

EMPLOYEE

SAFETY CLIMATE SURVEY

AN EVALUATION OF SAFETY-RELATED POLICY AND BEHAVIOR IN THE WORKPLACE



THE SCIENCE OF PERSONALITY



Employee Safety Climate Survey

This report presents results from the recent Employee Safety Climate Survey. The survey contained three components:

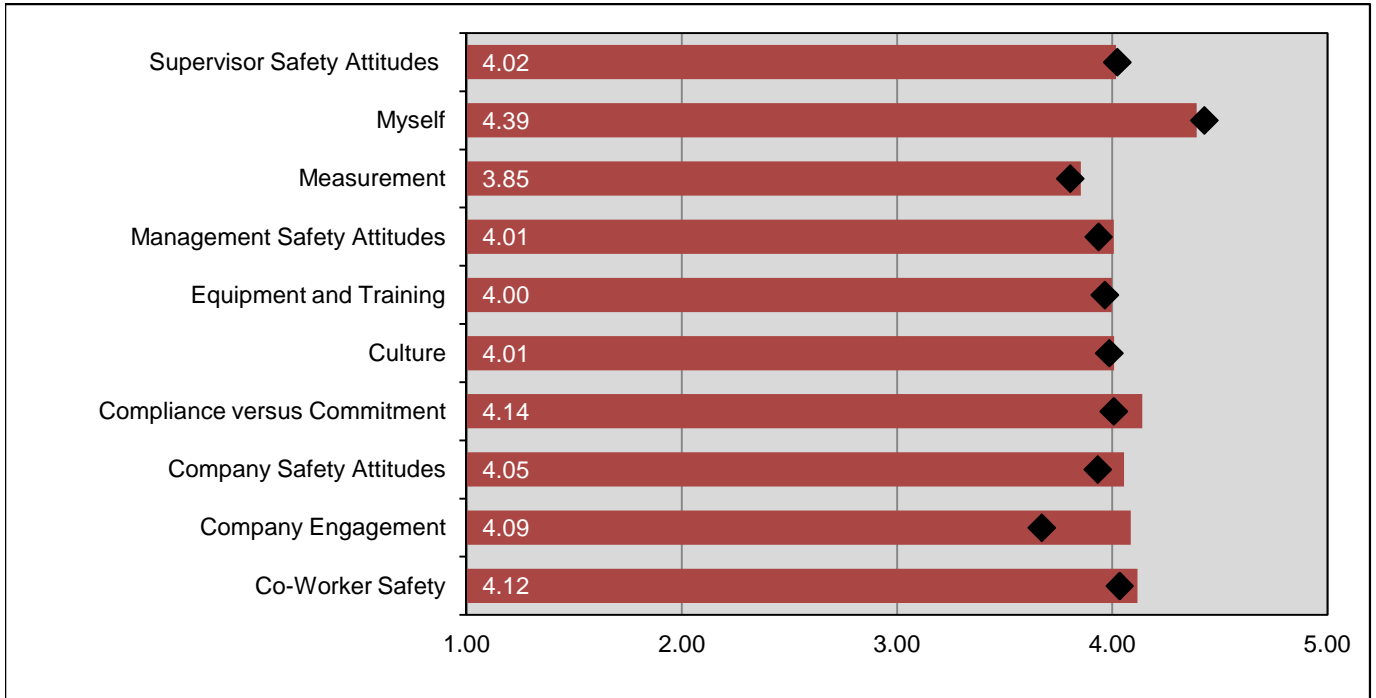
1. Component I. Employees responded to 40 Safety Awareness items to assess the organization's safety culture. Scores on each item ranged from 1 to 5, with high scores indicating strengths of the safety culture and low scores indicating potential areas for improvement. The Safety Awareness items relate to 10 overall themes, such as Supervisor Safety Attitudes and Company Engagement. Page 1 of this report presents average results for each theme and an overall average across all items. These scores provide a benchmark for determining the organization's safety climate. Appendix A at the end of this report presents results for all 40 items.
2. Component II. Employees identified Key Priorities, which represent specific areas where the organization can improve its safety climate, such as making employees more accountable for safety and hiring safer employees. The survey consisted of 17 potential priorities. Each employee selected four priorities that could most improve the organization's safety climate. Page 3 presents these results.
3. Component III. Employees were given the opportunity to provide written comments in response to open-ended questions, such as "Think of the BEST example of safety-related behavior you have seen at work in the last 12 months. Describe this example." Written comments start on Page 4 of this report.

