



# Utilizing Safety Management Controls to Address Occupational Hazards

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Services

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# Agenda

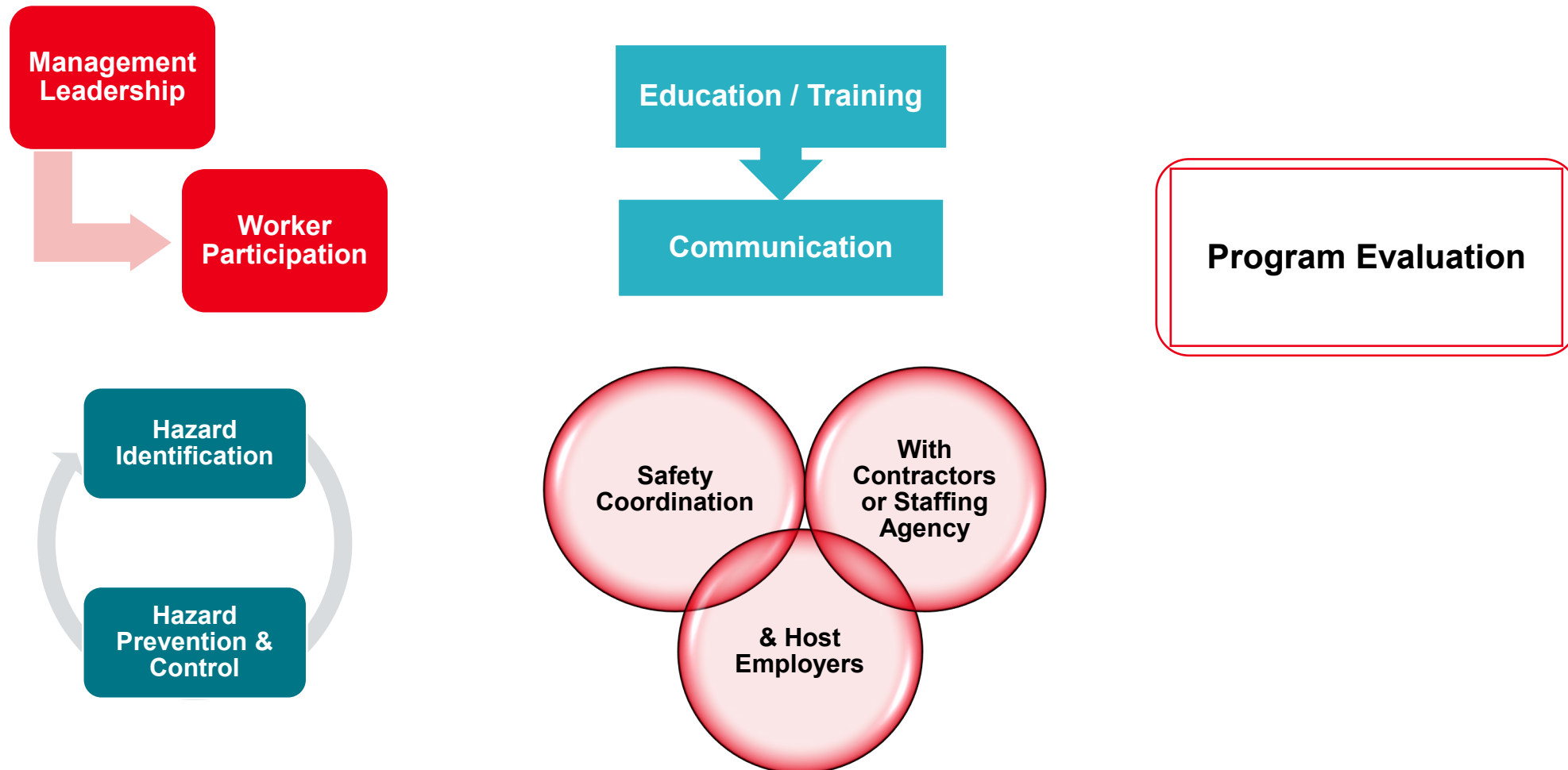
Define Key Elements of Safety Management

Explore Use of Safety Management Process Address Occupational Workplace Hazards

Discuss MnSAFE Best Practices and Your Role in Integrating Safety and Loss Control into daily operations

