

# Organizational Safety Perception Survey



**Conducted for:  
The State of Minnesota  
State Wide Analysis**

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**August 31, 2017**

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# Executive Summary

## Overview

The management team and employees of The State of Minnesota participated in an employee safety perception survey conducted by PMA Companies. The survey was completed in three (3) phases. Phase 1 included Minnesota State, which completed surveys during the period April 17 through May 22, 2017. Phase 2 agencies completed surveys from April 24 through May 22, 2017 and Phase 3 agencies completed surveys from June 12 through June 30, 2017.

Surveys were distributed to employees electronically via an email link and 327 employees completed the survey using paper surveys. In total 19,739 surveys were collected from 48 agencies that elected to participate in the survey. The data was analyzed by PMA and this report includes our observations and analysis of the survey data at the state level. Similar reports and analysis were also completed for select agencies who requested agency level reports and analysis.

The survey consisted of 45 statements organized into seven organizational culture indicators and three open-ended questions designed to solicit employee feedback on safety concerns. The premise behind the survey is that higher average scores in the seven organization culture indicators (or individual questions) suggests **agreement** with the positive safety statements presented and are reflective of a more positive safety culture. The make-up of the organization culture indicators is generally, if not specifically, supported by safety research, which suggests a correlation between employee perceptions and an organization's safety and workers' compensation performance.

## Aggregate Survey Results

Survey scores greater than 4.0 are generally viewed as indicators of a favorable safety culture, as more employees responded to the questions posed in a positive manner. Higher scores reflect stronger agreement with the survey questions and a more positive safety culture. The aggregate average score for the organization, which considers the responses of all questions, is 3.82. Also important are the "buckets" of questions or organization culture indicators measured that make up the aggregate survey score. Listed below are the aggregate organizational culture indicator scores for the organization and on the following page are the scores of each agency.

Employee Safety Involvement	Safe Work Environment	Workplace Safety Norms	Safety Supervision	Organizational Safety Leadership	Safety Training & Development	Job Satisfaction	Aggregate Avg. Score
3.75	3.92	3.98	3.80	3.76	3.76	3.81	3.82

**Aggregate Average Score:**

# 3.82



# Executive Summary

The State of MN * Agencies with < 5 surveys omitted from this exhibit	Employee Safety Involvement	Safe Work Environment	Workplace Safety Norms	Safety Supervision	Organizational Safety Leadership	Safety Training & Development	Job Satisfaction	Aggregate Avg. Score	% Deviation from Overall Average of 3.82
<b>Agency</b>	<b>3.75</b>	<b>3.92</b>	<b>3.98</b>	<b>3.80</b>	<b>3.76</b>	<b>3.76</b>	<b>3.81</b>	<b>3.82</b>	
Administration	3.83	4.03	4.03	3.89	3.82	3.76	3.84	3.89	1.68%
Agriculture	3.97	4.16	4.18	3.98	4.06	4.01	3.99	4.05	5.63%
Board of Public Defense	3.57	3.65	3.85	3.54	3.43	3.32	3.80	3.59	-6.31%
Commerce	3.49	3.76	3.80	3.61	3.49	3.52	3.63	3.62	-5.67%
Conservation Corps	4.35	4.32	4.45	4.34	4.44	4.40	4.29	4.37	12.58%
Corrections	3.58	3.75	3.81	3.71	3.68	3.81	3.60	3.71	-3.10%
Education	3.75	3.91	3.99	3.87	3.67	3.52	3.84	3.79	-0.74%
Employment and Economic Develop.	3.68	3.88	3.95	3.78	3.65	3.63	3.82	3.77	-1.33%
Explore Minnesota Tourism	3.99	4.07	4.24	4.07	3.95	3.77	4.24	4.04	5.56%
Gambling Control Board	3.81	3.98	4.05	3.84	3.73	3.63	4.03	3.87	1.22%
Governor's Office	4.55	4.53	4.74	4.41	4.49	4.33	4.59	4.52	15.45%
Guardian ad Litem	3.87	3.75	4.06	3.90	3.79	3.69	3.90	3.85	0.79%
Health	3.72	3.96	3.98	3.79	3.66	3.68	3.82	3.80	-0.46%
Health Licensing Boards	3.95	3.97	4.11	3.94	3.83	3.81	3.95	3.94	2.95%
House of Representatives	3.86	3.97	4.11	3.99	3.80	3.77	4.20	3.96	3.46%
Human Services	3.60	3.72	3.86	3.71	3.58	3.66	3.65	3.68	-3.70%
Joint Legislative Office & Commissions	3.75	3.94	4.06	3.81	3.60	3.67	4.15	3.85	0.90%
Labor and Industry	3.86	4.01	4.08	3.87	3.90	3.84	3.88	3.92	2.57%
Lottery	3.58	3.91	3.89	3.73	3.60	3.59	3.74	3.72	-2.68%
Military Affairs	3.86	4.03	4.09	3.86	3.87	3.81	3.90	3.92	2.50%
Minnesota Housing	3.82	3.90	4.05	3.83	3.66	3.64	3.98	3.84	0.56%
Minnesota Management & Budget	3.67	3.84	3.97	3.81	3.63	3.60	3.82	3.76	-1.51%
Minnesota State Academies	3.63	3.81	4.01	3.77	3.76	3.74	3.81	3.79	-0.81%
Minnesota State Retirement System	4.05	4.25	4.27	4.09	4.01	3.97	4.20	4.12	7.24%
Minnesota Teachers Retirement Assoc.	4.18	4.45	4.36	4.19	4.16	4.06	4.18	4.23	9.60%
Minnesota Zoo	3.63	3.75	3.97	3.75	3.71	3.64	3.66	3.73	-2.43%
Minnesota State (MNSCU)	3.73	3.96	4.00	3.76	3.71	3.67	3.83	3.81	-0.30%
MN Board of Animal Health	4.00	4.36	4.24	4.06	4.04	3.99	4.22	4.13	7.51%
MN Board of Water and Soil Resources	3.84	3.98	4.11	3.79	3.61	3.65	4.24	3.89	1.75%
MN Pollution Control Agency	3.89	4.07	4.11	3.90	3.86	3.86	3.91	3.94	3.10%
MNIT	3.69	3.94	3.95	3.75	3.60	3.56	3.84	3.76	-1.57%
Mnsure	3.96	4.16	4.18	4.03	3.98	3.91	4.00	4.03	5.26%
Natural Resources	3.97	4.03	4.11	3.92	4.10	3.99	3.88	4.00	4.51%
Office of Higher Education	4.06	4.00	4.03	3.91	3.70	3.64	4.05	3.91	2.39%
Public Employees Retirement Assoc.	3.76	4.02	3.95	3.76	3.67	3.65	3.91	3.82	-0.13%
Public Safety	3.66	3.79	3.90	3.72	3.67	3.77	3.78	3.75	-1.74%
Revenue	3.74	4.05	4.02	3.90	3.72	3.79	3.87	3.87	1.24%
SmART Agencies	3.78	4.02	4.16	3.85	3.75	3.62	3.98	3.88	1.54%
State Board of Investment	3.77	4.07	4.07	3.80	3.68	3.67	3.78	3.83	0.37%
State Fair	3.97	4.14	4.17	3.90	4.01	3.91	4.21	4.05	5.58%
Transportation	3.85	4.00	4.02	3.84	3.90	3.89	3.84	3.91	2.19%
Veterans Affairs	3.71	3.98	3.92	3.82	3.77	3.89	3.77	3.84	0.47%



