

**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](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 14<sup>th</sup> 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 4<sup>th</sup> 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). 2<sup>nd</sup> 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.

*4<sup>th</sup> Marine Aircraft Wing Safety Conference.* (May, 2011). Conference conducted with 4<sup>th</sup> 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.

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

*USMC 17<sup>th</sup> 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 12<sup>th</sup> 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 16<sup>th</sup> 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 3<sup>rd</sup> 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 14<sup>th</sup> 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 10<sup>th</sup> International Symposium on Aviation Psychology. Columbus, Ohio.