PMA COMPANIES

Organizational Safety Perception Survey

Conducted for:

State of Minnesota
Statewide Report

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OLD REPUBLIC INSURANCE GROUP

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Heat Map Analysis

Heat Map Analysis

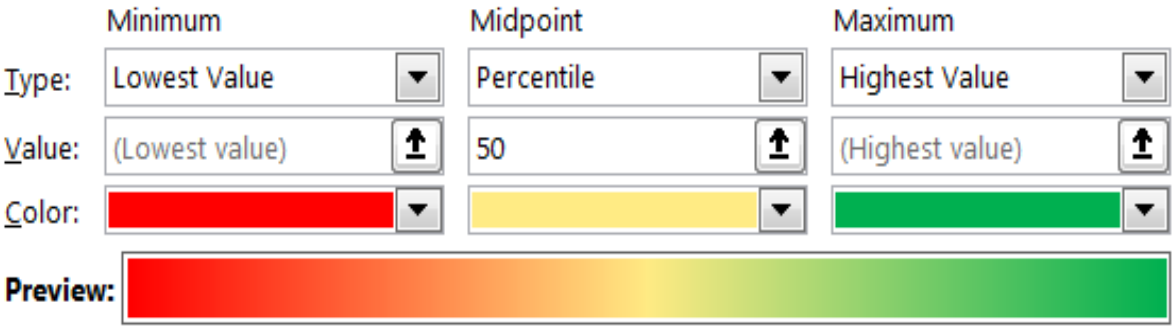
Throughout this report we utilize Heat Maps analysis to help readers analyze the data faster and more accurately. A Heat Map is a presentation of numerical data using color shades in a comparative way for a user to quickly see the highest & lowest values within a given data set. The values between the highest value and the lowest value have color shade according to their rank. The color scheme we chose ranges from red to green.

1. For our heat map exhibits that show **averages**, the highest value will be the darkest shade of green & the lowest value will be the darkest shade of red.

2. The heat map coloring is always relative to an entire given table (Unless otherwise specified).

3. The Color Scheme meaning assigns green shading to the highest values, yellow/orange shading to the middle values, and red shading to the lowest values. (Unless otherwise specified).

Color Scheme Meaning for all exhibits (Unless Otherwise Specified)



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Executive Summary

The employees of the state of Minnesota participated in an employee safety perception survey conducted by PMA Companies from February 4 through June 21, 2019. In total 25,557 employees participated in our survey. We understand that approximately 51,717 employees had an opportunity to participate in the survey so this represents a 49% response rate.

A five-degree Likert scale was used for our survey where employees were asked to respond to survey statements with the options of “strongly disagree” (1), “disagree” (2), “neither agree nor disagree” (3), “agree” (4) or “strongly agree” (5). The premise behind our survey is that higher survey scores suggest agreement with the positive statements of our survey. Since employee perceptions are a measurable component of workplace culture, higher average survey scores suggest a stronger or more positive safety culture. The make-up of our survey is generally, if not specifically, supported by research, which suggests a correlation exists between employee perceptions and organizational characteristics and an organization’s safety and workers’ compensation performance. Therefore, the results of the survey are designed to give management and employees of an organization feedback on and a measure of their organizational safety culture.

Survey scores greater than 4.0 are viewed as indicators of a favorable safety culture, as more employees responded to the survey statements in a positive manner. Higher scores reflect stronger agreement with the survey statements and a more positive safety culture. Also important are the “buckets” of survey questions or Organizational Culture Indicators, which measure employee survey responses to common themes and organization characteristics.

Listed below are the Organizational Culture Indicator scores for our statewide analysis of survey data. The aggregate average score for the organization, which considers the surveys of all respondents is 3.70.

2019 scores

Employee Safety Involvement	Safe Work Environment	Workplace Safety Norms	Safety Supervision	Organizational Safety Leadership	Safety Training & Development	Job Satisfaction	Aggregate Average Score
3.62	3.76	3.85	3.70	3.63	3.66	3.72	3.70

Aggregate Average Score	We are 95% confident that the true population average score of your entire work force is between:	Aggregate Std. Deviation
3.70	(3.43 - 3.97)	0.92

Applying a 95% confidence interval statistical test to our survey data, we are 95% confident that the true average aggregate survey score for the statewide survey scores fall between 3.43 and 3.97. In other words, if we randomly re-surveyed your company 100 times, with at least 30 respondents each subsequent time, 95 out of 100 of those average scores will contain the true population average of your entire workforce.

