
Note that the scales in the above publication were all negatively oriented. For example, a high score on Management Attitude to Safety indicated that management had a poor attitude to safety. Score orientation is a matter of preference and can be changed when computing totals.

**Management Attitude to Safety Scale** (Alpha = .86)

1. Management in my workplace is committed to flying safety (Reverse-scored).
2. Raising concerns with my supervisor/manager will affect my performance evaluation report and career.
3. Managers turn a blind eye to risk-taking by supervisors provided that the flying programme or task deadline is met.
4. Managers listen to concerns from tradesmen/supervisors and react appropriately (Reverse-scored).
5. Supervisors are supported by managers when they make a decision that adversely impacts the flying programme or task deadline (Reverse-scored).
6. Management in my workplace encourages the reporting of mistakes (Reverse-scored).
7. Management would support me if I reported a mistake I had made (Reverse-scored).

*Response format: (1) Strongly Agree, (2) Agree, (3) Neither Agree nor Disagree, (4) Disagree, (5) Strongly Disagree*

**Own Attitude to Violations Scale** (Alpha = .73)

1. I will say something if my peers take shortcuts (Reverse-scored).
2. I will say something if my supervisor takes shortcuts (Reverse-scored).
3. “Good guts books” can be used in lieu of the publications and manuals (Reverse-scored).
4. There are better ways of performing a task that those described in the publications and manuals.
5. There are better ways of performing a task than those described in local standing instructions/orders.
6. Bending a procedure is not the same as breaking it.
7. Shortcuts, in order to get a task done, are still violations of procedures (Reverse-scored).
8. Reporting mistakes helps other people learn from them (Reverse-scored).
9. Personnel should be encouraged to report their mistakes (Reverse-scored).

*Response format: As for Management Attitude to Safety*
Group Norms Scale (Alpha = .78)

1. Where I work, tasks are performed in accordance with maintenance policy, processes, and procedures. (Reverse-scored)
2. It is normal practice within my unit to use publications and manuals on rectification tasks. (Reverse-scored)
3. Undocumented and unauthorised workarounds exist in my workplace.
4. I am under pressure not to follow approved procedures in order to get a task done.
5. “Good guts books” are used in my workplace in lieu of the proper manual.
6. Other people in my workplace violate procedures.
7. Violations of procedure are common in my workplace.

Response format: As for Management Attitude to Safety

Workplace Pressures Scale (Alpha = .84)

1. I have access to the necessary tools that I need to carry out assigned tasks. (Reverse-scored)
2. I have access to the necessary personal protective clothing/equipment that I need to carry out assigned tasks. (Reverse-scored)
3. I have access to the necessary test equipment that I need to carry out assigned tasks. (Reverse-scored)
4. I have access to the necessary ground support equipment that I need to carry out assigned tasks. (Reverse-scored)
5. The physical conditions of my workplace are satisfactory. (Reverse-scored)
6. Adequate time is allocated to complete assigned tasks. (Reverse-scored)
7. The required number of people and resources are present when a task is commenced. (Reverse-scored)
8. I am expected to take risks or short cut maintenance policy/process/procedure to meet the flying programme or task deadline.

Response format: (1) Strongly Agree, (2) Agree, (3) Neither Agree nor Disagree, (4) Disagree, (5) Strongly Disagree
Intention to Violate Scale (Alpha = .74)

1. I am prepared to take risks, other than those inherent in my job, to get a task done.
2. I am prepared to take shortcuts to get a task done.
3. It is necessary for me to take risks, other than those inherent in my job, to get a task done.
4. I am willing to sign for a task that I either did not perform or only partially performed.
5. I am prepared to undertake a task a better way if I consider the approved procedure or process to be overly cautious or inefficient.

Response format: (1) Strongly Agree, (2) Agree, (3) Neither Agree nor Disagree, (4) Disagree, (5) Strongly Disagree

Violations Scale (Alpha = .72)

1. When given a task, I ensure that approved procedures are followed. (Reverse-scored)
2. I have performed a familiar task without referring to the maintenance manual or other approved documentation.
3. I have deliberately “bent” formal procedures in order to complete a task on time.
4. I have temporarily disconnected or removed a part to make a job easier, but not documented the disconnection/removal.

Response format: (1) Never, (2) Sometimes, (3) Frequently, (4) Very Frequently, (5) Always