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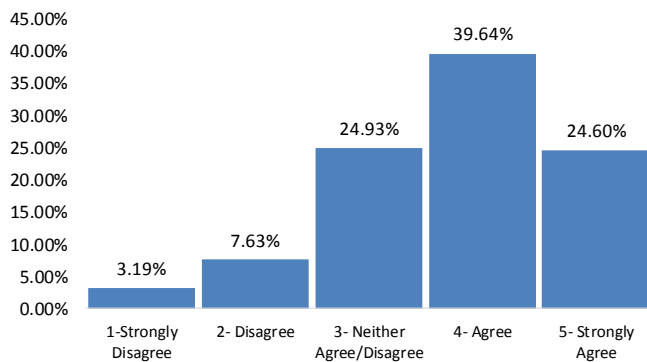
State of Minnesota - State Wide Safety Perception Survey Analysis  
August 30, 2017

# Executive Summary

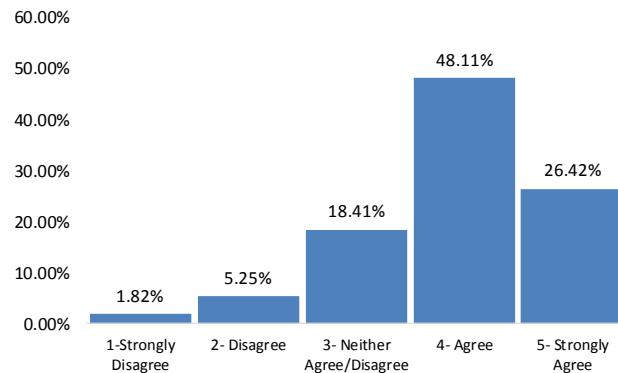
## Frequency Distribution

While the average scores reported by employees allows us to identify high and low survey scores on a relative basis, understanding the frequency distribution of survey responses presents insight into the percentage of employees who responded to survey questions in a positive, neutral and negative manner. Listed below is the frequency distribution of the organization culture indicators measured.

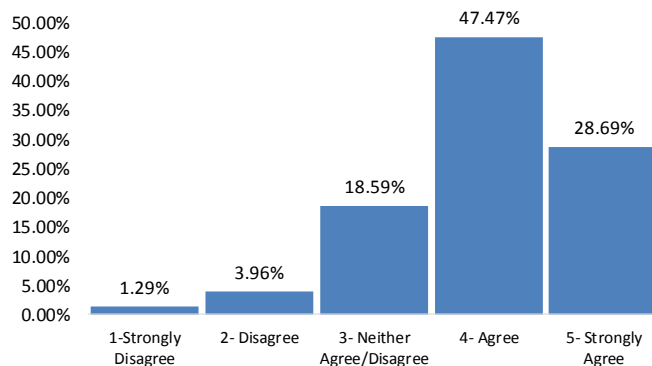
**Employee Safety Involvement**



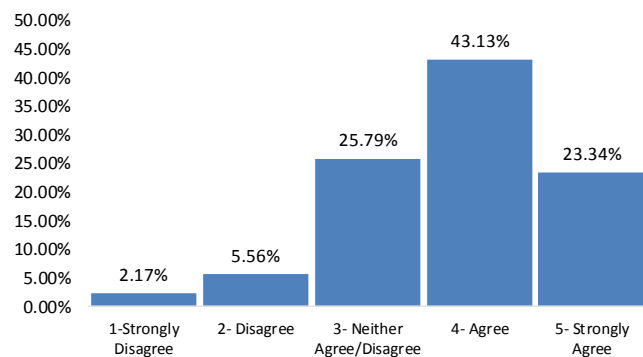
**Safe Work Environment**



**Workplace Safety Norms**



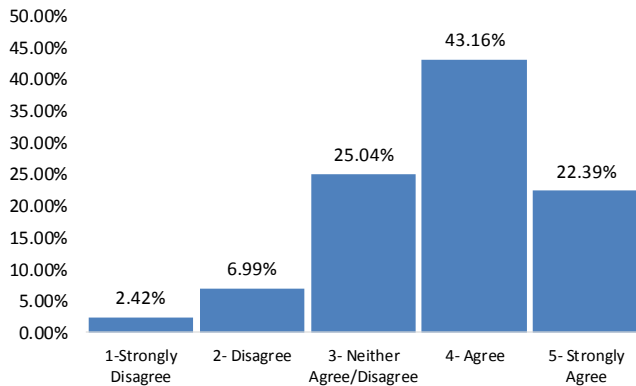
**Safety Supervision**



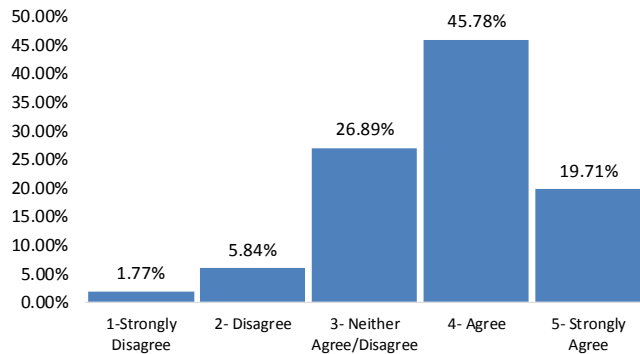
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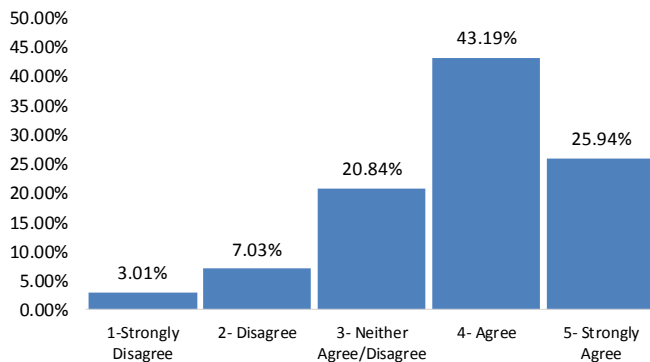
## Organizational Safety Leadership



## Safety Training and Development



## Job Satisfaction



## Survey Groups

Survey data was segmented by Agency, Collective Bargaining Unit, Position, and Tenure to identify differences that may exist in employee perception of issues by different work groups as work groups often evolve their own sub-cultures over time given their mission, characteristics of the group and their leadership. In situations where < 5 surveys were reported for an employee group, their data is included in organization level reports but we do not report their information at the work unit level to protect the anonymity of survey respondents.