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Executive Summary

2019 vs. 2017 Survey Results

Our 2019 survey was a repeat of a survey conducted with state agencies in the spring of 2017. Given this is the second use of this survey, we include exhibits designed to highlight changes in survey scores and thus the characteristics of the organization since our 2017 survey. The exhibit below compares our 2017 survey scores with our 2019 survey scores. The average survey score for 2019 was 3.70 while the average survey score in 2017 was 3.82. Noteworthy is all seven (7) organization cultural indicator scores revealed a reduction or decline in the average safety perceptions survey scores in our statewide analysis.

Important to this comparison of survey scores between 2017 and 2019 is whether the change in survey scores is statistically significant. To address this question, we look to the 2017 confidence intervals. If the 2019 average score is outside the 2017 confidence interval, we feel it represents a statistically significant change. Applying this analytical technique reveals that while survey scores declined from 2017, the changes were not statistically significant. Our findings of this analysis are presented below.

	Employee Safety Involvement	Safe Work Environment	Workplace Safety Norms	Safety Supervision	Organizational Safety Leadership	Safety Training & Development	Job Satisfaction	Aggregate Average Score
2017 Avg. Scores	**3.75**	**3.92**	**3.98**	**3.80**	**3.76**	**3.76**	**3.81**	**3.82**
2019 Avg. Scores	**3.62**	**3.76**	**3.85**	**3.70**	**3.63**	**3.66**	**3.72**	**3.70**
% change	-3.44%	-4.03%	-3.45%	-2.62%	-3.55%	-2.66%	-2.24%	-3.11%
2017 Confidence Interval 95%	(3.45 - 4.04)	(3.66 - 4.18)	(3.73 - 4.24)	(3.53 - 4.07)	(3.48 - 4.04)	(3.5 - 4.02)	(3.51 - 4.1)	(3.55 - 4.1)
2019 Confidence Interval 95%	(3.33 - 3.91)	(3.5 - 4.02)	(3.59 - 4.1)	(3.44 - 3.96)	(3.36 - 3.9)	(3.41 - 3.91)	(3.44 - 4)	(3.43 - 3.97)
Significant Change?	**No**	**No**	**No**	**No**	**No**	**No**	**No**	**No**

We applied this same analysis to assess whether changes in survey scores between 2017 and 2019 at the survey question level were statistically significant. Our analysis found that while survey scores declined for all 45 survey questions, only one questions reported a statistically significant change in survey score from 2017 to 2019 (question # 1 - “I am comfortable raising safety issues”). The next exhibit presents our findings. Questions highlighted in red represent lower scores while those highlighted in green are higher scores suggesting an organization strength.

