Assessment Surveys for the US Air Force. (January, 2005). Presented to members of the Air Force Safety Center. Conference held at School of Aviation Safety, NAS Pensacola, Florida.

Culture Workshop Seminar. (November-December, 2004). Eight-day seminar presented to Navy and Marine Corps senior reserve officer instructors. Naval Postgraduate School, Monterey, California.

Commander Naval Air Forces Pacific (CNAF) CSA/MCAS Lessons Learned. (October, 2004). Presented to the CNAFL Aviation Commanders' Conference. NAS North Island, California.

Commander Naval Air Forces Atlantic (CNAL) CSA/MCAS Lessons Learned. (October, 2004). Presented to the CNAL Aviation Commanders' Conference. NAS Norfolk, Virginia.

Assessing Safety Culture & Climate: Lessons Learned for Industry from Military Successes. (September, 2004). Seventh Global Aviation Information Network (GAIN) World Conference. Sponsored by, inter alia, Federal Aviation Administration (FAA). Montreal, Canada.

Command Safety Assessment Surveys. (September, 2004). Presented to the Third Marine Aircraft Wing Human Factors Conference. MCAS Miramar, California.

Command Safety Assessment Surveys. (September, 2004). Presented to the Marine Air Board. MCAS Miramar, California.

Assessing Safety Climate: Command Safety Assessment Survey. (July, 2004). Joint System Safety Committee (JSSC) Safety Symposium. Air Force Safety Center, Kirtland Air Force Base, Albuquerque, New Mexico.

Overview of CSCAS Process: CSA & MCAS. (May, 2004). Presented to Safety Division, Headquarters Marine Corps, Washington, DC.

Organizational Safety Assessment in Naval Aviation Maintenance. (April, 2004). Presented at the Aviation Maintenance Safety Conference 2004, Naval Safety Center, Norfolk, VA.

Use of Maintenance Climate Assessment Survey (MCAS) Data to Support Safety Investigation Report (SIR) Causal Factor Analysis. (January, 2004). Presented to Director, Safety Division, Headquarters Marine Corps, Washington, DC.

An NPS Center of Safety Excellence. (January, 2004). Presented to the Deputy Assistant Secretary of the Navy for Safety. Office of the Secretary of the Navy, Washington, DC.

Aviation Safety Study: A Quantitative and Qualitative Analysis. (December, 2003). Presented at the Human Factors Quality Management Board (HFQMB) VTC conducted at NPS.

Command Safety Assessment planning session. (November, 2003). Session participant with the Safety Division, National Aeronautics and Space Administration (NASA), Washington, DC.

Safety workshop. (November, 2003). Workshop participant conducted at NPS by the Deputy Director, Presidential Contingency Programs, White House Military Office, Washington, DC.

Assessment of Naval Aviation Maintenance Safety Climate. (October, 2003). Presented at the 2003 Department of Defense (DoD) Maintenance Symposium & Exhibition in King of Prussia, Pennsylvania.

Joint Aviation Officer Safety Education Conference. (October, 2003). Conference participant conducted at the Air Force Safety Center located at Kirtland Air Force Base, Albuquerque, New Mexico.

Operational Risk Management. (August, 2003). Presented at the High Reliability Organization (HRO) Theory and Practice in Medicine and Public Safety conference conducted at Crafton Hills College, Yucaipa, California.

Reliability Business Practices Reengineering: The Use of Human Factors Tools to Increase Reliability by Reengineering Business Practices. (July, 2003). Presented to Navy Admirals attending the NPS Center for Executive Education course.

Naval Operational Risk Management Application and Integration Course. (July, 2003). Evaluated the course conducted at NAS Lemoore, California at the request of the Special Assistant for Safety, Naval Education and Training Command. NAS Lemoore, California.

Reliability Business Practices Reengineering; The Use of Human Factors Tools to Increase Reliability by Reengineering Business Practices. (May, 2003). Presented to Navy Admirals attending the NPS Center for Executive Education course.

Afloat Safety Climate Assessment Survey. (April, 2003). Presented to Rear Admiral Ellison, Superintendent of the Naval Postgraduate School.

Culture Workshop Seminar. (April, 2003). Eight-day seminar presented to Navy and Marine Corps senior reserve officer instructors.

Integrated Safety and Training Approaches to Manage Risks in Naval Aviation Depot Maintenance. (April, 2003). Presented at the 12th International Symposium on Aviation Psychology in Dayton, Ohio.