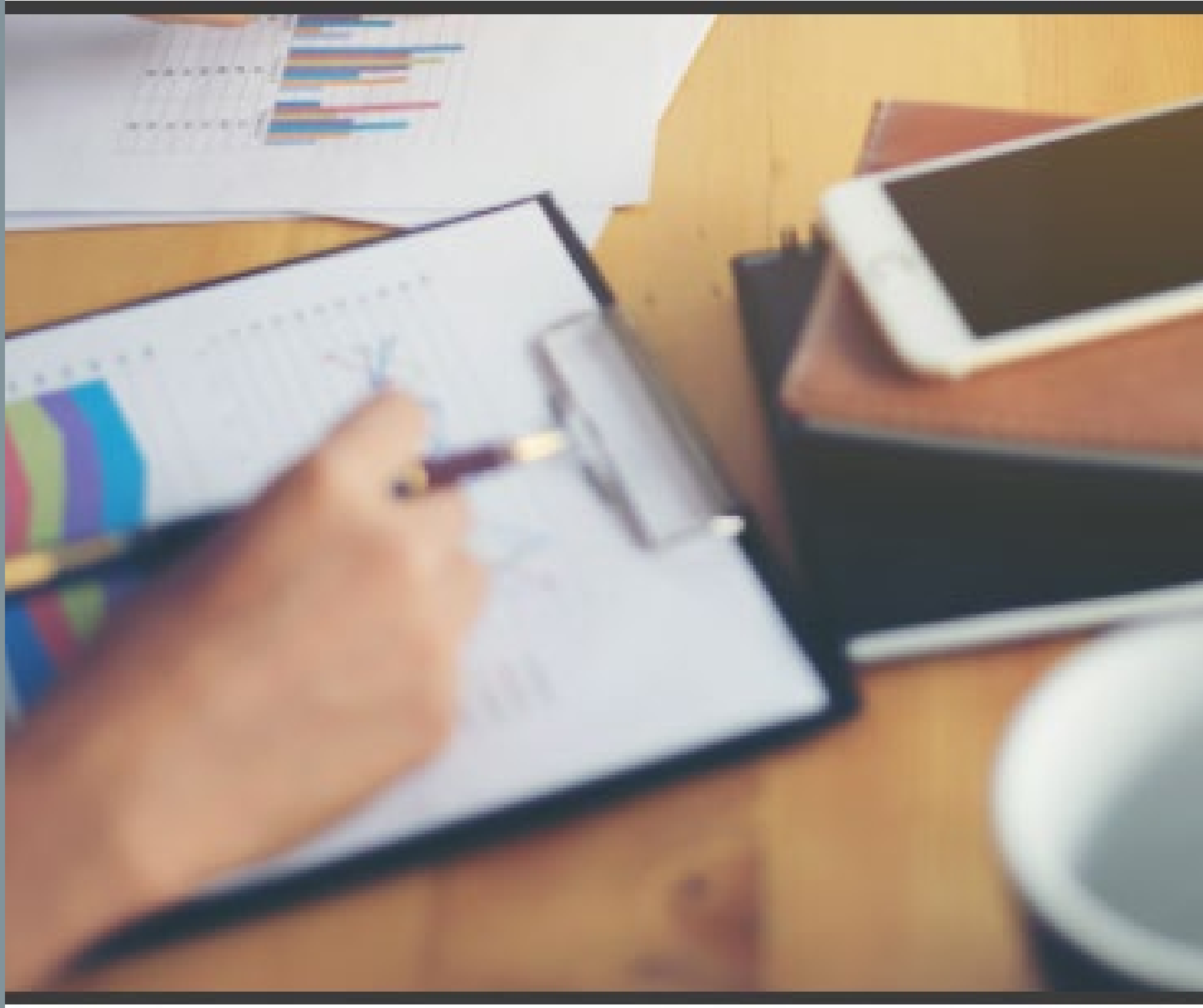
# Agenda

## Key Elements of Safety Management



**AON**

# **Safety Management**



# Foundations of Safety Management

## 1. Foundations of Safety Management

- What “safety management” means for State of MN operations
- Why safety culture matters (link to reduced injuries, morale, costs)
- Roles and responsibilities (leadership, supervisors, employees)

## 2. Management Leadership in Safety

- Visible leadership behaviors that drive safety culture
- Setting expectations and accountability for safety performance
- Integrating safety into planning, budgeting, and decision-making
- How leaders respond to incidents and near-misses

## 3. Worker Participation and Engagement

- Involving employees in hazard identification and solutions
- Effective safety committees and safety champions
- Encouraging reporting (near-misses, hazards, concerns)
- Recognizing and reinforcing positive safety behaviors

# MN Risk Mgmt. Best Practices

How can you make a safe workplace?

- **Safety as a value:** Safety must be a clear value of the organization, from top to bottom.
- **Safety is actively managed:** Everyone from top management to supervisors must actively manage the efforts to make the workplace safe.
- **Responsibility and Accountability from All:** Everyone is treated as equally responsible and accountable for workplace safety and the role they play in achieving that.

Specific measures you can take:

- **Communication:** Communicate with your staff using numerous channels to ensure they are aware of the safety commitment and the MnSAFE initiative. If you need help, be sure to check out the [Resources page](#), which includes communications templates!
- **Evaluate current state:** Do you have existing safety management systems? If so, take a moment to assess what's working, what's not, and what you can change and improve.
- **Know the source:** The keys to building a safe culture and eliminating injuries will differ from agency to agency. Do some research to understand where, how and why injuries are occurring within your workplace. Knowing the source of injuries will give you the tools needed to prevent them.