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Executive Summary

Average Survey Scores 2017 vs. 2019

Culture Indicator	Question	2017 Avg. Scores	2019 Avg. Scores	% Change from 2017 - 2019	Significant Change?
Employee Safety Involvement	1. I am comfortable raising safety issues	4.27	4.02	-5.80%	Yes
	2. My opinion is valued by my supervisor	4.07	3.97	-2.32%	No
	3. Leaders in this company solicit safety ideas from employees	3.58	3.46	-3.37%	No
	4. Leaders use safety suggestions made by employees	3.59	3.47	-3.38%	No
	5. Adequate company information is shared with employees	3.63	3.47	-4.44%	No
	6. A team approach is valued in this company	3.72	3.62	-2.69%	No
	7. Our safety meetings are effective	3.37	3.32	-1.67%	No
Safe Work Environment	8. My work environment is safe	3.98	3.81	-4.42%	No
	9. The equipment and tools I use are safe	4.17	4.04	-3.13%	No
	10. I am provided with proper safety equipment	4.01	3.84	-4.32%	No
	11. My company properly evaluates the risk of tasks we perform	3.69	3.54	-4.03%	No
	12. Our work procedures are safe	3.98	3.81	-4.32%	No
	13. Unsafe conditions are corrected in a timely manner	3.69	3.54	-4.00%	No
Workplace Safety Norms	14. Bringing up safety issues is accepted in this organization	4.02	3.84	-4.53%	No
	15. My co-workers work safely	4.04	3.93	-2.81%	No
	16. It is OK to remind or encourage people to work safely	4.12	4.07	-1.17%	No
	17. People go out of their way to help someone do a job safely	3.85	3.67	-4.52%	No
	18. Safety is never compromised to address production demands	3.72	3.56	-4.32%	No
	19. Our workplace is free from drugs and alcohol	4.15	4.00	-3.51%	No
Safety Supervision	20. Supervisors are good safety role models	3.89	3.78	-2.74%	No
	21. It is clear my manager prioritizes safety concerns	3.90	3.77	-3.14%	No
	22. Supervisors are willing to act on my safety concerns	3.90	3.85	-1.46%	No
	23. My manager provides clear feedback on my job performance	3.93	3.78	-3.78%	No
	24. Safety polices are enforced	3.83	3.74	-2.54%	No
	25. There are consequences for violating safety rules	3.55	3.47	-2.26%	No
	26. Supervisors have effective coaching skills that result in a safer workplace	3.59	3.51	-2.38%	No
Organizational Safety Leadership	27. Employee safety is a priority for management in this company	3.82	3.67	-3.85%	No
	28. My company's safety goals and results are clearly communicated	3.68	3.54	-3.95%	No
	29. There is an expectation that work will be performed safely	4.05	3.98	-1.89%	No
	30. Production demands and safety conflicts are addressed properly	3.68	3.53	-4.09%	No
	31. Managers are concerned with my safety	3.94	3.80	-3.39%	No
	32. Safety performance is considered in performance appraisals and promotions	3.40	3.25	-4.38%	No
Safety Training & Development	33. Employees are effectively trained to do their job safely	3.80	3.66	-3.61%	No
	34. New employees are effectively trained on safety rules and procedures	3.69	3.57	-3.21%	No
	35. Knowledge and skills gained through training programs are enforced in our work practices	3.72	3.63	-2.29%	No
	36. Lessons learned from accident investigations are used to make our work place safer	3.60	3.52	-2.21%	No
	37. I have a clear understanding of workplace hazards and how to avoid injury at work	3.99	3.91	-1.99%	No
Job Satisfaction	38. This company is a good place to work	4.11	4.00	-2.70%	No
	39. I enjoy my work responsibilities and tasks	4.21	4.09	-2.81%	No
	40. My work contribution is recognized, valued and appreciated	3.73	3.73	-0.02%	No
	41. I have an opportunity to learn and use new skills in this company	3.91	3.79	-3.01%	No
	42. There are reasonable rewards in the work I perform	3.52	3.45	-1.86%	No
	43. I usually have enough time to perform my job in a quality manner	3.71	3.68	-0.77%	No
	44. When injured on the job, employees return to work as quickly as possible	3.51	3.43	-2.39%	No
	45. I am confident my company will handle any workers' compensation claim fairly and timely	3.75	3.59	-4.14%	No
	Aggregate Average Score	**3.82**	**3.70**	**-3.11%**	**No**

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Executive Summary

Distribution of Survey Responses

The frequency distribution of survey responses can be insightful when considering the % of employees who provide a positive, neutral or negative response. In the following exhibits we classified as negative survey responses of “strongly disagree” and:” disagree.” “Neither agree nor disagree” was classified as a neutral response and “agree” or “strongly agree” was classified as a positive response. This presentation allows us to see the % of employees who responded in a negative, neutral or positive manner.

