PMA COMPANIES

Organizational Safety Perception Survey

Conducted for:
State of Minnesota Department of Education

Prepared by:
David Weightman, CPCU, ARM, CSP
Risk Control Manager

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OLD REPUBLIC INSURANCE GROUP

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Executive Summary

The management team and employees of The Minnesota Department of Education participated in an employee safety perception survey conducted by PMA Companies from April 26 through May 22, 2017. The premise behind this survey is that higher average scores in the seven Organizational Culture Indicators (or individual questions) suggest an ***agreement*** with the positive safety statement made in each "question." Since employee perceptions are one measurable component of workplace culture, higher average scores are reflective of a stronger safety culture (or employee agreement) in the targeted area. The make-up of the Organizational 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. Thus, the results of the survey are designed to give management and employees of the organization a reasonable reflection of their safety culture.

Surveys were distributed to employees electronically via an email link and 304 surveys were collected. The data was analyzed by PMA and this report includes our observations and analysis of the survey data.

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 3.80. Also important are the "buckets" of questions or Organizational Cultural Indicators measured which make up the aggregate survey score. Listed below are the performance indicator scores for the organization. Noteworthy is Workplace Safety Norms and Safe Work Environment were indicators with higher scores on a relative basis while Safety Training and Development and Organizational Safety Leadership scores were lower scores on a relative basis.

Employee Safety Involvement	Safe Work Environment	Workplace Safety Norms	Safety Supervision	Organizational Safety Leadership	Safety Training & Development	Job Satisfaction
3.75	3.91	3.99	3.87	3.67	3.52	3.84

Aggregate Average Score:

3.80

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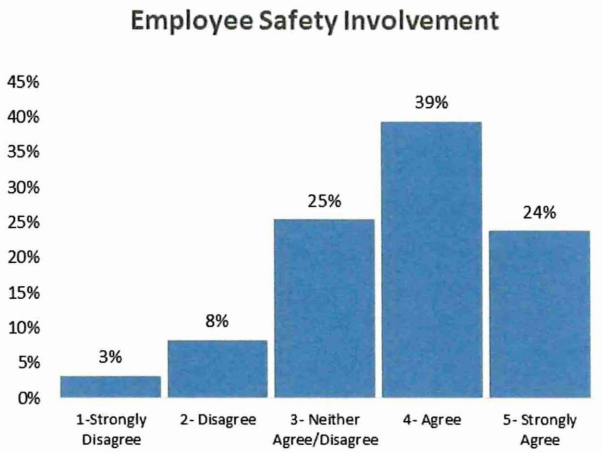
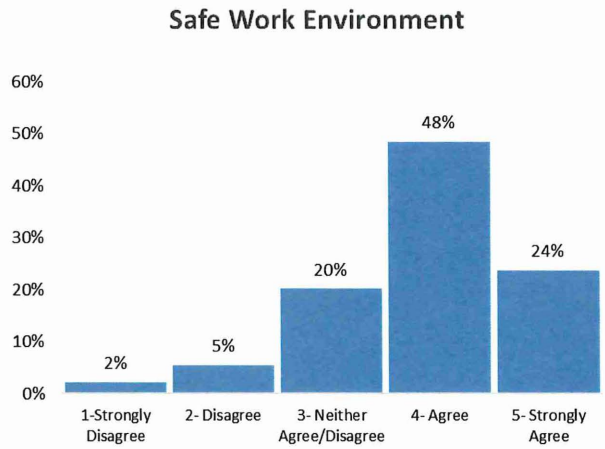
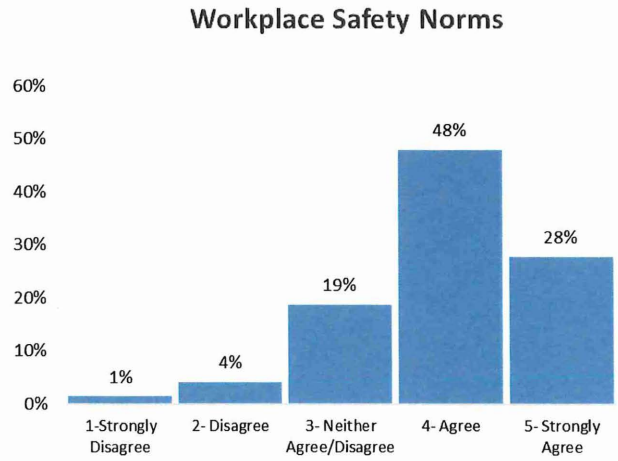
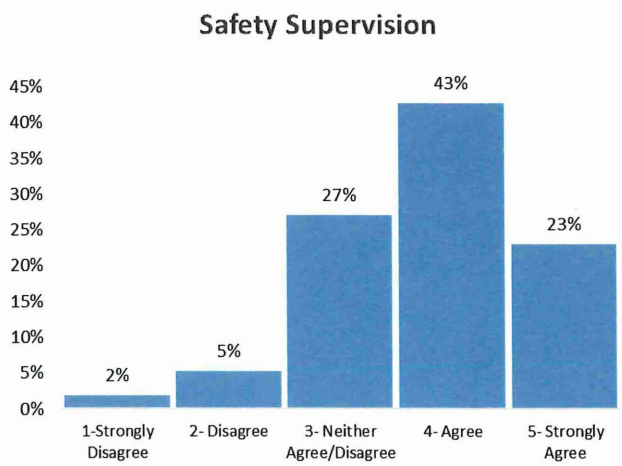
While the average scores reported by employees allow us to identify high and low survey scores on a relative basis, understanding the frequency distribution of survey responses presents insight into the percentage of employees who responded to survey questions in a positive, neutral, and negative manner.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