In the following exhibits, the distribution of surveys collected by employee group affiliation (Agency, Collective Bargaining Unit, Position, and Tenure) is presented. In the exhibit of “Agency Survey Participation” we identify with an “ \* ” the 15 agencies which requested an agency level Safety Perception Survey report and management review of the survey findings to date.



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## Agency Survey Participation

\* Indicates Agency Requested Agency Level Report and Management Presentation

Agency	Total Respondents	Potential # of Respondents	Response Rate
* Administration	378	448	84%
Agriculture	374	455	82%
Board of Accountancy	4	5	80%
Board of Architects	3	7	43%
* Board of Public Defense	152	639	24%
* Commerce	176	332	53%
Conservation Corps	128	205	62%
* Corrections	1,889	4,216	45%
* Education	304	392	78%
* Employment and Economic Development	774	1,453	53%
Explore Minnesota Tourism	40	56	71%
Gambling Control Board	32	33	97%
Governor's Office	19	44	43%
Guardian ad Litem	104	225	46%
* Health	769	1,467	52%
Health Licensing Boards	108	167	65%
Higher Education Facility	2	62	3%
House of Representatives	54	368	15%
* Human Services	2,697	6,460	42%
Joint Legislative Office & Commissions	35	86	41%
Judicial Standards	3	3	100%
Labor and Industry	343	427	80%
Lottery	118	157	75%
* Military Affairs	162	325	50%
* Minnesota State (MnSCU)	4,213	15,918	26%
Minnesota Zoo	126	264	48%
MN Board of Animal Health	35	37	95%
MN Board of Water and Soil Resources	22	97	23%
MN Housing Finance Agency	87	227	38%
MN Management & Budget	116	252	46%
* MN Pollution Control Agency	550	900	61%
MN State Academies	56	208	27%
MN State Retirement System	76	112	68%
MNIT	383	2,055	19%
Mnsure	121	155	78%
* Natural Resources	1,862	2,592	72%
Office of Higher Education	5	62	8%
Public Employees Retirement Association	59	89	66%
Public Facilities Authority	2	8	25%
* Public Safety	686	1,843	37%
* Revenue	413	1,412	29%
Sentencing Guidelines	1	5	20%
SmART Agencies	172	294	59%
State Board of Investment	12	23	52%
State Fair	73	303	24%
Teachers' Retirement Association	35	82	43%
* Transportation	1,711	4,587	37%
Veterans Affairs	255	1,285	20%
<b>Grand Total</b>	<b>19,739</b>	<b>50,842</b>	<b>39%</b>



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# Executive Summary

Bargaining Unit	
AFSCME	6126
Bargaining Unit Not Indicat	13
Commissioner's Plan	638
IFO	336
Managerial Plan	771
MAPE	6,772
MGEC	471
MLEA	221
MMA	1,639
MNA	304
MSCF	1,218
MSUAASF	195
PP4MnSCUA	120
SRSEA	76
Unrepresented	839
<b>Grand Total</b>	<b>19,739</b>

Position	
Employee	15,750
Supervisor/Manager	2,562
Director/Senior Leader	836
Seasonal/Temporary	583
Position Not Indicated	8
<b>Grand Total</b>	<b>19,739</b>

Tenure	
> 5 Years	12,750
1-5 Years	4,781
< 1 Year	2,191
Tenure Not Indicated	17
<b>Grand Total</b>	<b>19,739</b>

Our records suggest approximately 50,842 employees had an opportunity to participate in this survey. The submission of 19,739 surveys represents a 39% response rate at the state level. Review of the surveys submitted by agency reveals some agencies had higher response rates than others, which may be insightful.

Several surveys were submitted by employees who failed to indicate their collective bargaining unit, position or tenure with the organization. These are identified above as "Code not Indicated" in the table above. Given the agency affiliation of these surveys is clear we included their data in our state and agency level analysis but omitted their responses from analysis of Bargaining Unit, Position, and Tenure data to ensure the small number of surveys did not skew our analysis.

## Organization Culture Indicators and Question Analysis

We graphically present at the organizational level the average survey response scores of the questions that make up the seven culture indicators presented in the previous exhibits. Our exhibits also compare these average survey statement scores to the average survey scores for the cultural indicator. When reviewing these exhibits, we suggest identifying statements where scores are higher than the average cultural indicator scores with the goal of understanding what may be occurring to support positive employee responses to these survey statements as management practices or organization characteristics driving these positive responses may be applicable to issues with lower scores on a relative basis. Statements with lower employee response scores on a relative basis should also be identified with the goal of understanding what may be driving the lower scores and more importantly, actions that may result in a more positive perception of the issue by employees.