2019 Response Distribution by Question - Total Responses: 25,557

Culture Indicator	Question	Disagree or Strongly Disagree	Neutral	Agree or Strongly Agree
Employee Safety Involvement	1. I am comfortable raising safety issues	7%	10%	83%
	2. My opinion is valued by my supervisor	10%	12%	78%
	3. Leaders in this company solicit safety ideas from employees	17%	30%	53%
	4. Leaders use safety suggestions made by employees	12%	38%	50%
	5. Adequate company information is shared with employees	19%	23%	58%
	6. A team approach is valued in this company	16%	20%	65%
	7. Our safety meetings are effective	11%	50%	38%
Safe Work Environment	8. My work environment is safe	11%	15%	74%
	9. The equipment and tools I use are safe	4%	11%	85%
	10. I am provided with proper safety equipment	6%	23%	71%
	11. My company properly evaluates the risk of tasks we perform	13%	30%	57%
	12. Our work procedures are safe	7%	19%	73%
	13. Unsafe conditions are corrected in a timely manner	14%	29%	57%
Workplace Safety Norms	14. Bringing up safety issues is accepted in this organization	8%	18%	74%
	15. My co-workers work safely	4%	15%	80%
	16. It is OK to remind or encourage people to work safely	3%	11%	86%
	17. People go out of their way to help someone do a job safely	7%	32%	61%
	18. Safety is never compromised to address production demands	14%	29%	57%
	19. Our workplace is free from drugs and alcohol	6%	14%	79%
Safety Supervision	20. Supervisors are good safety role models	7%	23%	69%
	21. It is clear my manager prioritizes safety concerns	8%	25%	67%
	22. Supervisors are willing to act on my safety concerns	9%	16%	74%
	23. My manager provides clear feedback on my job performance	8%	22%	69%
	24. Safety polices are enforced	7%	26%	67%
	25. There are consequences for violating safety rules	9%	42%	49%
	26. Supervisors have effective coaching skills that result in a safer workplace	11%	35%	53%
Organizational Safety Leadership	27. Employee safety is a priority for management in this company	12%	24%	64%
	28. My company's safety goals and results are clearly communicated	15%	28%	57%
	29. There is an expectation that work will be performed safely	4%	14%	82%
	30. Production demands and safety conflicts are addressed properly	10%	37%	54%
	31. Managers are concerned with my safety	8%	20%	72%
	32. Safety performance is considered in performance appraisals and promotions	19%	43%	38%
Safety Training & Development	33. Employees are effectively trained to do their job safely	10%	25%	65%
	34. New employees are effectively trained on safety rules and procedures	12%	30%	58%
	35. Knowledge and skills gained through training programs are enforced in our work practices	9%	29%	62%
	36. Lessons learned from accident investigations are used to make our work place safer	8%	41%	51%
	37. I have a clear understanding of workplace hazards and how to avoid injury at work	5%	16%	79%
Job Satisfaction	38. This company is a good place to work	7%	14%	79%
	39. I enjoy my work responsibilities and tasks	4%	11%	84%
	40. My work contribution is recognized, valued and appreciated	14%	17%	69%
	41. I have an opportunity to learn and use new skills in this company	11%	16%	73%
	42. There are reasonable rewards in the work I perform	19%	26%	55%
	43. I usually have enough time to perform my job in a quality manner	14%	16%	70%
	44. When injured on the job, employees return to work as quickly as possible	6%	51%	43%
	45. I am confident my company will handle any workers' compensation claim fairly and timely	10%	30%	60%