How to use these results:

Results from all three survey components provide valuable information concerning both strengths and potential areas of improvement. To assess and improve your organization's safety climate, Hogan recommends the following steps:

1. Carefully read through the information in all three sections of this report and the appendices.
2. Look for common themes, noting the 3-4 most commonly cited strengths and 3-4 most commonly cited areas of improvement.
3. List strengths and examples for each (e.g., related items receiving high ratings, specific written comments). This information will help you provide others in your organization with a clear picture of what you are currently doing well.
4. List areas for improvement and examples, noting specific steps you could take to improve each area. This information will help you provide others in your organization with a clear picture of what can improve the safety climate and performance.
5. Formulate an action plan. This plan should include both communicating strengths to employees and steps you can take to improve the safety climate and performance.
6. Reassess safety climate in 6-12 months, or as needed. To both determine the success of your action plan and measure the impact of potential changes to the work environment, it is important to assess safety climate at least annually. You can use results presented in this report as a benchmark for examining change with future administrations.

Safety Results by Theme: The graph below displays the average safety scores for each of the 10 Safety Awareness themes. Higher scores indicate strengths and lower scores indicate areas for improvement. Black diamonds indicate Safety Climate Survey benchmark averages.



Overall Average: The information below presents the average score across all items. This number ranges from 1.00 to 5.00, with higher numbers indicating a stronger overall safety climate.

Your average score is **4.06** or **81.3%**
(There were 225 respondents)
The overall average score based on Hogan Safety Climate Survey benchmark data is **3.96**

Group Averages: The tables below present the number of respondents (N) and the average of the respondents' ratings (Mean) for each subgroup. The tables only present results from groups with at least three respondents.

Department	N	Mean
Maintenance	55	4.20
Commercial	31	4.07
Office Support	37	3.97
Production	35	4.14

Job Type	N	Mean
Executive	21	4.27
Management	52	4.18
Staff 1	35	4.09
Staff 2	72	3.99
Hourly Employee	10	4.17

Supervisor Role	N	Mean
No, I do not supervise other staff members	89	4.06
Yes, I supervise other staff members	86	4.12

Organization Tenure	N	Mean
Less than 6 Months	28	4.21
6-11 Months	27	4.14
1-2 years	26	3.85
3-5 years	37	4.12
6-10 years	32	4.10
11-15 years	19	4.04
Greater than 15 years	7	3.86

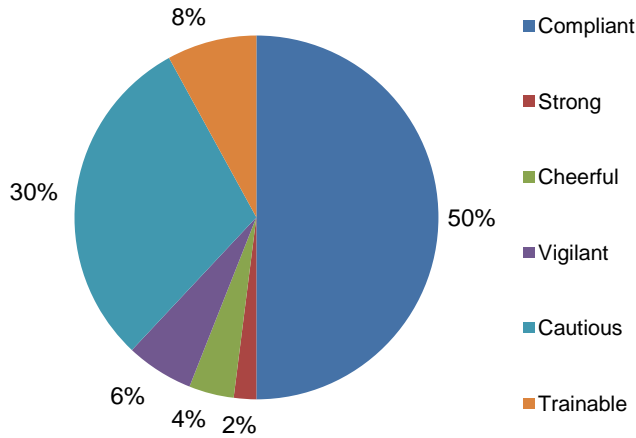
The second component of the Safety Climate Survey asked respondents to provide feedback regarding what the organization should concentrate on to improve safety. It asked employees to make four selections from a list of potential priorities. Respondent's first choice received 4 points, the second choice 3 points, etc. We then summed scores for each item across all survey respondents. The table below presents these results. Key priorities, which are those receiving the highest overall ratings, are indicated in bold.

What four things should your company concentrate on in the next 12 months to improve safety?