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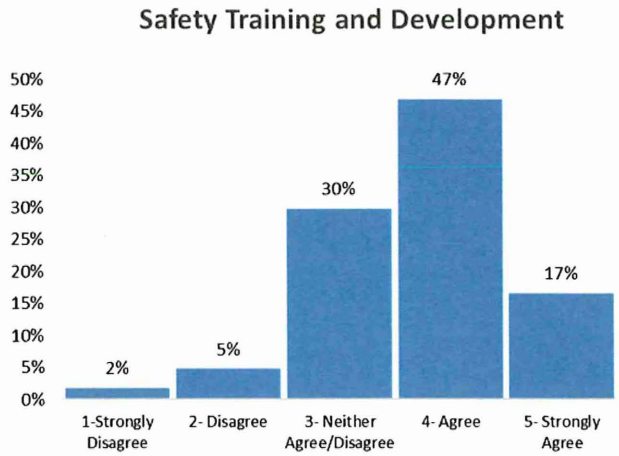

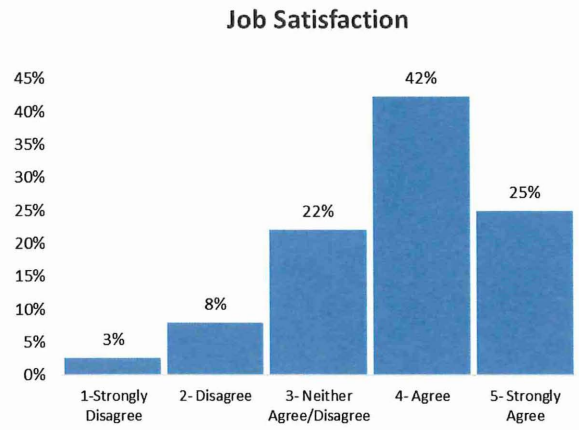

Survey data was segmented by Division, Collective Bargaining Unit, Position, and Tenure to identify differences that may exist in employee perception of issues by different work groups as work groups often evolve their own sub-cultures over time given their mission, characteristics of the group and their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

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Executive Summary

Division	
Nutrition, Health & Youth Development	33
Compliance & Assistance	32
Special Education	31
Agency Finance & Operations	26
School Finance	25
Student Testing & Assessment	25
Early Learning Services	20
Career & College Success	18
Student Support	16
School Support	13
Educator Licensing	12
Executive Team	10
State Library Services	8
Communications	7
Human Resources & Agency Services	7
Academic Standards & Institutional Effectiveness	6
Equity & Innovation	5
Chief Accountability Office	3
School Safety & Technical Assistance	3
Charter Schools	2
Government Relations	1
Office of Indian Education	1
Grand Total	**304**

Bargaining Unit	
MAPE	190
AFSCME	41
MMA	26
Managerial Plan	23
Commissioner's Plan	11
SRSEA	7
Unrepresented	5
MNA	1
Grand Total	**304**

Position	
Employee	243
Supervisor/Manager	33
Director/Senior Leader	20
Seasonal/Temporary	8
Grand Total	**304**

Tenure	
> 5 Years	172
1-5 Years	93
< 1 Year	39
Grand Total	**304**

Our records suggest approximately 392 employees of the department had an opportunity to participate in this survey. The 304 surveys completed represents a 78% response rate.