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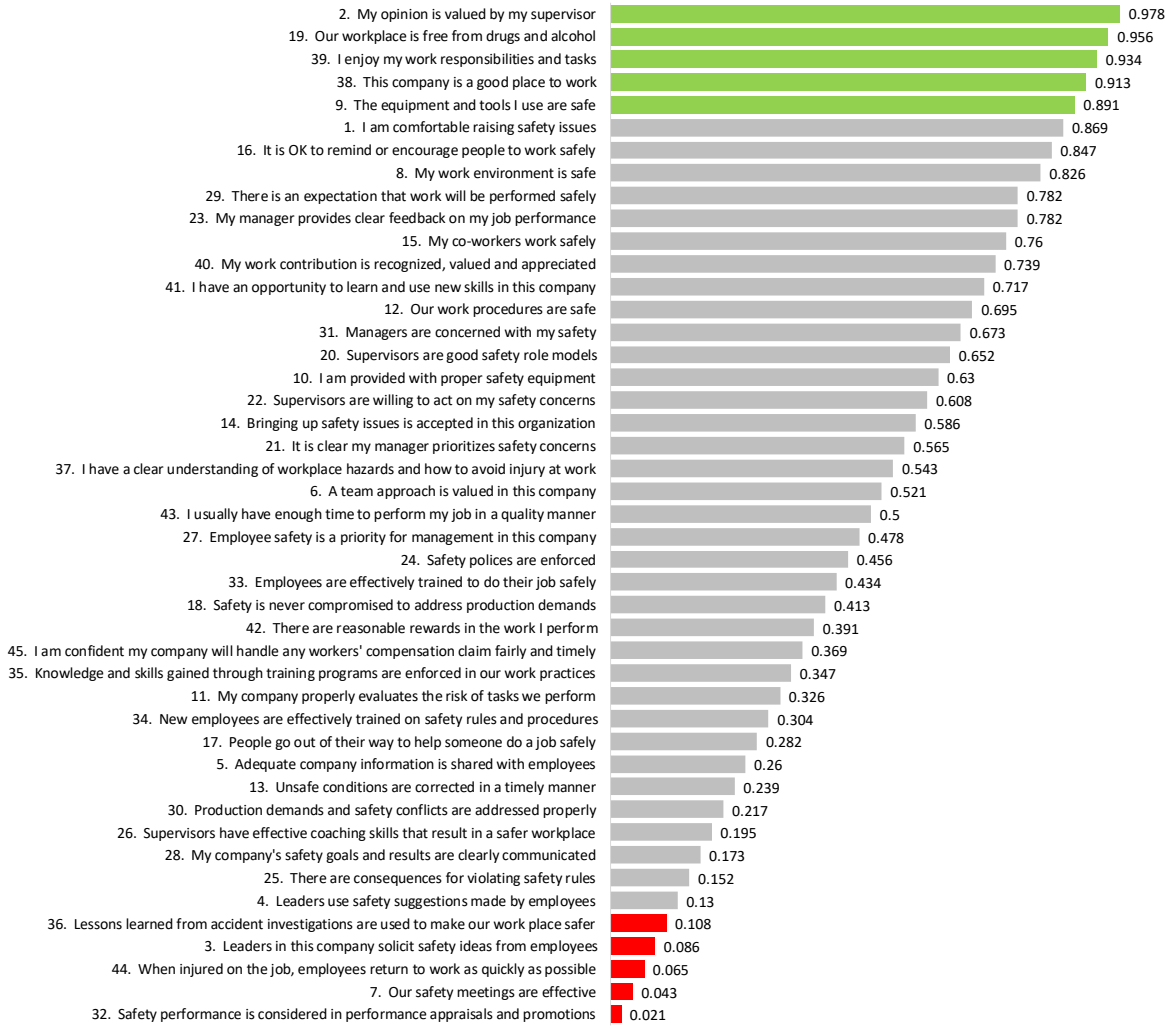
Executive Summary

Questions Ranked by Average Score - Organization Strengths (High Scores) and Opportunities for Improvement (Low Scores):

2019



The exhibit above lists survey questions by percentile distribution of average scores. The questions colored green represent the questions which scored in the top 10% of questions, while red questions scored in the bottom 10%. The exhibits on the next page include the distribution of questions from our 2017 survey. Noteworthy is there is very little change in the rank order of the top 5 and bottom 5 survey responses.