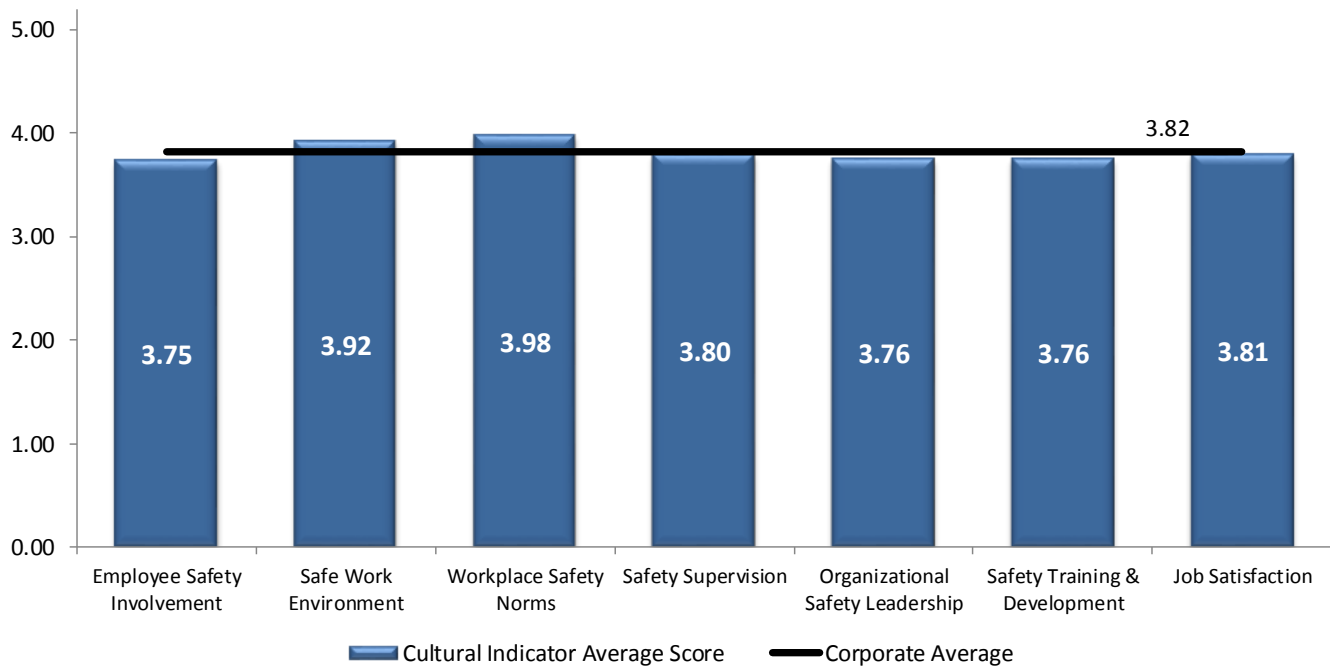


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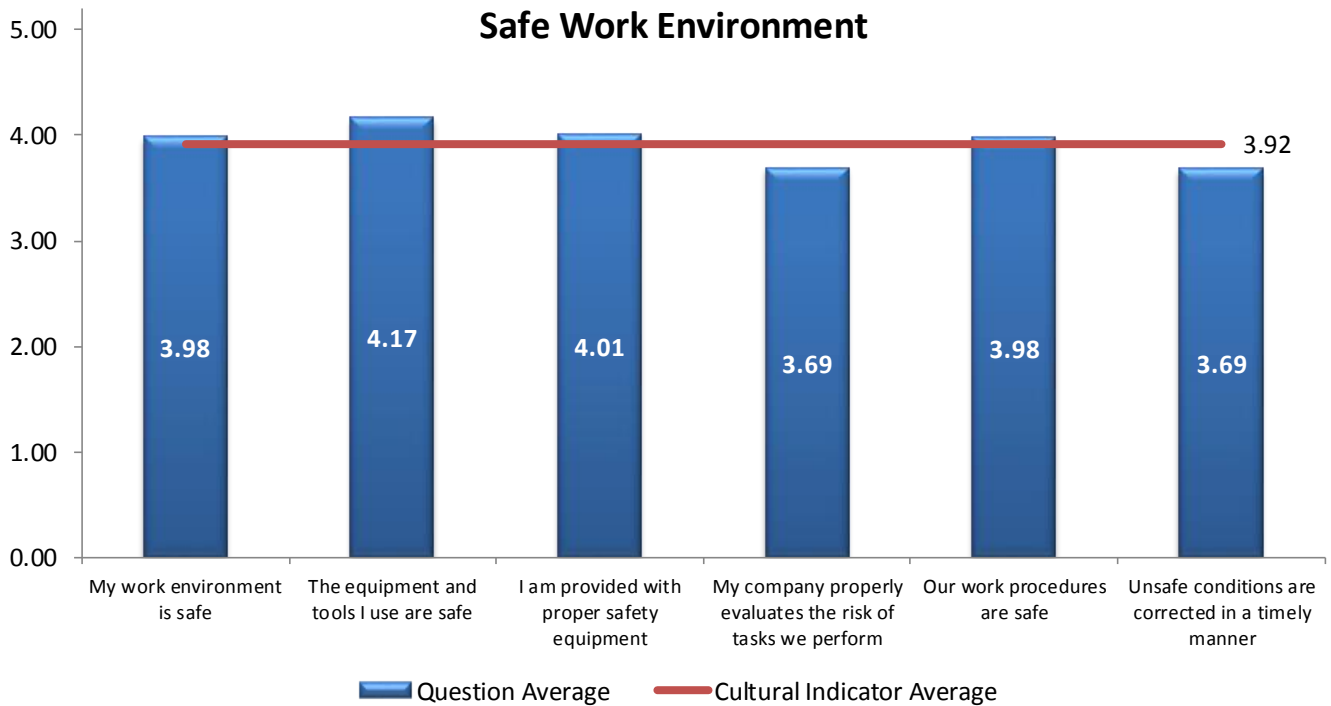
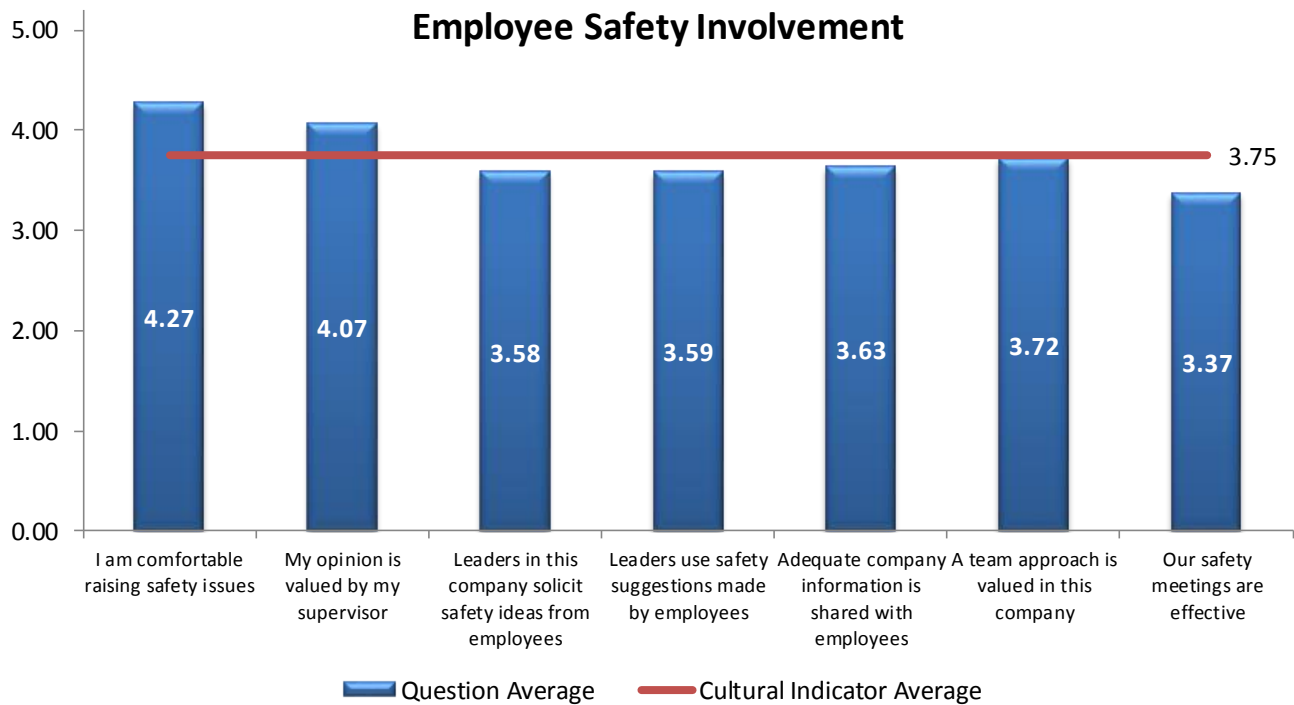
We find the following graphs a useful format for sharing survey data with employees at the organizational level as it aggregates all survey data into a summary view and omits the detailed data of specific agencies or employee groups. Given these data views aggregate all data for the organization, we typically find the culture indicator scores aggregating around the organization mean scores. The “drill down” of survey data at the question level and ultimately agency, collective bargaining unit, position and tenure with the organization presented later in this report generally present more dispersion in survey responses and in turn reveal more insightful information about current organizational characteristics of work units.