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:

1. **Share Survey Data** - Survey data should be reviewed with the management team and ultimately with all employees. A significant 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 Division 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 five questions with the lowest scores in red and the five questions with the highest scores in green to draw attention to work unit level strengths.

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2. **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.

3. **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.

4. **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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Survey Data – Highlights & Observations

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Survey Data – Highlights & Observations

Data Visualization

Modifications were made to the following codes in our presentation of data to optimize the data visualization on the tables, graphs, and charts contained in this report.

Bargaining Unit	Abbreviated Bargaining Unit
American Federation of State, County, and Municipal Employees (AFSCME)	AFSCME
Commissioner's Plan	Commissioner's Plan
Managerial Plan	Managerial Plan
Minnesota Association of Professional Employees (MAPE)	MAPE
Middle Management Association (MMA)	MMA
Minnesota Nurse's Association (MNA)	MNA
State Residential Schools Education Association (SRSEA)	SRSEA
Unrepresented/Other	Unrepresented

Organization Strengths – Questions 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 3.80 average score for each question. Efforts should be made to understand factors which may have led to positive employee perceptions around these issues as they may provide insights into strategies which may support improvement around areas that were viewed less positively by employees.

	Question	Avg. Score	% Deviation from Overall Average of 3.80
2.	My opinion is valued by my supervisor	4.29	13%
1.	I am comfortable raising safety issues	4.29	13%
9.	The equipment and tools I use are safe	4.26	12%
19.	Our workplace is free from drugs and alcohol	4.24	11%
39.	I enjoy my work responsibilities and tasks	4.23	11%

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Organization Improvement Opportunities – Questions with Low Scores:

The statements that resulted in the lowest scores as a measure of their negative deviation from the 3.80 average are listed below. Efforts 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 3.80
32.	Safety performance is considered in performance appraisals and promotions	3.17	-16%
7.	Our safety meetings are effective	3.23	-15%
34.	New employees are effectively trained on safety rules and procedures	3.33	-12%
44.	When injured on the job, employees return to work as quickly as possible	3.34	-12%
36.	Lessons learned from accident investigations are used to make our work place safer	3.38	-11%

To identify "gaps" among work groups/division, position level in the organization, collective bargaining unit, and tenure with the organization, the standard deviation of the scores was calculated to quantify the amount of variation or dispersion among groups. Illustrated on the next pages are the five questions with the greatest and lowest standard deviations for our 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 scores are to each other and less the perception gap among groups.

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Survey Data – Highlights & Observations

Questions by Division

The table below illustrates the five questions with the ***greatest*** standard deviation or perception gaps that exist among the Divisions. It is common for work groups or divisions to evolve their own unique sub-culture based on the management style of the division leader and characteristics of the work group.

Consideration should be given to the possible causes of the perception gaps that exist, whether variation in scores is positive or negative, possible strategies for closing the perception gaps and raising the survey scores of all work groups.

	Standard Deviation of Average Scores				
	0.399	**0.387**	**0.351**	**0.348**	**0.342**
	My work contribution is recognized, valued and appreciated	There are reasonable rewards in the work I perform	I usually have enough time to perform my job in a quality manner	Leaders in this company solicit safety ideas from employees	I am confident my company will handle any workers' compensation claim fairly and timely
Academic Standards & Institutional Effectiveness	4.17	4.17	2.83	4.33	4.00
Agency Finance & Operations	3.46	3.00	3.00	3.31	3.38
Career & College Success	4.17	3.78	3.44	3.72	3.94
Communications	3.57	3.57	3.43	3.43	3.86
Compliance & Assistance	4.16	3.56	3.84	3.50	3.72
Early Learning Services	3.40	3.25	3.65	3.05	3.70
Educator Licensing	3.92	3.25	3.42	3.75	3.92
Equity & Innovation	4.20	3.40	4.00	3.00	3.00
Executive Team	4.60	4.40	4.30	4.10	4.70
Human Resources & Agency Services	4.29	4.00	4.29	4.14	4.29
Nutrition, Health & Youth Development	3.79	3.67	3.42	3.27	3.70
School Finance	4.28	3.92	4.00	3.56	3.96
School Support	4.00	3.54	3.92	3.46	3.69
Special Education	4.13	3.94	3.81	3.45	3.71
State Library Services	3.63	3.00	3.50	3.63	3.63
Student Support	4.44	4.13	3.81	3.63	3.88
Student Testing & Assessment	4.36	3.32	3.76	3.80	3.96