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Executive Summary

Average Scores by Agency	Employee Safety Involvement	Safe Work Environment	Workplace Safety Norms	Safety Supervision	Organizational Safety Leadership	Safety Training & Development	Job Satisfaction	2017 Avg. Scores	2019 Avg. Scores	% Change from 2017 - 2019
Agencies with < 5 surveys omitted from this exhibit	**3.62**	**3.76**	**3.85**	**3.70**	**3.63**	**3.66**	**3.72**	**3.82**	**3.70**	**-3.11%**
Administration	3.99	4.03	4.07	3.97	3.92	3.87	3.97	3.88	3.98	2.33%
Agriculture	3.81	4.00	4.02	3.80	3.85	3.86	3.80	4.04	3.87	-4.21%
Board of Public Defense	3.46	3.56	3.77	3.54	3.39	3.31	3.68	3.61	3.54	-1.84%
Commerce	3.45	3.62	3.74	3.54	3.42	3.47	3.62	3.62	3.55	-1.75%
Conservation Corps	4.14	4.22	4.24	4.09	4.23	4.23	4.12	4.36	4.17	-4.36%
Corrections	3.07	3.20	3.41	3.34	3.17	3.41	3.21	3.70	3.25	-12.07%
Education	3.48	3.66	3.75	3.57	3.38	3.28	3.63	3.80	3.54	-6.78%
Employment and Economic Development	3.54	3.70	3.81	3.66	3.53	3.56	3.69	3.77	3.64	-3.42%
Explore Minnesota Tourism	3.71	3.90	4.00	3.76	3.62	3.60	3.90	4.06	3.79	-6.55%
Gambling	3.90	3.99	3.96	3.79	3.61	3.71	4.05	3.88	3.87	-0.22%
Guardian ad Litem	3.68	3.57	3.91	3.83	3.62	3.52	3.76	3.86	3.71	-3.86%
Health	3.62	3.80	3.84	3.68	3.56	3.55	3.76	3.80	3.69	-2.99%
Health Licensing Boards	3.62	3.70	3.97	3.79	3.72	3.71	3.81	3.94	3.76	-4.57%
House of Representatives	3.86	3.84	4.03	3.87	3.75	3.72	4.06	3.97	3.89	-2.09%
Human Services	3.38	3.49	3.66	3.53	3.38	3.50	3.51	3.68	3.69	0.23%
Iron Range Resources and Rehabilitation (IRRRB)	3.73	3.90	4.00	3.82	3.76	3.73	3.96	No 2017 Data	3.85	No 2017 Data
Joint Legislative Office & Commissions	3.69	3.92	4.07	3.72	3.70	3.64	4.01	3.87	3.83	-1.03%
Labor and Industry	3.60	3.84	3.89	3.73	3.72	3.68	3.71	3.92	3.74	-4.66%
Lottery	3.63	3.84	3.91	3.72	3.68	3.61	3.75	3.72	3.74	0.44%
Military Affairs	3.68	3.92	3.94	3.72	3.76	3.79	3.79	3.92	3.80	-3.10%
Minnesota Housing Finance	3.60	3.91	3.98	3.69	3.59	3.58	3.78	3.85	3.74	-2.99%
Minnesota Management and Budget	3.52	3.75	3.84	3.62	3.42	3.37	3.69	3.77	3.61	-4.21%
Minnesota State Academies	3.20	3.51	3.62	3.36	3.36	3.39	3.36	3.79	3.39	-10.38%
Minnesota State Retirement System	3.81	3.97	4.07	3.71	3.72	3.70	3.97	4.12	3.85	-6.53%
Minnesota Teachers Retirement Association	3.71	3.93	3.93	3.73	3.69	3.71	3.82	4.23	3.79	-10.33%
Minnesota Zoo	3.28	3.47	3.67	3.41	3.38	3.46	3.34	3.73	3.42	-8.18%
MN Board of Animal Health	3.66	3.92	3.99	3.72	3.62	3.64	3.77	4.13	3.76	-9.00%
MN Board of Water and Soil Resources	3.78	3.86	4.01	3.81	3.67	3.59	3.90	3.91	3.81	-2.42%
MNIT	3.57	3.76	3.82	3.69	3.54	3.54	3.69	3.77	3.66	-2.81%
MNSCU	3.71	3.86	3.93	3.75	3.67	3.64	3.85	3.81	3.78	-0.87%
Mnsure	3.79	4.03	4.01	3.85	3.73	3.80	3.72	4.03	3.84	-4.70%
Natural Resources	4.15	4.15	4.18	4.12	4.18	4.12	4.13	3.99	4.15	3.89%
Office of Administrative Hearings	3.28	3.60	3.80	3.54	3.40	3.39	3.69	No 2017 Data	3.53	No 2017 Data
Office of Higher Education	3.36	3.70	3.72	3.49	3.28	3.23	3.51	3.93	3.47	-11.57%
Pollution Control	3.79	3.92	3.95	3.75	3.71	3.70	3.84	3.94	3.81	-3.31%
Public Employees Retirement Association	3.37	3.71	3.71	3.43	3.34	3.38	3.54	3.82	3.50	-8.40%
Public Facilities Authority	4.29	4.17	4.35	4.30	4.02	3.93	4.23	4.46	4.19	-5.87%
Public Safety	3.45	3.66	3.81	3.63	3.55	3.69	3.62	3.75	3.62	-3.47%
Revenue	3.45	3.74	3.77	3.63	3.45	3.55	3.62	3.87	3.60	-6.93%
SmART Agencies	3.61	3.88	3.99	3.71	3.62	3.58	3.75	3.89	3.74	-3.90%
State Board of Investment	3.12	3.45	3.81	3.57	3.48	3.54	3.63	3.83	3.51	-8.41%
State Fair	3.74	3.99	3.88	3.69	3.74	3.74	3.91	4.05	3.81	-5.87%
Transportation	3.68	3.83	3.87	3.71	3.76	3.78	3.72	3.90	3.76	-3.63%
Veterans Affairs	3.61	3.86	3.83	3.73	3.69	3.82	3.69	3.83	3.85	0.51%