### Culture Indicator Averages



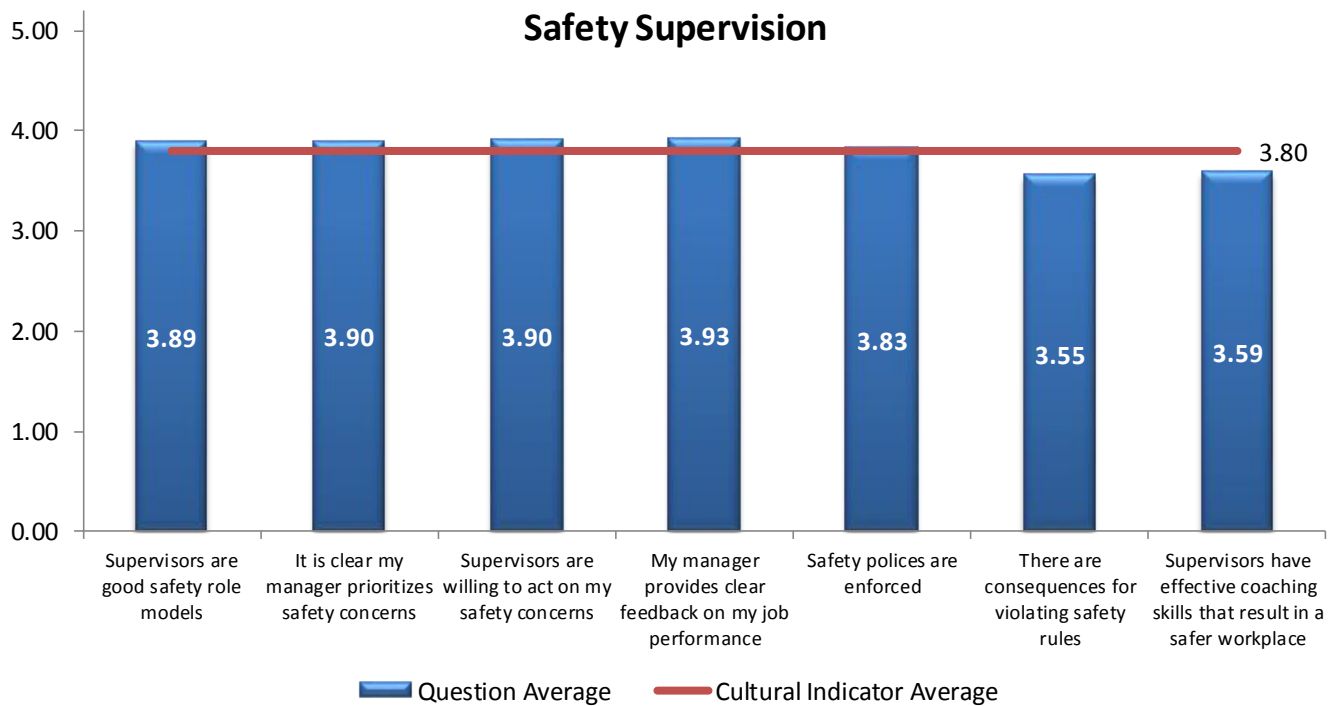
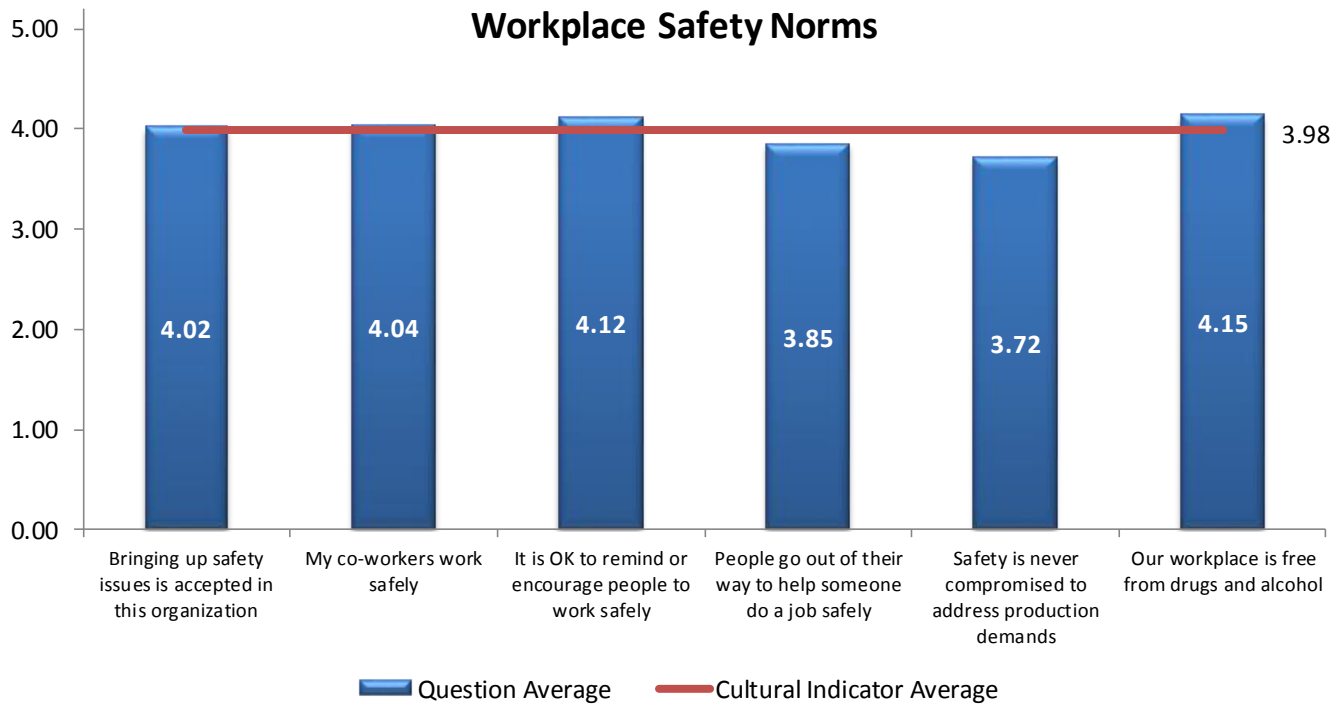
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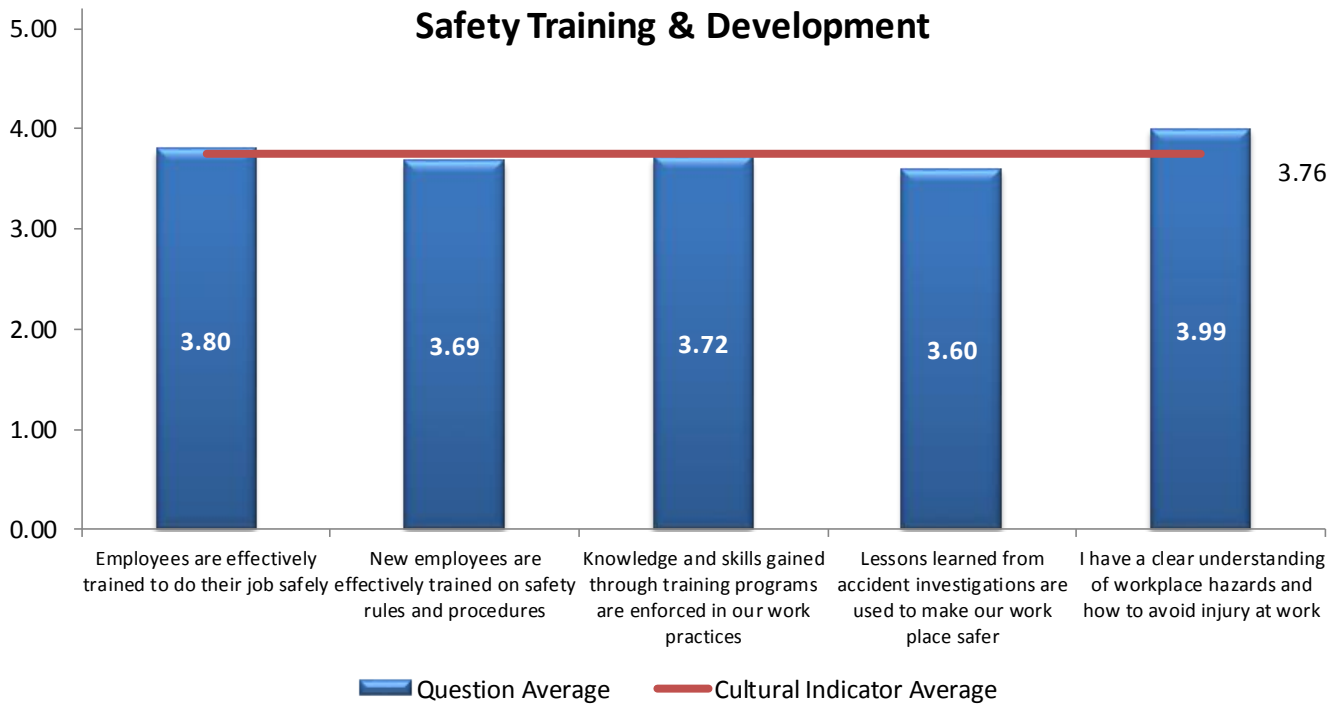
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## Organizational Safety Leadership