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Survey Data – Highlights & Observations

The table below illustrates the five questions with the ***lowest*** standard deviation among the Divisions. These represent the questions with the least or smallest perception "gaps" suggesting a more consistent view of these issues by employees across all divisions. 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.

	Standard Deviation of Average Scores				
	0.115	**0.147**	**0.172**	**0.178**	**0.196**
	The equipment and tools I use are safe	My co-workers work safely	My work environment is safe	Our work procedures are safe	Supervisors are good safety role models
Academic Standards & Institutional Effectiveness	4.33	4.17	4.17	4.17	4.33
Agency Finance & Operations	4.19	3.92	3.96	3.88	3.69
Career & College Success	4.33	4.33	4.17	4.33	4.17
Communications	4.14	4.14	4.00	4.29	4.14
Compliance & Assistance	4.31	4.16	4.09	4.19	4.03
Early Learning Services	4.00	3.95	3.95	3.90	3.85
Educator Licensing	4.25	4.25	4.08	3.75	4.17
Equity & Innovation	4.20	4.00	3.80	4.00	4.00
Executive Team	4.50	4.40	4.40	4.20	4.40
Human Resources & Agency Services	4.29	4.00	4.14	4.29	3.86
Nutrition, Health & Youth Development	4.12	3.94	3.91	3.94	3.85
School Finance	4.28	4.20	4.16	4.12	4.24
School Support	4.46	4.15	4.38	4.00	3.92
Special Education	4.29	3.94	4.13	3.90	4.13
State Library Services	4.25	4.25	4.00	3.75	3.88
Student Support	4.31	3.94	4.44	4.19	4.13
Student Testing & Assessment	4.28	4.16	4.24	4.04	4.32

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Survey Data – Highlights & Observations

Questions by Bargaining Unit

The table below illustrates the five questions with the ***greatest*** standard deviation or perception gaps that exist among collective Bargaining Units. Consideration should be given to the possible causes of the perception gaps that exist, whether variation in scores is positive or negative, possible strategies for closing the perception gaps and raising the survey scores of all work groups.

	Standard Deviation of Average Scores				
	0.366	**0.362**	**0.361**	**0.359**	**0.330**
	There are reasonable rewards in the work I perform	My work contribution is recognized, valued and appreciated	I have an opportunity to learn and use new skills in this company	I enjoy my work responsibilities and tasks	I am confident my company will handle any workers' compensation claim fairly and timely
AFSCME	3.68	4.00	3.90	4.24	3.85
Commissioner's Plan	4.18	4.45	4.36	4.36	4.45
Managerial Plan	4.00	4.22	4.22	4.48	4.26
MAPE	3.51	3.98	3.69	4.17	3.70
MMA	3.81	4.15	4.00	4.35	3.88
SRSEA	4.00	4.00	4.14	4.57	3.71
Unrepresented	3.00	3.20	3.20	3.40	3.40

The table below illustrates the five questions with the ***lowest*** standard deviation among the Bargaining Units. These represent the questions with the least or smallest perception "gaps" suggesting a more consistent view of these issues by employees across all divisions. 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.

	Standard Deviation of Average Scores				
	0.095	**0.110**	**0.111**	**0.116**	**0.116**
	The equipment and tools I use are safe	Knowledge and skills gained through training programs are enforced in our work practices	Our work procedures are safe	There is an expectation that work will be performed safely	Supervisors have effective coaching skills that result in a safer workplace
AFSCME	4.27	3.49	3.95	3.98	3.46
Commissioner's Plan	4.36	3.45	4.09	4.27	3.55
Managerial Plan	4.43	3.57	4.17	4.17	3.57
MAPE	4.24	3.50	4.05	3.92	3.62
MMA	4.19	3.77	4.08	4.12	3.69
SRSEA	4.14	3.71	4.00	4.14	3.86
Unrepresented	4.20	3.60	3.80	4.00	3.60

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Survey Data – Highlights & Observations

Questions by Position

The table below illustrates the five questions with the ***greatest*** standard deviation among Position codes. These questions represent issues where the most significant "gaps" exist between the reported scores of "Supervisor/Manager," and "Employee." Consideration should be given to understanding the cause of these gaps and actions that may allow for a more consistent view of these issues among different levels of the organization's hierarchy. Noteworthy in this analysis is the higher scores reported by managers and lower scores reported by employees on a relative basis. This is not uncommon as managers and supervisors are more involved in safety and risk management activities and more aware of the value the organization places on safety.