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Executive Summary

Survey Demographics:
Survey data was segmented by Division, 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 leadership of the group. In situations where < 5 surveys were reported for an employee group, their data is included in organization level analysis but we do not report their information at the work unit level to protect the anonymity of survey respondents.

Agency

# of Responses	2017	2019	% change from 2017-19
Administration	378	377	-0.3%
Agriculture	374	327	-13%
Board of Architects	3	1	-67%
Board of Public Defense	152	393	159%
Commerce	176	211	20%
Conservation Corps	128	94	-27%
Corrections	1,889	2,588	37%
Education	304	293	-4%
Employment and Economic Development	774	889	15%
Explore Minnesota Tourism	40	36	-10%
Gambling	32	17	-47%
Guardian ad Litem	104	124	19%
Health	769	891	16%
Health Licensing Boards	108	134	24%
House of Representatives	54	151	180%
Human Services	2,697	3,475	29%
Iron Range Resources and Rehabilitation (IRRRB)	-	40	-
Joint Legislative Office & Commissions	35	51	46%
Judicial Standards	3	2	-33%
Labor and Industry	343	291	-15%
Lottery	118	132	12%
Military Affairs	162	190	17%
Minnesota Housing Finance	87	48	-45%
Minnesota Management and Budget	116	134	16%
Minnesota State Academies	56	86	54%
Minnesota State Retirement System	76	86	13%
Minnesota Teachers Retirement Association	35	52	49%
Minnesota Zoo	126	126	0%
MN Board of Animal Health	35	34	-3%
MN Board of Water and Soil Resources	22	107	386%
MNIT	383	1,234	222%
MNSCU	4,213	5,027	19%
Mnsure	121	151	25%
Natural Resources	1,862	1,517	-19%
Office of Administrative Hearings	-	54	-
Office of Higher Education	5	46	820%
Pollution Control	550	675	23%
Public Employees Retirement Association	59	60	2%
Public Facilities Authority	2	11	450%
Public Safety	686	955	39%
Revenue	413	614	49%
SmART Agencies	172	178	3%
State Board of Investment	12	7	-42%
State Fair	73	65	-11%
Transportation	1,711	2,799	64%
Veterans Affairs	255	784	207%
Grand Total	**19,739**	**25,557**	**29%**

Bargaining Unit

# of Responses	2017	2019	% change from 2017-19
AFSCME	6,126	7,622	24.4%
B.U. Not Indicated	13	43	231%
Commissioner's Plan	638	827	30%
IFO	336	489	46%
Managerial Plan	771	1,014	32%
MAPE	6,772	9,079	34%
MGEC	471	658	40%
MLEA	221	290	31%
MMA	1,639	1,888	15%
MNA	304	454	49%
MSCF	1,218	1,398	15%
MSUAASF	195	239	23%
PP4MnSCUA	120	10	-92%
SRSEA	76	97	28%
Unrepresented	839	1,449	73%
Grand Total	**19,739**	**25,557**	**29%**

Position

# of Responses	2017	2019	% change from 2017-19
Director/Senior Leader	836	923	10.4%
Employee	15,750	20,897	33%
Position Not Indicated	8	32	300%
Seasonal/Temporary	583	596	2%
Supervisor/Manager	2,562	3,109	21%
Grand Total	**19,739**	**25,557**	**29%**

Tenure

# of Responses	2017	2019	% change from 2017-19
< 1 Year	2,191	2,677	22.2%
1-5 Years	4,781	6,770	42%
> 5 Years	12,750	16,076	26%
Tenure Not Indicated	17	34	100%
Grand Total	**19,739**	**25,557**	**29%**

**Please note: "Not Indicated" groups have been taken out of all exhibits unless reported at the Agency, Bargaining Unit, Position, or Tenure levels.*

We saw a 29% increase in survey participation at the statewide aggregate level with 5,818 additional employees participating in the survey in 2019 over our 2017 participation rate. At the agency level, it noteworthy that Public Defense, the House of Representatives, Minnesota State Academies, Water and Soil Resources, MNIT, Higher Education, Public Facilities Authority, Transportation and Veterans Affairs all increased their survey participation rate more than 50%.