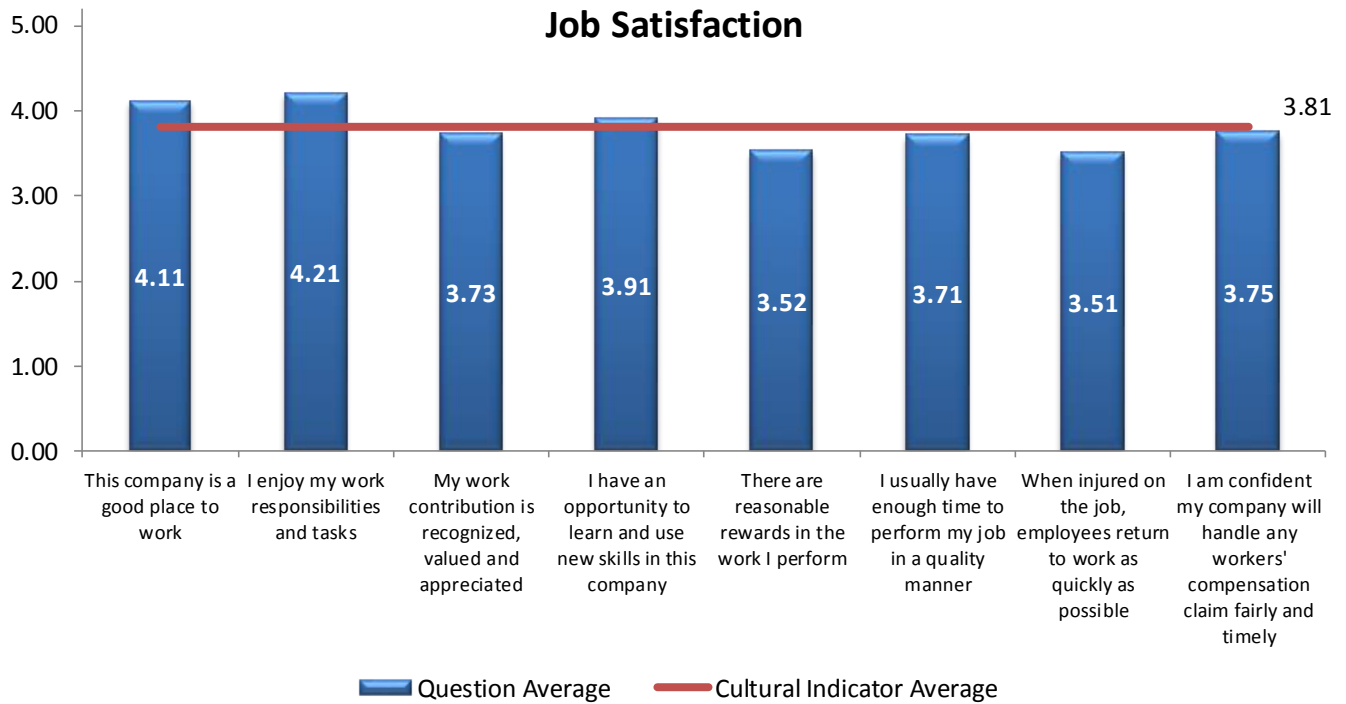


## Safety Training & Development



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## Organization Strengths – Statements with High Scores

Listed are five questions that drew the highest average scores in the survey. These questions were identified by looking at how the scores for each question positively deviated from the 3.82 average score for each question. Consideration should be given to the factors that may have led to positive employee perceptions around these issues as they may provide insights into strategies that may support improvement around areas that were viewed less positive by employees.