	Standard Deviation of Average Scores				
	0.327	**0.319**	**0.317**	**0.314**	**0.293**
	Unsafe conditions are corrected in a timely manner	Leaders in this company solicit safety ideas from employees	It is OK to remind or encourage people to work safely	My work contribution is recognized, valued and appreciated	Bringing up safety issues is accepted in this organization
Director/Senior Leader	4.15	4.10	4.60	4.15	4.60
Employee	3.58	3.45	3.96	3.53	3.90
Seasonal/Temporary	3.25	3.25	3.75	3.38	3.88
Supervisor/Manager	3.79	3.73	4.21	3.97	4.18

The table below illustrates the five questions with the ***lowest*** standard deviation among the Positions. These represent the questions with the least or smallest perception "gaps" suggesting a more consistent view of these issues by employees across all divisions. 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.

	Standard Deviation of Average Scores				
	0.061	**0.062**	**0.063**	**0.066**	**0.097**
	There are consequences for violating safety rules	Supervisors have effective coaching skills that result in a safer workplace	Our work procedures are safe	The equipment and tools I use are safe	Our workplace is free from drugs and alcohol
Director/Senior Leader	3.60	3.55	4.20	4.40	4.45
Employee	3.50	3.60	4.02	4.24	4.20
Seasonal/Temporary	3.63	3.50	4.13	4.38	4.25
Supervisor/Manager	3.48	3.67	4.09	4.27	4.36

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Survey Data – Highlights & Observations

Questions by Tenure

The table below illustrates the five questions with the ***greatest*** standard deviation or perception gaps that exist among Employee Tenure. The time an employee has with an organization and their experience with the new employee "on boarding" process can influence their perceptions of the organization. With this in mind, our survey captures employee tenure with the organization. Consideration should be given to the possible causes of the perception gaps that exist between employees with different tenure with the organization, whether variation in scores is positive or negative and possible strategies for closing the perception gaps.

Noteworthy in review of survey responses by tenure is the higher scores reported by employees with < 1 year with the organization and the lower scores reported by employee with > than 5 years with the organization.

	Standard Deviation of Average Scores				
	0.343	**0.323**	**0.290**	**0.264**	**0.259**
	I have an opportunity to learn and use new skills in this company	A team approach is valued in this company	Safety performance is considered in performance appraisals and promotions	My work contribution is recognized, valued and appreciated	I am confident my company will handle any workers' compensation claim fairly and timely
< 1 Year	4.44	4.38	3.72	4.51	4.26
1 - 5 Years	3.97	3.82	3.17	4.09	3.95
> 5 Years	3.60	3.62	3.05	3.88	3.62

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The table below illustrates the 5 questions with the ***lowest*** standard deviation among employee Tenure. These represent the questions with the least or smallest perception "gaps" suggesting a more consistent view of these issues by employees across all divisions. 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.

	Standard Deviation of Average Scores				
	0.043	**0.059**	**0.065**	**0.069**	**0.096**
	When injured on the job, employees return to work as quickly as possible	I have a clear understanding of workplace hazards and how to avoid injury at work	Leaders use safety suggestions made by employees	Lessons learned from accident investigations are used to make our work place safer	New employees are effectively trained on safety rules and procedures
< 1 Year	3.28	3.79	3.69	3.49	3.51
1 - 5 Years	3.39	3.76	3.59	3.43	3.32
> 5 Years	3.32	3.66	3.53	3.32	3.30

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. Feedback was provided by employees on issues such personal and building security, active shooter and emergency planning, slip and fall hazards, exposures presented by boilers and building maintenance tasks, indoor air quality, communication and office ergonomics. We encourage you to review and consider this feedback, probe for more details, and where possible, respond to specific employee feedback when survey results are shared with employees.