|                                    |                          |                                   |                                           |                        |
|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------|------------------------|
| Total Incurred<br>\$31,778,725,974 | Claim Count<br>3,748,300 | Avg Incurred per Claim<br>\$8,478 | Median Incurred by Project<br>\$9,172,125 | # of Projects<br>1,182 |
|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------|------------------------|

| Scope              | # of Projects | % of Projects | Total Claim Count | % of Total Claim Count | Total Incurred   | % of Total Incurred | Avg Total Incurred | Avg Per Claim | Min Value | Max Value       | Median       |
|--------------------|---------------|---------------|-------------------|------------------------|------------------|---------------------|--------------------|---------------|-----------|-----------------|--------------|
| Laser              | 738           | 62.49%        | 2,830,235         | 75.55%                 | \$23,422,400,819 | 73.74%              | \$32,758,603       | \$8,276       | \$300,432 | \$2,133,138,060 | \$11,413,883 |
| Casualty Analytics | 280           | 23.71%        | 249,696           | 6.67%                  | \$2,052,813,861  | 6.46%               | \$7,437,731        | \$8,221       | \$56,909  | \$161,421,916   | \$3,592,622  |
| Spectrum           | 163           | 13.80%        | 666,346           | 17.79%                 | \$6,287,324,624  | 19.79%              | \$38,572,544       | \$9,436       | \$574,832 | \$686,896,686   | \$14,050,055 |
| Total              | 1181          | 100.00%       | 3,746,277         | 100.00%                | \$31,762,539,303 | 100.00%             | \$27,523,864       | \$8,478       | \$56,909  | \$2,133,138,060 | \$9,165,500  |

| Industry Spread of Projects            | # of Projects | % of Projects | Total Claim Count | % of Total Claim Count | Total Incurred   | % of Total Incurred | Avg Total Incurred | Avg Per Claim | Min Value   | Max Value       | Median          |
|----------------------------------------|---------------|---------------|-------------------|------------------------|------------------|---------------------|--------------------|---------------|-------------|-----------------|-----------------|
| Aviation                               | 11            | 0.93%         | 134,675           | 3.59%                  | \$1,189,789,220  | 3.74%               | \$108,162,656      | \$8,835       | \$2,567,028 | \$43,138,060    | \$4,138,883     |
| Business and Personal Services         | 111           | 9.39%         | 502,721           | 13.41%                 | \$4,692,755,931  | 14.77%              | \$44,271,282       | \$9,335       | \$515,594   | \$68,896,686    | \$14,050,055    |
| Construction                           | 47            | 3.98%         | 32,712            | 0.87%                  | \$537,867,084    | 1.69%               | \$11,443,981       | \$16,443      | \$622,372   | \$4,138,060     | \$4,138,883     |
| Education                              | 18            | 1.52%         | 34,765            | 0.93%                  | \$172,931,807    | 0.54%               | \$10,172,459       | \$4,974       | \$611,937   | \$2,133,138,060 | \$2,133,138,060 |
| Entertainment and Leisure              | 69            | 5.84%         | 169,292           | 4.52%                  | \$971,337,498    | 3.06%               | \$14,497,575       | \$5,738       | \$581,265   | \$8,221,916     | \$8,221,916     |
| Financial Institutions                 | 32            | 2.71%         | 142,999           | 3.82%                  | \$1,357,815,187  | 4.27%               | \$42,431,725       | \$9,495       | \$340,150   | \$42,431,725    | \$42,431,725    |
| Food System, Agribusiness and Beverage | 104           | 8.80%         | 301,022           | 8.03%                  | \$2,305,777,236  | 7.26%               | \$22,386,187       | \$7,660       | \$1,197,874 | \$21,331,807    | \$21,331,807    |
| Healthcare                             | 107           | 9.05%         | 348,408           | 9.30%                  | \$2,174,416,282  | 6.84%               | \$20,513,361       | \$6,241       | \$56,909    | \$31,807,236    | \$31,807,236    |
| Manufacturing                          | 278           | 23.52%        | 289,357           | 7.72%                  | \$2,625,494,940  | 8.26%               | \$9,688,173        | \$9,074       | \$265,964   | \$14,050,055    | \$14,050,055    |
| Natural Resources and Mining           | 42            | 3.55%         | 45,924            | 1.23%                  | \$787,917,891    | 2.48%               | \$19,697,947       | \$17,157      | \$1,105,799 | \$12,413,883    | \$12,413,883    |
| Non Classifiable                       | 7             | 0.59%         | 32,851            | 0.88%                  | \$327,433,493    | 1.03%               | \$46,776,213       | \$9,967       | \$2,786,745 | \$17,138,060    | \$17,138,060    |
| Pharmaceutical and Chemicals           | 22            | 1.86%         | 24,371            | 0.65%                  | \$150,247,106    | 0.47%               | \$6,829,414        | \$6,165       | \$574,832   | \$2,133,138,060 | \$2,133,138,060 |
| Power                                  | 21            | 1.78%         | 32,012            | 0.85%                  | \$723,704,140    | 2.28%               | \$34,462,102       | \$22,607      | \$2,148,287 | \$20,513,361    | \$20,513,361    |
| Public Sector                          | 20            | 1.69%         | 97,232            | 2.59%                  | \$1,367,355,188  | 4.30%               | \$68,367,759       | \$14,063      | \$4,191,499 | \$8,221,916     | \$8,221,916     |
| Real Estate                            | 7             | 0.59%         | 4,042             | 0.11%                  | \$43,158,146     | 0.14%               | \$7,193,024        | \$10,677      | \$1,631,365 | \$2,133,138,060 | \$2,133,138,060 |
| Retail                                 | 167           | 14.13%        | 1,119,778         | 29.87%                 | \$6,007,284,302  | 18.90%              | \$36,629,782       | \$5,365       | \$911,738   | \$46,896,686    | \$46,896,686    |
| Technology and Communications          | 14            | 1.18%         | 42,056            | 1.12%                  | \$1,012,260,858  | 3.19%               | \$72,304,347       | \$24,069      | \$2,737,671 | \$32,712,084    | \$32,712,084    |
| Transportation and Logistics           | 46            | 3.89%         | 266,877           | 7.12%                  | \$3,951,109,021  | 12.43%              | \$89,797,932       | \$14,805      | \$1,522,444 | \$2,133,138,060 | \$2,133,138,060 |
| Total                                  | 1182          | 100.00%       | 3,748,300         | 100.00%                | \$31,778,725,974 | 100.00%             | \$27,514,048       | \$8,478       | \$56,909    | \$2,133,138,060 | \$2,133,138,060 |