Operational Risk Management. (March, 2003). Guest speaker at the Strike Fighter Wing Pacific ORM Review Conference conducted at NAS Lemoore, California.

Reliability Business Practices Reengineering; The Use of Human Factors Tools to Increase Reliability by Reengineering Business Practices. (February, 2003). Presented to Navy Admirals attending the NPS Center for Executive Education course.

Human Factors Tools and Interventions for Improving Maintenance Error Management. (December, 2002). Presented at NASA Ames Research Center, Moffett Field, California.

The Human Factors & Classification System – Maintenance Extension (HFACS—ME) Review of Select NTSB Maintenance Mishaps: An Update. (April, 2002). Presented at the 16th Annual Symposium on Human Factors in Maintenance and Inspection held in San Francisco, California.

Culture Workshop Seminar. (March, 2002). Six-day seminar presented to Navy and Marine Corps senior reserve officer instructors.

Maintenance Error Investigation and Maintenance Resource Management (MRM) Workshop. (February, 2002). Three-day workshop at Marine Corps Naval Aviation Depot (NADEP) Cherry Point, North Carolina.

Command Safety Tools. (January, 2002). Presented to the USMC Executive Safety Board (ESB). Quantico, Virginia.

Command Safety Assessment and Maintenance Climate Assessment Demonstration. (October, 2000). Presented at the Commercial Aviation Safety Team (CAST) Conference conducted by the Flight Safety Foundation, Alexandria, Virginia.

Development of a Web Based Maintenance Climate Assessment Survey. (September, 2001). Presented at the 2001 SAE Aerospace Congress & Exhibition in Seattle, Washington.

Command Safety Assessment and Maintenance Climate Assessment. (May, 2001). Presented to Estonia delegation participating in an orientation tour of U.S. military forces.

Aviation Psychology and Human Factors course overview. (May, 2001). Presented to Estonia delegation participating in an orientation tour of U.S. military forces.

Command Safety Assessment (CSA) and Maintenance Climate Assessment Survey (MCAS). (May, 2001). Presented to members of Embry Riddle Aeronautical University at conference conducted at NPS.

Executive Officer Safety Course. (May, 2001). Course presented at 3rd Marine Aircraft Wing, Miramar, CA.

Maintenance Climate Assessment: Survey Development and Preliminary Results. (March, 2001). Presented at the Eleventh Biennial International Symposium on Aviation Psychology at Ohio State University, Columbus Ohio.

Culture Workshop Seminar. (February, 2001). Six-day seminar presented to Navy and Marine Corps senior reserve officer instructors.

Command Safety Climate Assessment Surveys. (January, 2001). Presented at the Aviation Education 2020 Conference sponsored by Embry Riddle Aeronautical University, NASA, and NPS.

Back in the Saddle. (January, 2001). Presented to Marine Aircraft Group 11 squadrons at MCAS, Miramar, California.

Maintenance Climate Assessment. (November, 2000). Presented at the Seventh Air to Air Safety Conference, Williamsburg, Virginia.

Command Safety Climate Assessment. (October, 2000). Presented at seminar conducted at the Veterans Administration Hospital sponsored by Stanford University Medical Center, Palo Alto, California.

Human Factors Analysis of Naval Aviation Maintenance Related Mishaps. (July, 2000). Presented at the 2000 Human Factors and Ergonomics Society symposium in San Diego, California

Forecasting Return on Investment (ROI) for Naval Aviation Maintenance Safety Initiatives. (April, 2000). Presented at the 2000 Advances in Aviation Safety conference in Daytona Beach, Florida.

Assessing Naval Aviation Maintenance Safety: Error Reporting, Data Management, and Data Trends. (March, 2000). Presented at the 14th Annual FAA/CAA Transport Canada Human Factors in Aviation Maintenance Symposium in Vancouver, British Columbia.

Risk Analysis of Maintenance Related Mishaps. (January, 2000). Presented at seminar conducted at the Tactical Electronic Warfare Wing, Whidbey Island, Washington.

Human Factors Analysis of Naval Transport Aircraft Maintenance and Flight Line Related Incidents. (August, 1999). Presented at the SAE Airframe/Engine Maintenance & Repair Conference, Vancouver, Canada.

Risk Analysis of Maintenance Related Mishaps. (May, 1999). Presented at the 10th International Symposium on Aviation Psychology. Columbus, Ohio.