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Open-Ended Questions

Open-ended questions afford employees an opportunity to provide specific feedback on issues of concern to them that may not have been prompted or addressed in our objective survey questions. Our survey asks employees two open-ended questions:

- **"Please share any specific workplace safety hazards and offer improvement ideas"**
- **"Please share your ideas on how to improve the overall safety culture and attitudes."**

To foster the efficient distribution and discussion of our empirical survey data, we separated employee responses to open ended questions in our agency reports from our data analysis report and provided employee open ended responses in a separate document. Additionally, employee responses to open ended questions was also provided to agencies in an electronic data table to allow for custom analysis and reporting. Given the volume of open ended questions response at the state level, this has been omitted from this report. All responses to opened questions will be provided to the state in electronic / dashboard format in the near future.

Survey Design and Organizational Gaps

A strategy for improving employee perceptions and ultimately the culture of the organization is to recognize and address perception gaps that may exist between work groups or positions identified in the survey. The first gap highlighted may be the gap between where your organization would like to "score" and where your results indicate you are. Other gaps for analysis are those gaps that exist between work groups, different levels of organization hierarchy or tenure with the organization. Improvement strategies can be constructed around reducing these gaps by taking actions to understand and address issues where low scores were reported and understanding the factors supporting issues where high scores were reported.

In subsequent sections of this report we provide a more detailed analysis of safety perception survey data and we offer suggestions for addressing low scores, perception gaps between work groups and promoting the employee engagement process.

Next Steps:

While review of safety perception survey data reveals several action steps and improvement opportunities for consideration, we directed agencies to focus their initial efforts 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 and where possible, visibly addressing issues identified in the open-ended survey questions, will support employee engagement and the organizational change process. Listed is the direction provided to agencies for their consideration:

1. **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 formally recognize the feedback received, and where possible, act to address issues raised by employees as part of your organizational

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improvement plan. We find the Work Group Level Reports to be a useful format for leaders to share survey data with employees of their work group and facilitate a discussion of work unit issues.

2. **Employee Focus Group Meetings** – While this survey provides empirical data on factors related to the safety culture of the organization, we see value in soliciting additional feedback from employees. Asking employees to provide examples of safety concerns or experiences which drove a low survey score or perception gap may be insightful. Given work groups tend to evolve their own unique "sub-culture" based on their work practices and the 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. We find this process of working with employees to clarify empirical survey data can promote employee engagement and positively impact organizational culture.

3. **Improvement Opportunities** – As you evaluate improvement opportunities identified in the safety perception survey, consider initiating the following activities:

    - **Improvement Opportunity Team** - Assembling a team to analyze this survey data in more detail at the organization and work unit level to consider and prioritize 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.

    - **Address Open Ended Question Feedback -** Review the feedback offered by employees in the Open-Ended Question section and where possible, visibly act to address issues identified by employees.

    - **Develop an Improvement Plan** - Once improvement opportunities are identified and prioritized, establish a detailed plan that clearly defines actions to be taken, target dates for completion and parties responsible for executing the plan. In the 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.

4. **Follow-up Survey** – The Department of Administration Risk Management Division is committed to administering another survey in 2021. Your organization should plan on participating in this follow-up survey to assess changes in employee perceptions and the impact of any organizational changes or programs initiated following this 2019 survey.

We readily recognize that perception may not be reality, but it is the metric of a perception survey such as ours. Culture, although easier to experience than to define, is ultimately a problem-solving exercise for employee groups. Through observations and experiences employees learn how to participate in their work group and how to make decisions relative to established norms of behavior. Many of these

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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 helpful to view culture as an organizational characteristic that management can impact 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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