Claims Administrator

All

Project Type

All

Industry, Secondary Industry

Public Sector

Year completed

All

Overall Max Values by Project

Frequency Top Project Industry

Public Sector  
37,471

Severity Top Project Industry

Public Sector  
\$811,193,668

|                                   |                       |                                    |                                            |                     |
|-----------------------------------|-----------------------|------------------------------------|--------------------------------------------|---------------------|
| Total Incurred<br>\$1,367,355,188 | Claim Count<br>97,232 | Avg Incurred per Claim<br>\$14,063 | Median Incurred by Project<br>\$29,298,733 | # of Projects<br>20 |
|-----------------------------------|-----------------------|------------------------------------|--------------------------------------------|---------------------|

| Scope              | # of Projects | % of Projects | Total Claim Count | % of Total Claim Count | Total Incurred  | % of Total Incurred | Avg Total Incurred | Avg Per Claim | Min Value   | Max Value     | Median       |
|--------------------|---------------|---------------|-------------------|------------------------|-----------------|---------------------|--------------------|---------------|-------------|---------------|--------------|
| Laser              | 15            | 75.00%        | 88,182            | 90.69%                 | \$1,242,381,886 | 90.86%              | \$82,825,459       | \$14,089      | \$4,191,499 | \$811,193,668 | \$30,729,730 |
| Spectrum           | 3             | 15.00%        | 7,810             | 8.03%                  | \$111,534,336   | 8.16%               | \$37,178,112       | \$14,281      | \$8,166,059 | \$64,704,391  | \$38,663,886 |
| Casualty Analytics | 2             | 10.00%        | 1,240             | 1.28%                  | \$13,438,966    | 0.98%               | \$6,719,483        | \$10,838      | \$6,624,086 | \$6,814,880   | \$6,719,483  |
| Total              | 20            | 100.00%       | 97,232            | 100.00%                | \$1,367,355,188 | 100.00%             | \$68,367,759       | \$14,063      | \$4,191,499 | \$811,193,668 | \$29,298,733 |

| Industry Spread of Projects | # of Projects | % of Projects | Total Claim Count | % of Total Claim Count | Total Incurred  | % of Total Incurred | Avg Total Incurred | Avg Per Claim | Min Value   | Max Value     | Median       |
|-----------------------------|---------------|---------------|-------------------|------------------------|-----------------|---------------------|--------------------|---------------|-------------|---------------|--------------|
| Public Sector               | 20            | 100.00%       | 97,232            | 100.00%                | \$1,367,355,188 | 100.00%             | \$68,367,759       | \$14,063      | \$4,191,499 | \$811,193,668 | \$29,298,733 |
| Total                       | 20            | 100.00%       | 97,232            | 100.00%                | \$1,367,355,188 | 100.00%             | \$68,367,759       | \$14,063      | \$4,191,499 | \$811,193,668 | \$29,298,733 |