	Question	Avg. Score	% Deviation from Overall Average of 3.82	Culture Indicator	Culture Indicator Average Score
1.	I am comfortable raising safety issues	4.27	12%	Employee Safety Involvement	3.75
39.	I enjoy my work responsibilities and tasks	4.21	10%	Job Satisfaction	3.81
9.	The equipment and tools I use are safe	4.17	9%	Safe Work Environment	3.92
19.	Our workplace is free from drugs and alcohol	4.15	8%	Workplace Safety Norms	3.98
16.	It is OK to remind or encourage people to work safely	4.12	8%	Workplace Safety Norms	3.98

## Organization Improvement Opportunities – Statements with Low Scores

The statements that resulted in the lowest scores as a measure of their negative deviation from the 3.82 average are listed below. Consideration should be made to understand the reason behind these lower scores on a relative basis and viewed as opportunities for improvement.

	Question	Avg. Score	% Deviation from Overall Average of 3.82	Culture Indicator	Culture Indicator Average Score
7.	Our safety meetings are effective	3.37	-12%	Employee Safety Involvement	3.75
32.	Safety performance is considered in performance appraisals and promotions	3.40	-11%	Organizational Safety Leadership	3.76
44.	When injured on the job, employees return to work as quickly as possible	3.51	-8%	Job Satisfaction	3.81
42.	There are reasonable rewards in the work I perform	3.52	-8%	Job Satisfaction	3.81
25.	There are consequences for violating safety rules	3.55	-7%	Safety Supervision	3.80



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## Perception Gaps – Organization Hierarchy

To identify “gaps” or differences in the perceptions of employees in agencies, collective bargaining units, position in the organization and employee tenure, the standard deviation of the scores for each question was calculated to quantify the amount of variation or dispersion in survey responses among code groups. The greater the standard deviation, the more variation there is in the scores and more significant the perception gap that exists between the responses of the code groups. The lower the standard deviation, the closer the average survey scores are to each other and less the perception gap among the code groups.

The table below illustrates the five questions with the **greatest** standard deviation among positions in the organization or organizational hierarchy. These questions represent issues where the most significant “gaps” exist between the reported scores of “Director/Senior Leaders,” “Supervisor/Managers,” “Employees” and “Temporary/Seasonal Employees.” Consideration should be given to understanding the cause of gaps and actions that may allow for a more consistent view of these issues among various levels of the organization’s hierarchy.

	<b>Standard Deviation of Average Scores</b>				
	<b>0.222</b>	<b>0.218</b>	<b>0.213</b>	<b>0.210</b>	<b>0.208</b>
	<i>Job Satisfaction</i>	<i>Employee Safety Involvement</i>	<i>Job Satisfaction</i>	<i>Organizational Safety Leadership</i>	<i>Employee Safety Involvement</i>
	43. I usually have enough time to perform my job in a quality manner	6. A team approach is valued in this company	42. There are reasonable rewards in the work I perform	27. Employee safety is a priority for management in this company	4. Leaders use safety suggestions made by employees
Director/Senior Leader	3.73	4.17	3.99	4.23	4.04
Employee	3.71	3.64	3.45	3.73	3.50
Seasonal/Temporary	4.17	4.16	3.93	4.24	3.95
Supervisor/Manager	3.58	4.00	3.70	4.14	3.90

The table below illustrates the five questions with the **lowest** standard deviation among positions in the organization or organizational hierarchy. These represent the questions with the least or smallest perception “gaps” suggesting a more consistent view of these issues by employees across all agencies. Consideration should be given to whether consistent perceptions are positive (high survey scores) or less than positive (lower survey scores) on relative basis. For questions with consistent positive employee responses, consideration should be given to practices or programs that promote consistency around these issues as those strategies may be useful in closing perception gaps that exist in other areas.

	<b>Standard Deviation of Average Scores</b>				
	<b>0.093</b>	<b>0.111</b>	<b>0.113</b>	<b>0.117</b>	<b>0.119</b>
	<i>Job Satisfaction</i>	<i>Workplace Safety Norms</i>	<i>Safety Training &amp; Development</i>	<i>Workplace Safety Norms</i>	<i>Safe Work Environment</i>
	44. When injured on the job, employees return to work as quickly as possible	15. My co-workers work safely	37. I have a clear understanding of workplace hazards and how to avoid injury at work	17. People go out of their way to help someone do a job safely	9. The equipment and tools I use are safe
Director/Senior Leader	3.70	4.29	4.13	4.02	4.45
Employee	3.47	4.00	3.95	3.80	4.12
Seasonal/Temporary	3.69	4.24	4.26	4.13	4.30
Supervisor/Manager	3.66	4.19	4.15	4.00	4.35



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# Executive Summary

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While statements with the highest and lowest standards deviation for positions / organization hierarchy are listed above, additional analysis of perceptions gaps that exist for agencies, collective bargaining unit and employee tenure are included in the report section “Survey Data – Highlights & Observations.”

## **Agency Level Question Analysis**

An important aspect of the organization safety perception survey is initiating dialog between senior managers, middle managers and front-line employees around issues connected to safety and organizational culture. The following exhibit reports survey results of each of the 45 survey questions at the state level. Highlighted in green are the three statements with the highest scores to identify issues that may be strengths for the organization. Statements highlighted in red represent the three statements with the lowest scores which may present opportunities for improvement. This exhibit is also provided at the agency and collective bargaining unit level in the report section “Work Group Level Survey Results”.

This report has been designed as a tool for agency and work unit managers to share survey data with employees and initiate discussion of work unit specific issues. In our agency level reports we advocate managers use this division level report to facilitate employee engagement opportunities with employees of their work groups.