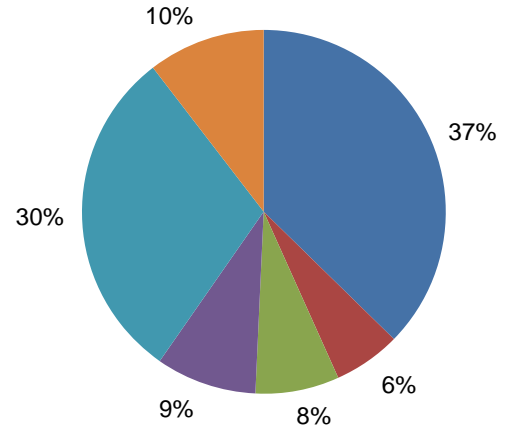
Rank	Key Priorities	Score
1	Communicate better, keep me informed about safety issues	227
2	Encourage employees to take safety seriously	184
3	Employ the right people with the right attitude	180
4	Take action when safety issues are raised	150
5	Improve our work practices and operating procedures	149
6	Stop the culture of blame: focus on fixing the issue	146
7	Set clear goals to improve safety	145
8	Give us the right safety equipment (Personal Protective Equipment)	145
9	Promote a culture of safety	129
10	Make people accountable for safety	124
11	Hold regular safety briefings/ provide more feedback	98
12	Offer more training so I know how to do my job safely	91
13	Value safety over production	79
14	Promote stronger management commitment to safety	73
15	Provide more and/or better risk assessments	62
16	Make the Safety Committee more effective	60
17	Encourage supervisors to promote safety discussions	51

The third component of the Safety Climate Survey asked for written comments regarding the best and worst safety examples employees have experienced. The graphs below indicate the percentage of comments falling within each of the safety-related behavioral categories and each of the safety climate-related areas.

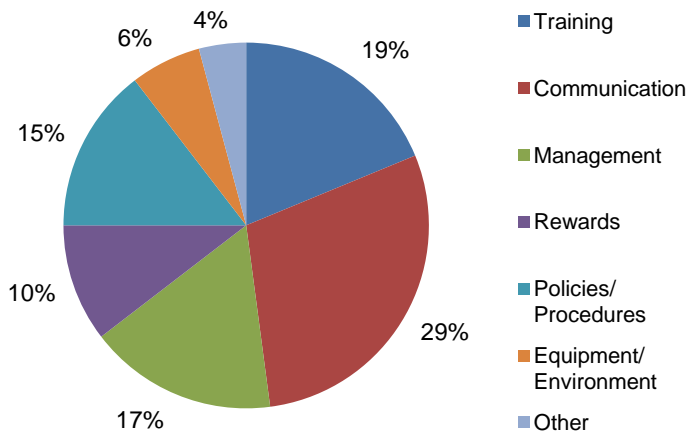
Positive Comments - Behaviors



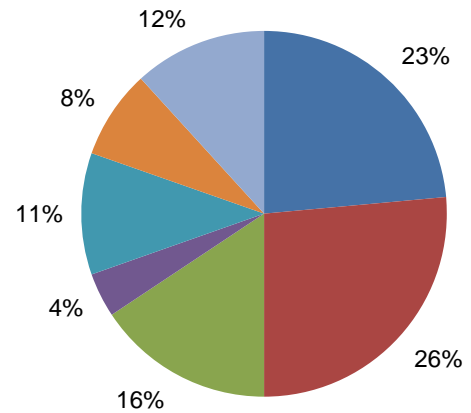
Negative Comments - Behaviors



Positive Comments - Climate



Negative Comments - Climate



Below are examples of positive and negative responses of the two most frequently cited behavioral categories.

Positive Behaviors - Compliant

1. All members of the crew wore safety goggles when using the power tools and equipment. Although the goggles fog up sometimes, they help prevent saw dust and other debris from getting in our eyes.
2. All crew members wear personal protective equipment before starting a job.

Negative Behaviors - Compliant

1. A crew member took a safety guard off a power tool to make a difficult cut in a tile. He sliced the tip of his index finger off and had to be taken to the hospital.
2. While on-site, a crew member used a dry saw on the front lawn. He didn't put down a tarp or wet the lawn before using the saw.

Positive Behaviors - Cautious

1. An employee who was newly hired noticed that a memo from management wanted us to store our paints and chemicals in the same room. She pointed out that storing the chemicals in two separate ventilated rooms would prevent the chemicals from potentially mixing, causing a fire or explosion. She was recognized for catching the error, and management accepted her suggestions. We now store our paints and other chemicals in two separate rooms according to their flammability and other properties.
2. Everyday before taking his truck out, a coworker double checks everything in the bed to ensure all things are secured and will not fly out while driving. To this day, my coworker has yet to lose any of his tools or work materials.

Negative Behaviors - Cautious

1. In the warehouse, one of my coworkers who's been here for 24 years didn't use a ladder to get paints down from a shelf that was 6 feet high. He thought he could just pull it down, and that using a ladder would be a hassle and take too much time. He didn't see the other containers sitting on top of the one he wanted, and when he pulled his container down, six more tumbled down on him, knocking him down and breaking his leg.
2. Once, I witnessed a new employee using his hand to push bags of insulation into the hopper that cuts it up for installing blow-in insulation. Despite several warnings, he continues to use his hand instead of a pole we have for such purposes. Luckily, when the hopper finally caught him, he managed to pull his arm out and only rip his sleeve. It could have taken his hand, arm, or even worse.