Survey Design and Organizational Gaps

One of the keys to improving employee perceptions and ultimately the culture of the organization is to strategically address perception gaps between work groups, divisions, 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. Improvement strategies can be constructed around reducing this gap by taking actions to understand and address issues where low scores were reported and understanding the factors supporting issues that reported high scores.

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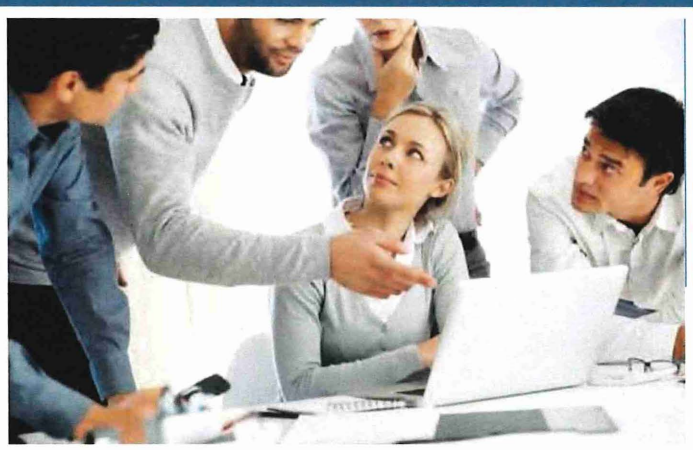
Survey Overview & Improvement Strategies



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Survey Overview & Improvement Strategies

In this portion of our report we offer suggestions regarding the next steps you may want to consider after reviewing your survey data. Additionally, we offer background on our survey questions, insight into organization culture and the organizational change process. Strategies to consider regarding the issues measured by our survey are also provided at the organization or work unit level.

As you reflect upon your survey data and the current culture of the organization it is useful to consider what organization culture is as you contemplate desired changes. Per Edgar H. Schein in his book Organizational Culture and Leadership (2004) organization culture is …

> *"A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems"*

Inherent in this definition is recognition that culture is stable, deep, formed long ago, at many levels is unconscious and is slow to change. While challenging, we feel organizational change is possible and we offer the following suggestions to organizations considering the process.

- For change to occur there needs to be leadership that creates a sense of urgency around the need to change
- A coalition of change agents should be established with expertise and in a position of power to initiate change
- A vision for change needs to be created that clearly defines how you want the organization to change
- The vision of change needs to be actively communicated throughout the organization
- Obstacles to change need to be proactively identified and removed or actively worked around (supervisors, systems, policies, skills, etc.)
- Create short -term wins and market them internally… success creates positive momentum
- Build on success and change
- Anchor changes as they occur by embedding them in your policies, training programs, performance management system, employee selection process, mission and value statements and day to day activities

The issues driving employee perceptions and the culture of an organization are unique to each organization and work unit and therefore the actions and strategies to foster change will be unique to each organization and work unit. While not all inclusive, we offer several strategies linked to our survey metrics for consideration as you consider changes you would like to make to the organization.
Our perception survey assesses employee perceptions of seven organizational culture indicators using a 5-degree Likert rating scale where:

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1 = Strongly Disagree
2 = Disagree
3 = Neither Agree Nor Disagree
4 = Agree
5 = Strongly Agree

On a relative basis, questions with high scores should be viewed as organizational strengths that may be leveraged and questions with lower survey scores issues that may present improvement opportunities. Additionally, gaps in survey scores between work groups and employee groups should also be understood.

Employee Involvement – Employees who are engaged in supporting the goals of the organization are more likely to support a positive and safe work environment and lower workers' compensation costs (Habeck, Rochelle V., et al., "Employer Factors Related to Workers' Compensation Claims and Disability Management," Rehabilitation Counseling Bulletin, March 1991). Given this link between employee involvement and safety and workers' compensation results we assess employee involvement in managing workplace safety issues and support for organizational improvement by asking them to respond to the following statements:

1. I am comfortable raising safety issues
2. My opinion is valued by my supervisor
3. Leaders in this organization solicit safety ideas from employees
4. Leaders use safety suggestions made by employees
5. Adequate information about this organization is shared with employees
6. A team approach is valued in this organization
7. Our safety meetings are effective

Employee Involvement Strategies - If an organization or work unit scored low in the Employee Involvement culture indicator or the questions which make up this indicator, the following strategies may improve organizational and work unit effectiveness and employee perceptions around the issues measured:

- **Share Survey Data with Employees** – Sharing safety perception survey data with employees in group meetings, personal interviews and focus group meetings is a great first step in promoting a culture of employee involvement and engagement. Thanking employees for their feedback and participation in the survey, probing for examples and details to support empirical survey data and soliciting their involvement to support the improvement of the organization and work unit may be effective activities.
- **Meeting Forums** - Create forums, meetings or informal opportunities for employees, supervisors and senior managers to discuss safety, risk management and organizational improvement opportunities. Employees at all level of the organization may have ideas to

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improve the organization and their work unit and effective organizations find ways to promote employee engagement around these issues. Fostering an environment where employees feel safe and are encouraged to share ideas and where their contribution is recognized and valued is an important first step in this process.

- **Public Recognition** - Publicly recognize employees who suggest ideas or take actions to improve the organization in meetings, newsletters and other communication tools used by the organization. Central to changing the culture of an organization is changing the shared values, beliefs and norms of behavior of the individuals that make up the organization. Recognizing change occurs one decision at a time by individuals that make up the organization, it is important to publicly recognize, value and celebrate positive behaviors when they occur.

- **Manager and Supervisor Training** - Provide supervisors and managers with training and professional development opportunities that may improve their appreciation and value of employment engagement and provide them with the skills needed to promote a culture of employee engagement within their work units and at the organization level.

- **Share Information** - Periodically share information regarding the performance of the organization and work units with employees to enhance their understanding of organizational objectives and to link their individual performance to the success of the organization.

- **Team Work** - To promote teamwork, where possible, consider organizing work, processes or projects around teams and establish goals and metrics around their performance.

- **Safety Meetings** - Evaluate the effectiveness of current safety meetings with a focus on the goals established for these meetings, metrics used to track meeting and group performance, the agenda and structure of meetings, the skills of those running meetings and resources used to support the effectiveness of meetings.

Work Environment – A safe work environment is generally free of recognizable hazards so we probe employee perceptions regarding workplace hazards and whether processes are in place to identify and correct unsafe conditions by asking them to respond to the following statements:

8. My work environment is safe
9. The equipment and tools I use are safe
10. I am provided with proper safety equipment
11. My organization properly evaluates the risk of tasks we perform
12. Our work procedures are safe
13. Unsafe conditions are corrected in a timely manner

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Survey Overview & Improvement Strategies

Work Environment Improvement Strategies - If an organization or work unit scored low in the Work Environment culture indicator or the questions which make up this indicator, the following strategies may improve organizational and work unit effectiveness and employee perceptions around the issues measured:

- **Share Survey Data with Employees** – Sharing safety perception survey data with employees in group meetings, personal interviews and focus group meetings is a great first step in promoting a culture of employee involvement. Probing for a better understanding and soliciting feedback regarding the issues measured by our survey questions can be insightful and may lead to the identification and better management of work environment hazards.

- **Safety Inspections** – Create systems that ensure the periodic inspection and assessment of tools, safety equipment and hazards created by facilities and work environments. While management involvement in these tasks is generally important in establishing accountability for their performance, encouraging employee involvement in these processes through "safety self-inspections" is often an effective tool for getting more people involved in the process.

- **Job Hazard Analysis** – Consider establishing a program to complete and document formal job hazard analysis of high hazard jobs or jobs which have historically generated employee injuries. A job hazard analysis provides a structured process for breaking down jobs into detailed steps and promotes the assessment and control of hazards associated with each step in the work process. This process may lead to a better understanding and management of job hazards, job standards and employee training efforts.

- **Track Correction of Hazards Identified** – The safety inspection process may lead to the identification of hazards or deficiencies in the condition of tools, equipment or work environment conditions. Given this, it is important to establish a process to track the corrections of issues identified in inspection and hazard assessment processes.

- **Ergonomics** – Strain and sprain injuries are employee injury leaders for most organizations. Given this, consideration should be given to establishing an ergonomics program designed to assess the set up and condition of work stations and job tasks. Job tasks which generate a high number of strain and sprain injuries as well as the condition and set up of office work stations can be visible and high impact areas to start this process. While having safety professionals with a knowledge of ergonomic exposures and controls involved in this process is recommended, providing employees with training and getting them involved in this process through committees or project teams may provide additional resources and promote a culture of employee engagement.