Total Incurred  
\$1,367,355,188

Claim Count  
97,232

Avg Incurred per Claim  
\$14,063

Median Incurred by Project  
\$29,298,733

# of Projects  
20

## Benchmarks by Industry

### Category

All

### Measurement

All

### Industry, Secondary Industry

Public Sector

### Year completed

All

### Claims Administrator

All

| Industry                                                                      | Good         | Industry Average | High         |
|-------------------------------------------------------------------------------|--------------|------------------|--------------|
| Public Sector                                                                 | <            |                  | >            |
| + % of Average Incurred Cost over 45                                          | 54.69%       | 60.76%           | 66.84%       |
| + % of Average Incurred Cost under 12 months new hire                         | 10.70%       | 11.89%           | 13.08%       |
| + % of Claims over 45 yrs old                                                 | 41.54%       | 46.15%           | 50.77%       |
| + % of Claims under 12 months new hire                                        | 14.30%       | 15.89%           | 17.48%       |
| + % of WC claims with Temporary Total Disability (TTD) payments               | 18.27%       | 20.29%           | 22.32%       |
| + Average value of indemnity claim                                            | \$26,759     | \$29,732         | \$32,705     |
| + Average value of indemnity paid claim with greater than 7 days of TTD       | \$39,003     | \$43,337         | \$47,670     |
| + Average Claim Cost (Based on full 3 years of data) (WC)                     | \$12,173     | \$13,525         | \$14,878     |
| + Average Claim Count                                                         | 4,375        | 4,862            | 5,348        |
| + Average Cost of Litigated Claims                                            | \$78,315     | \$87,016         | \$95,718     |
| + Average Cost per Claim over 45                                              | \$15,960     | \$17,734         | \$19,507     |
| + Average Cost per Claim under 12 months new hire                             | \$6,304      | \$7,004          | \$7,704      |
| + Average Incurred                                                            | \$61,530,983 | \$68,367,759     | \$75,204,535 |
| + Average TTD days per TTD claim                                              | 60           | 67               | 73           |
| + Claim Closure rate (WC)                                                     | 68.93%       | 62.66%           | 56.40%       |
| + Claim Report lag time                                                       | 53.54%       | 48.67%           | 43.80%       |
| + Ergonomic Claim Frequency (% total Count)                                   | 26.08%       | 28.98%           | 31.88%       |
| + Ergonomic Claim Severity (% total Incurred)                                 | 37.02%       | 41.14%           | 45.25%       |
| + Ergonomic Claim Severity (average cost)                                     | \$17,997     | \$19,996         | \$21,996     |
| + Medical only to indemnity claim conversion rate (for all claims)            | 11.30%       | 12.56%           | 13.81%       |
| + Medical only to indemnity claim conversion rate (for indemnity claims only) | 28.82%       | 32.02%           | 35.23%       |
| + MVA Claim Frequency (% total Count)                                         | 3.74%        | 4.15%            | 4.57%        |
| + MVA Claim Severity (% total Incurred)                                       | 6.52%        | 7.25%            | 7.97%        |
| + MVA Claim Severity (average cost)                                           | \$19,098     | \$21,221         | \$23,343     |
| + Overall Closure Rate (36 months) - WC                                       | 71.53%       | 65.03%           | 58.52%       |
| + Percentage of Litigated claims (WC)                                         | 8.74%        | 9.72%            | 10.69%       |
| + Ratio of paid expense                                                       | 7.89%        | 8.77%            | 9.64%        |
| + Ratio of paid legal expense                                                 | 18.98%       | 21.09%           | 23.20%       |
| + Ratio of Paid Medical to total paid                                         | 45.54%       | 50.60%           | 55.66%       |
| + Slip and Fall Frequency (% total Count)                                     | 14.20%       | 15.78%           | 17.36%       |
| + Slip and Fall Severity (% total Incurred)                                   | 18.95%       | 21.06%           | 23.16%       |
| + Slip and Fall Severity (average cost)                                       | \$14,447     | \$16,052         | \$17,657     |

# Foundations of Safety Management

## 4. Hazard Identification

- Types of hazards in State of MN operations (physical, chemical, biological, ergonomic, psychosocial)
- Job Hazard Analysis (JHA) / Job Safety Analysis (JSA) basics
- Regular inspections and checklists
- Using incident and near-miss data to spot patterns