Below are positive and negative examples of the most frequently cited safety climate-related areas.

Positive Comments - Communication

1. Constant communication between management, worker, and co-worker. Helps improve working conditions on all aspects.
2. Our supervisors always inform us about safety issues in our weekly meetings. We are also given feedback on incidents and how we can improve.

Negative Comments - Communication

1. I informed my manager that the equipment we were using was inadequate, but nothing was done to resolve this matter. If our equipment does not work properly, we are at a higher risk for safety-related incidents.
2. Improper communication between crew members and levels leads to uncertainty, which could lead to accidents or injuries.

Positive Comments - Training

1. During my training, I followed experienced employees for a long period of time to learn the job and associated safety concerns. This made me much more comfortable working on my own, and I believe it made me better at recognizing safety concerns associated with my job.
2. Older employees teaching and training younger, inexperienced workers creates a better awareness of hazards and a lower risk to the individuals working within the environment.

Negative Comments - Training

1. Lack of training for new hires. New hires are unsure how to operate equipment safely and properly.
2. New employees improperly trained or not trained at all on equipment. This will eventually lead to injuries.

The table below presents average results for all 40 Safety Awareness items. Scores range from 1.00 to 5.00, with higher scores reflecting strengths and lower scores reflecting areas for improvement. Benchmark averages are presented on the left.

Benchmark Average	Overall Score	Themes, Subthemes & Questions
4.03	4.12	Co-Worker Safety
4.25	4.36	I feel safe working with my co-workers
4.07	4.18	My co-workers willingly follow safe work procedures
4.02	4.05	My co-workers don't put others at risk
3.80	3.88	No one on my team cuts corners that compromise safety
3.67	4.09	Company Engagement
3.97	4.24	I really enjoy working here
3.66	4.08	I feel valued working here
3.59	4.03	Trust in my department exists at a: (Low level - High level)
3.47	3.99	Morale in my department is: (Very low - Very high)
3.93	4.05	Company Safety Attitudes
4.15	4.18	Safety is a primary concern for top management at our company
3.87	4.15	Our company has a good reputation for safety in the community
4.00	4.06	Our company invests in safety-related programs
3.70	3.83	Employees follow safety procedures even when project timeframes are tight
4.01	4.14	Compliance versus Commitment
4.23	4.24	Our company promotes safety because it is the right thing to do
4.05	4.19	I am encouraged to recommend ways to improve safety at work
4.03	4.12	Our management takes safety seriously all of the time, not just when there has been an accident or incident
3.72	4.02	If there were no laws about safety, our company would still provide a safe work environment
3.99	4.01	Culture
4.12	4.18	Taking safety seriously is part of our company culture
4.17	4.17	Safety is a regular part of company communications
3.97	4.03	We are encouraged to achieve company safety targets
3.71	3.65	New employees are given sufficient safety training when they start

Benchmark Average	Overall Score	Themes, Subthemes & Questions
3.96	4.00	Equipment and Training
4.12	4.08	Safety training is taken seriously in our company
3.88	3.98	Our safety equipment is well maintained
3.93	3.98	Our safety training is relevant and useful
3.93	3.95	Our safety equipment is adequate and appropriate
3.94	4.01	Management Safety Attitudes
4.17	4.31	Management cares about our safety at work
3.88	4.11	Management puts safety ahead of productivity
3.88	4.00	Management takes prompt action when safety issues are raised
3.88	3.61	Management consistently holds people accountable for safety breaches
3.80	3.85	Measurement
4.07	4.01	I know what safety results we are aiming for
3.92	3.88	Our safety performance is measured
3.59	3.87	We are given feedback on the results of safety audits and investigations
3.64	3.66	We receive regular feedback on our safety performance
4.43	4.39	Myself
4.56	4.46	I believe that working safely is as important as getting the job done
4.50	4.43	I understand the safety rules for the job I do
4.35	4.38	I feel safe in my work area
4.30	4.30	I report things that I think are unsafe
4.02	4.02	Supervisor Safety Attitudes
4.38	4.19	My supervisor encourages people to work safely
4.20	4.14	We are encouraged by supervisors to raise safety issues and hazards
4.01	3.97	My supervisor regularly discusses the hazards of our work and the precautions we must take
3.62	3.78	My supervisor knows when someone is working unsafely