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(All)

Culture Indicator	Question	Avg. Score	% Deviation from Overall Average of 3.82
Employee Safety Involvement	1. I am comfortable raising safety issues	4.27	11.8%
	2. My opinion is valued by my supervisor	4.07	6.4%
	3. Leaders in this company solicit safety ideas from employees	3.58	-6.2%
	4. Leaders use safety suggestions made by employees	3.59	-6.1%
	5. Adequate company information is shared with employees	3.63	-4.9%
	6. A team approach is valued in this company	3.72	-2.6%
	7. Our safety meetings are effective	3.37	-11.7%
Safe Work Environment	8. My work environment is safe	3.98	4.3%
	9. The equipment and tools I use are safe	4.17	9.2%
	10. I am provided with proper safety equipment	4.01	5.0%
	11. My company properly evaluates the risk of tasks we perform	3.69	-3.4%
	12. Our work procedures are safe	3.98	4.1%
	13. Unsafe conditions are corrected in a timely manner	3.69	-3.5%
Workplace Safety Norms	14. Bringing up safety issues is accepted in this organization	4.02	5.3%
	15. My co-workers work safely	4.04	5.9%
	16. It is OK to remind or encourage people to work safely	4.12	7.8%
	17. People go out of their way to help someone do a job safely	3.85	0.7%
	18. Safety is never compromised to address production demands	3.72	-2.6%
	19. Our workplace is free from drugs and alcohol	4.15	8.6%
Safety Supervision	20. Supervisors are good safety role models	3.89	1.8%
	21. It is clear my manager prioritizes safety concerns	3.90	2.0%
	22. Supervisors are willing to act on my safety concerns	3.90	2.2%
	23. My manager provides clear feedback on my job performance	3.93	2.8%
	24. Safety polices are enforced	3.83	0.3%
	25. There are consequences for violating safety rules	3.55	-7.0%
	26. Supervisors have effective coaching skills that result in a safer workplace	3.59	-6.0%
Organizational Safety Leadership	27. Employee safety is a priority for management in this company	3.82	-0.1%
	28. My company's safety goals and results are clearly communicated	3.68	-3.6%
	29. There is an expectation that work will be performed safely	4.05	6.1%
	30. Production demands and safety conflicts are addressed properly	3.68	-3.7%
	31. Managers are concerned with my safety	3.94	3.1%
	32. Safety performance is considered in performance appraisals and promotions	3.40	-11.0%
Safety Training & Development	33. Employees are effectively trained to do their job safely	3.80	-0.6%
	34. New employees are effectively trained on safety rules and procedures	3.69	-3.5%
	35. Knowledge and skills gained through training programs are enforced in our work	3.72	-2.7%
	36. Lessons learned from accident investigations are used to make our work place	3.60	-5.8%
	37. I have a clear understanding of workplace hazards and how to avoid injury at work	3.99	4.5%
Job Satisfaction	38. This company is a good place to work	4.11	7.6%
	39. I enjoy my work responsibilities and tasks	4.21	10.1%
	40. My work contribution is recognized, valued and appreciated	3.73	-2.3%
	41. I have an opportunity to learn and use new skills in this company	3.91	2.4%
	42. There are reasonable rewards in the work I perform	3.52	-7.9%
	43. I usually have enough time to perform my job in a quality manner	3.71	-2.9%
	44. When injured on the job, employees return to work as quickly as possible	3.51	-8.0%
	45. I am confident my company will handle any workers' compensation claim fairly	3.75	-1.9%



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## **Next Steps:**

While review of safety perception survey data reveals several action steps and improvement opportunities for consideration, we suggest initial efforts focus on sharing survey data with employees, thanking them for their feedback and probing for better understanding of the empirical data and issues measured in this survey through employee interviews and focus group sessions. This process, as well as acting to visibly address issues identified in the open-ended survey questions, will foster employee engagement and start the organizational change process. We suggest the following actions be considered:

- **Share Survey Data** - Survey data should be reviewed with the management team and ultimately with all employees. A considerable number of employees in the organization participated in this survey, so it is important for the management team to recognize formally the feedback received, and if possible, act to address issues raised by employees as part of your organizational improvement plan. We find the agency level reports contained in the report section titled “Work Group Level Survey Results” to be a useful format for leaders to share survey data with employees of their work group and facilitate a discussion of work unit safety and organizational culture issues. To facilitate the identification of improvement opportunities, we highlighted the three questions with the lowest scores in red and the three questions with the highest scores in green to draw attention to work unit level strengths.
- **Focus Group Meetings** – While this survey provides empirical data on factors related to the safety culture of the organization, there may be value in soliciting additional feedback from employees or probing the meaning of data obtained. Given that work groups tend to evolve their own unique “sub-culture” based on their work practices and management and leadership style of its management team, soliciting additional employee feedback at the work group level via the use of focus group meetings or interviews may be beneficial. Working with employees to solve safety related issues promotes employee engagement and impacts organizational culture.
- **Improvement Opportunities** – Consideration should be given to assembling a team to analyze this survey data in more detail at the organization and work unit level to consider and prioritize implementation of improvement opportunities identified by this survey. By design, each of the seven Organizational Cultural Indicators can be viewed as general strategic objectives by management with more specific focus and actions coming from review of the individual questions that make up the Cultural Indicators. We also suggest specific feedback offered by employees in the Open-Ended Question section be recognized, considered, and where possible, visibly addressed with employees. In our report section titled “Survey Overview & Improvement Opportunities” we provide background information on survey questions and offer insight into organizational culture, the organizational change process and improvement strategies to address issues identified by the survey. Outlined are a number issues identified at the state level that you may want to consider as you start this process:
  - *Our safety meetings are effective – (3.37)*
  - *Safety performance is considered in performance appraisals and promotions – (3.40)*



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- *When injured on the job, employees return to work as quickly as possible* – (3.51 and consistent low score among agencies and organization hierarchy/position)
- *There are reasonable rewards in the work I perform* – (3.52)
- *There are consequences for violating safety rules* – (3.55)
- *Leaders in this company solicit safety ideas from employees* – (3.58 and wide variation in scores among agencies)
- *Leaders use safety suggestions made by employees* - (3.59)
- *A team approach is valued in this company* – (3.72 and wide variation in scores among agencies, organization/position and employee tenure)
- *I usually have enough time to perform my job in a quality manner* – (3.71 and wide variation in scores among employee hierarchy/positions with low scores reported by supervisors/managers)
- *My company's safety goals and results are clearly communicated* – (3.68 but variability in scores among agencies)
- **Follow-up Survey** – Consideration should be given to surveying the organization again in 18 to 24 months with the goal of assessing changes in employee perceptions and the impact of any organizational changes or programs initiated following this survey.

We readily recognize that perception may not be reality, but it is the metric of a perception survey such as ours. Our survey is designed to help identify any gaps between the value intended for safety in the organization and the perceived value safety has achieved from the employee's perspective. Closing any perceived "organizational safety credibility" gaps can bring both practical safety improvements and improved culture.

Culture, although easier to experience than to define, is ultimately a problem-solving exercise for employee groups. Through many "observations," employees learn how to participate in their work group and how to make decisions relative to established norms of behavior. Many of these decisions are safety related. In this sense, safety culture is no different from other cultural aspects of the organization and we believe it can be impacted one decision at a time – at every level of the organization. While safety culture can differ from employee to employee, we believe it is most helpful to view culture as an organizational characteristic, one that management has the best opportunity to impact—again, one decision at a time. The decision to conduct this survey may very well be the first step in opening a new dialogue about creating a safer workplace for all.



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