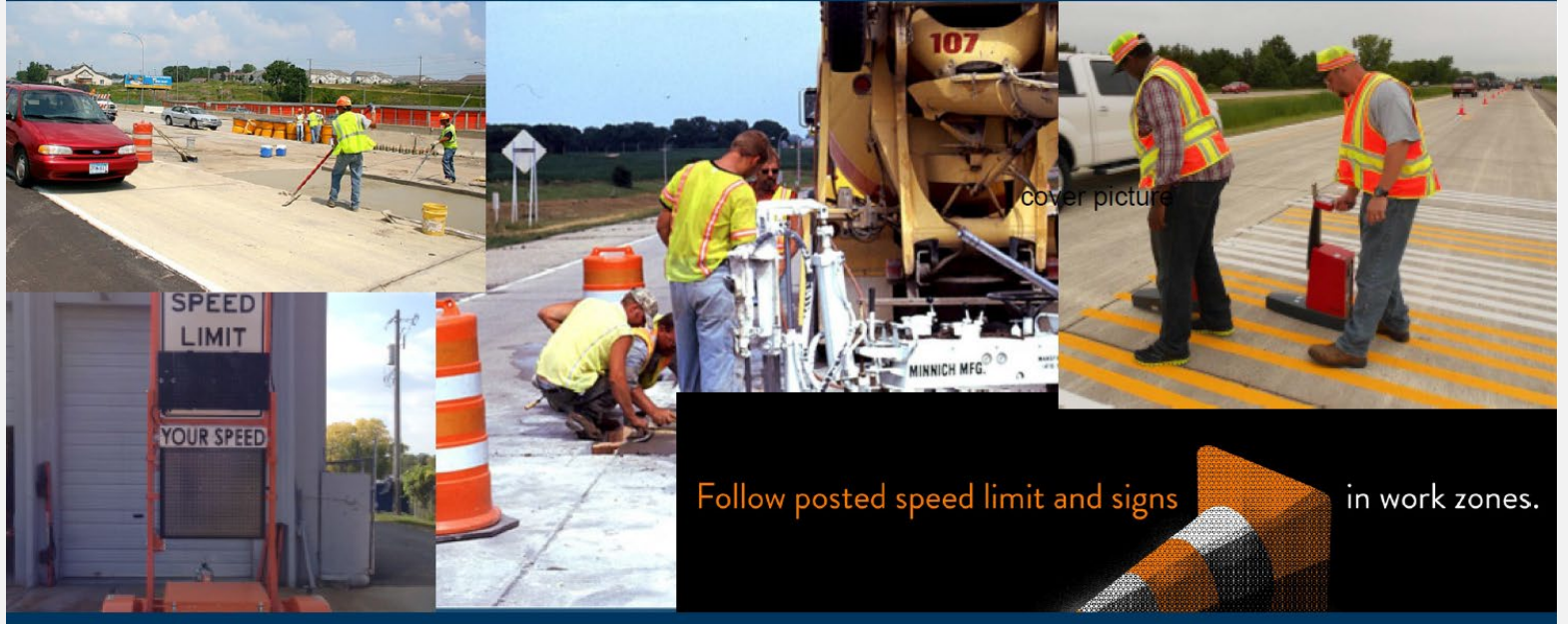
## 5. Hazard Prevention and Control

- The hierarchy of controls (elimination, substitution, engineering, administrative, PPE)
- Selecting appropriate controls for common hazards in your units
- Maintenance and verification of controls (guarding, ventilation, procedures)
- When and how to escalate unresolved hazards



# Hazard

- Identification
- Prevention
- Control



# Quick Room Survey

- ▶ As we go through photos, I need help from agency representative to identify a common hazard that can contribute to injuries.
- ▶ Name Hazard and a control taken







### Alcohol and Gambling Enforcement

Staff with our Alcohol and Gambling Enforcement division make sure when you order alcohol, you get exactly what you pay for. They also enforce gambling laws to prevent scammers from stealing your hard-earned money through fraudulent wagers.



### Bureau of Criminal Apprehension

The Bureau of Criminal Apprehension works to prevent and solve crimes through everything from forensic science to specialized training to thorough investigations.



### Driver and Vehicle Services

Driver and Vehicle Services has helped nearly every Minnesotan at some point, whether they are registering their vehicle or getting a driver's license.



### Emergency Communication Networks

Oversees Minnesota's 911 program and public alerts and warning systems. They work to make sure that when you need help most, you get it.



### Homeland Security and Emergency Management

Dedicated to building a resilient Minnesota by helping communities prepare for, respond to and recover from emergencies and disasters.



### Office of Justice Programs

The Office of Justice Programs works to help crime victims. They reduce crime, help survivors and improve how the criminal justice system functions through grants and other programs.



### Office of Pipeline Safety

The Office of Pipeline Safety puts their knowledge to use by inspecting natural gas, propane and hazardous liquid pipelines. They investigate leaks and accidents — and enforce Minnesota's "Call Before You Dig" laws.



### Office of Traffic Safety

The Office of Traffic Safety works with federal, state, Tribal and local partners to prevent crashes, deaths and injuries on our roads.



### State Fire Marshal

The State Fire Marshal supports fire departments in each municipality in Minnesota. They investigate fires, educate the public on fire safety and conduct fire safety inspections.



### State Patrol

The Minnesota State Patrol are on the job 24/7, keeping Minnesota's roads safe. They work to keep traffic moving safely and efficiently, assist motorists during crashes and investigate vehicle crimes.



### Core services

Our operational divisions are supported by our Fiscal and Administrative Services, Community Affairs, Human Resources, Internal Affairs and Affirmative Action, Tribal Relations and the Office of Communications.

# Common Exposures

MnSAFE Resources – [Safety and Loss Control / Minnesota.gov](https://www.safetyandlosscontrol.com/minnesota)

## Ergonomics

Ergonomics is a very important safety tool for ensuring employees can work productively and comfortably, without fear of discomfort or injury. Below is a listing of guidelines, policies and other resources you can use to ensure employee workspaces are ergonomically sound.

### Ergonomics Guidelines and Policy

- [Guidelines \(PDF\)](#)
- [Policy \(PDF\)](#)

### Frequently Requested Information

- [Laptop Use at Home Guidelines \(PDF\)](#)
- [Ergonomics and the computer workstation at home \(PDF\)](#)
- [Measuring for modular or height adjustable furniture \(PDF\)](#)
- [Federal OSHA Ergonomics Website](#)

### Manual Materials Handling Resources

- [CAL/OSHA and Partners - Ergonomic Guidelines for Manual Materials Handling \(PDF\)](#)
- [NIOSH - Simple Solutions Ergonomics for Construction Workers \(PDF\)](#)

### Training Resources

- [Ergonomics Monitor Training Manual \(PDF\)](#)
- [Office Ergonomics Presentation \(PDF\)](#)

# Common Exposures

MnSAFE Resources – [Safety and Loss Control / Minnesota.gov](https://www.safetyandlosscontrol.com/minnesota)

## Ergonomics

### Workstation Evaluations

- ErgoSystems Office Workstation Evaluation Form ([Microsoft Word](#)) ([PDF](#))

### Employee Self Evaluation Forms

- [Office ergonomics checklist \(PDF\)](#)
- [Computer workstation setup \(PDF\)](#)
- [Chair adjustments \(PDF\)](#)
- [Key office stretches \(PDF\)](#)
- ErgoSystems Resources [Short form \(PDF\)](#) [Long form \(PDF\)](#)

### Online Workstation Evaluation Tools

- [Department of Administration Ergonomics](#)
- [Oregon self-evaluation \(PDF\)](#)
- [OSHA computer workstations](#)

# Common Exposures

MnSAFE Resources [Safety and Loss Control / Minnesota.gov](https://www.mn.gov/safety-and-loss-control)

## Slip, Trip, and Fall Resources

- [Behavioral Patterns that Cause Slips, Trips, and Falls PPT \(PDF\)](#)
- [Slip, Trip, and Fall Interview Tool Presentation \(PDF\)](#)
- [Risk of Complacency One-Pager \(PDF\)](#)
- [Risk of Fatigue One-Pager \(PDF\)](#)
- [Risk of Frustration One-Pager \(PDF\)](#)
- [Risk of Rushing One-Pager \(PDF\)](#)

### Minnesota Safety Council Resources

- [Slip, Trip, and Fall Safety Pledge](#)
- [Preventing Slips, Trips, and Falls at Home](#)

### Minnesota Pollution Control Resources

- Snow and Ice Removal/Treatment  
[Salt Facts & Training](#)  
[Salt Melting Temps](#)

# Foundations of Safety Management

## 6. Education and Training

- Matching training depth to risk level and job tasks
- Adult learning basics for safety training (short, relevant, interactive)
- Onboarding safety training vs. refresher training
- Documenting training and evaluating effectiveness

## 7. Program Evaluation and Metrics

- Choosing meaningful leading and lagging indicators (beyond just injury counts)
- Using data to prioritize safety initiatives
- Periodic program reviews (what's working, what's not)
- Linking evaluation outcomes to continuous improvement

# Foundations of Safety Management

## 8. Communication and Coordination (Host Employers, Contractors, Staffing Agencies)

- Clarifying safety roles and expectations in contracts and agreements
- Site-specific orientations for contractors and temporary staff
- Information sharing: hazards, incidents, emergency procedures
- Joint inspections and coordination meetings

## 9. Building Safety Culture and Influencing Behavior

- What “safety culture” looks like in practice
- Coaching conversations after unsafe behaviors or near-misses
- Positive reinforcement and recognition programs
- Addressing “normalized” risky shortcuts

# Safety Culture Improvement (SCI)

## Safety Culture Improvement Process

**Drive Safe Behaviors**  
and reduce Total Cost of Risk (TCoR)



**ROI up to 10:1**

**Savings up to \$2.9MM**  
in claims, operating costs,  
and self-insured retention



**Tools to understand**  
current state, build  
roadmap to improve,  
monitor and re-evaluate

## Risk and Cost Reduction



**50%+ Reduction**  
in claims cost and  
frequency



**60%+ Reduction**  
in OSHA recordable  
injury rate

## Aon Differentiators

Sustainable  
Process of  
Long-term  
Improvement

ALERT Risk  
Assessment  
Quantification

Safety  
Leadership  
Development



Team of **expert consultants** deliver  
consistent, **effective solutions** to  
improve workplace safety culture

# Coaching for Safety and TCoR Reduction



## Client Background

National grocery chain wanted to reduce their claims in a target region as the claim costs had significant impact on profitability

Client asked Aon to help them:

- Better understand regional claim costs and loss drivers
- Identify innovative solutions that fit their unique culture

## Aon Solution

- Utilized data and analytics to identify regional loss drivers and costs. The data indicated that a large store drove the results for the region, if that store did well, then the region would meet their risk goals.
- Trained a safety team on identifying safe behaviors, providing feedback to reinforce or correct behavior and celebrating success within the store and region.
- Implemented Aon's "Coaching for Safety" process which helped the store identify safe behaviors for specific job tasks where claims were occurring.
- The process was implemented two months prior to the holiday season, which historically had high claim frequency and severity.

## Benefits, Impact, Value

- After implementation, claim frequency was **down by 35% year over year**
- Store achieved their stretch claim reduction goal which **helped the region achieve their targets** as well.
- **\$110,000+ Savings** due to the claim reduction (based on claim allocation costs)

## Fiscal Year 2027

### MnSAFE Annual Workplace Safety Management Plan

#### Completing the plan

Agencies submit one plan for the entire organization. Your MnSAFE Annual Workplace Safety Management Plan is **due October 2, 2026**.

Agency: Indicate the agency name.

Achievements: Please list any recent safety management achievements. If recent achievements are available in different formats or separate plans, please attach the achievements to the plan.

#### Goals and Objectives:

- Provide an update on your past year's goals.
  - For goals and objectives not achieved, please describe what prevented you from achieving the goal or objective.
- Identify your current goals written in a Specific, Measurable, Achievable, Realistic, Time-related format. We have provided a Goals and Objectives template.
- Include goals that:
  - Focuses on your agency's safety perception survey results and injury data.
  - Address trends identified from your agency's work comp snapshot data.
  - Addresses agency-specific issues identified by employees.
  - Addresses employee workplace safety engagement.

Metrics: Insert base rate, annual goal, and Year to Date **FY2026** MnSAFE results for your agency from the [MnSAFE website](#).

Agency Head Name and Signature: The plan must be reviewed and signed by the Agency Commissioner/Director.

# What are some challenges in setting safety goals and involvement in safety?

Open Discussion



# Leading Indicator Goal Setting

## Types and Examples

| Category                | What It Measures                                                                            | Examples                                                                                                                             |
|-------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operations-based</b> | Condition and performance of equipment, work processes, and site controls                   | Risk assessments; job safety analyses; preventive maintenance; inspections; hazard-correction timeliness                             |
| <b>Systems-based</b>    | Effectiveness of the EHS management system across sites, business-unit, or corporate levels | Training quality and completion; audits; policy reviews; investigation quality; corrective-action closure; safety committee activity |
| <b>Behavior-based</b>   | Employee and leadership actions, observations, and safety interactions                      | Safety observations; near-miss reporting; supervisor safety contacts; employee participation; safe-work practice adherence           |

# Leading Indicator Goal Setting

## High-value leading indicators of employee involvement

1. **Safety participation behaviors** (survey-based or observable; e.g., suggestions, peer support, voluntary activities)
2. **Near-miss / hazard reporting rate and quality** (and closure time)
3. **Worker involvement in risk assessments and safety decisions** (measured as % of JSAs / procedures with worker input)
4. **Safety climate / culture survey factors** for worker involvement and communication.
5. **Participation in pre-task planning and safety meetings**, with documented worker contributions.
6. **Worker-driven safety improvements implemented** (suggestions → actions)
7. **Non-punitive reporting and stop-work indicators** (survey + count of worker-initiated stops).

# Measurement Detail Examples

## 1) Safety participation (proactive safety behaviors)

**What it is:** Voluntary behaviors like suggesting improvements, participating in safety meetings, helping others work safely, and joining safety committees.

### How to measure (examples):

- % of employees who:
  - Submit at least one safety suggestion per quarter
  - Serve on safety teams/committees
  - Participate in safety improvement projects or root-cause analyses

## 2) Quality and rate of hazard/near-miss reporting

Frequency and quality of reports of hazards, unsafe acts/conditions, and near-misses, especially when reporting is easy and non-punitive. Leading-indicator reviews and guidance (OSHA, NSC) repeatedly identify near-miss and hazard reporting as key predictors of safety performance and as proxies for trust and engagement.

### How to measure:

- Near-miss reports per 100 employees per month.
- Ratio of near-misses to recordable injuries.
- % of reports closed with corrective actions within X days.
- Qualitative scoring of report quality (e.g., specificity, root-cause insight).

# Measurement Detail Examples

## 3) Employee involvement in safety decision-making and risk management

The extent to which workers are consulted, empowered, and have real influence on safety rules, risk assessments, and work planning.

### How to measure:

- % of risk assessments / JSAs / pre-task plans that include frontline worker participation.
- % of safety procedures or standards that received formal worker review/feedback before approval.

## 4) Participation in safety meetings, toolbox talks, and pre-task planning

Active worker participation in planning and communication routines: toolbox talks, pre-job briefs, safety stand-downs, etc.

### How to measure:

- % of planned toolbox talks and employee driven safety committee meetings actually held, with attendance rates.
- % of high-risk tasks preceded by a documented pre-task safety meeting with worker input.
- Qualitative rating of worker engagement in the meetings (e.g., worker-raised issues per meeting).

# Measurement Detail Examples

## 5) Safety climate / safety culture survey

Validated survey scales that capture employees' perceptions about involvement, communication, and management support for safety.

## 6) Engagement in training (beyond attendance)

Not just completion of mandatory training, but interactive engagement and transfer of learning into behavior.

### How to measure:

- % of workers completing scenario-based or hands-on training (not just CBT).
- Pre/post-test gains in safety knowledge.
- % of training sessions that yield at least one worker-driven improvement action.

## 7) Worker-driven safety improvements and closure of suggestions

Evidence that employee ideas are translated into concrete safety improvements. Number of employee safety suggestions and rate of implementing them are powerful indicators of both participation and trust.

### How to measure:

- Number of safety suggestions submitted per 100 employees.
- % of suggestions implemented or piloted within a defined time.
- Median time from suggestion to decision.

# Measurement Detail Examples

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# Measurement Detail Examples

## 8) Joint safety committees and worker representation

Formal structures where employees co-govern safety (joint committees, worker safety reps, etc.) and how active they are.

### How to measure:

- % of workforce represented on safety committees.
- Committee meeting frequency and attendance (management & workers).
- Number of committee recommendations implemented per quarter.

## 9) Psychological safety and willingness to speak-up|about safety

**What it is:** Employees' confidence that they can raise safety concerns or stop work without fear of blame or retaliation. Safety culture research highlights open reporting, just culture, and non-punitive responses as key cultural features tied to better incident prevention.

# Summary

Thanks for attending –

The State of MN is a diverse organization with wide range of operations that expose employees to a variety of hazards.

My goal was to demonstrate how safety management controls can help with process to manage hazards, establish defined goals to focus efforts on workplace injury risk reduction efforts. Discussed leading indicator goal setting from Aon Safety Culture SME.

Provided some insights on loss analysis done by Aon with claim management costs and costs associated with ergonomic, slip/trip fall, and motor vehicle accidents.

MnSAFE and Risk Management provide you with support and pathway to achieve success.

Questions?

# Contacts

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