- **Personal and Facility Security** – Employee concerns about personal security and the security of their facility or work environment is a frequent theme identified in our open-ended questions. To address this concern, establishing a program to assess the adequacy of building security with a focus on building access, lighting, exposure to the public, active shooter situations and emergency planning can be useful steps at the work unit and organization level. Partnering with local first responders and involving employees in this

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process may enhance the effectiveness of this process and promote a culture of engagement with employees and potential first responders.

- **Indoor Air Quality** – Employee concerns about indoor air quality is also a frequent theme identified by our open-ended survey questions. Recognizing this, efforts to formally assess and correct conditions that may be compromising indoor air quality conditions may improve employee health and perceptions around this issue. Periodically inspecting facilities with a focus on areas with evidence of mold or water damage, general housekeeping and assessing the maintenance of HVAC systems may lead to better management of these issue.

- **Communicate Positive Changes** – When actions are taken to address or improve work environment conditions, efforts should be made to publicly recognize and communicate positive changes. Employee recognition of the focus, value and improvements the organization and management team is making around safety issues promotes a change in employee perceptions around these issues and promotes further engagement.

- **Employee Training** – Ensure employees involved in the activities outlined above have the knowledge and skills to complete the tasks they are asked to perform. If deficiencies in skills or knowledge exist, efforts should be considered to address these knowledge or skill gaps.

Social Norms - It is widely recognized that peer pressure influences individual behavior. Our survey probes whether the peer pressure and social norms of the organization support positive safety performance or whether it is a negative force on the organization. The following statements are used to probe the social norms of the organization:

14. Bringing up safety issues is accepted in this organization
15. My co-workers work safely
16. It is OK to remind or encourage people to work safely
17. People go out of their way to help someone do a job safely
18. Safety is never compromised to address production demands
19. Our workplace is free from drugs and alcohol

Social Norms Improvement Strategies - If an organization or work unit scored low in the Social Norms culture indicator or the questions which make up this indicator, the following strategies may improve organizational and work unit effectiveness and employee perceptions around the issues measured:

- **Share Survey Data with Employees** – Sharing safety perception survey data with employees in group meetings, personal interviews and focus group meetings is a great first step in promoting a culture of employee involvement. Probing for a better understanding of the issues measured and soliciting feedback regarding the issues measured by our survey

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questions can be insightful and may lead to the identification and better management of specific issues identified in the survey.

- **Define and Promote Positive Norms of Behavior** – Organization culture is centered around the collective beliefs and understanding of acceptable behaviors of the work group and are established one decision at a time by observing the organization and their peer group. Clearly defining and reinforcing desired work processes and behaviors is a responsibility of the management so assessing the adequacy of work rules and job processes is an important first step in this process. Once defined, desired behaviors need to be reinforced by supervisors and managers and a culture promoted where employees look out for each other and hold each other accountable for safe work practices and behaviors. Getting employees and leaders of collective bargaining units involved in a review of work rules and job processes may be useful in securing their "buy in" in redefining accepted norms of behavior.

- **Potential Safety Verses Production Conflicts** – Soliciting employee feedback concerning situations where they feel safety and production demands may be in conflict can be an insightful exercise. Often job processes can be better managed and hazards controlled once these perceived conflicts are better understood and employees are clear regarding how potential conflicts should be addressed.

- **Drug and Alcohol** – If drug or alcohol use was identified as a potential issue in the survey, an assessment of current drug and alcohol policies, testing programs and services available through employee assistance programs may be warranted.

Safety Supervision – Supervisor actions establish work rules and influence employee behavior so we assess employee perceptions regarding supervisors and management systems and whether they effectively manage employee behavior and important safety activities. Statements assessing safety supervision include:

20. Supervisors / managers are good safety role models
21. It is clear my supervisor / manager prioritizes safety concerns
22. Supervisors / managers are willing to act on my safety concerns
23. My supervisor / manager provides clear feedback on my job performance
24. Safety polices are enforced
25. There are consequences for violating safety rules
26. Supervisors / managers have effective coaching skills that result in a safer workplace

Safety Supervision Improvement Strategies - If an organization or work unit scored low in the Safety Supervision culture indicator or the questions which make up this indicator, the following strategies may improve organization and work unit effectiveness and employee perceptions around the issues measured:

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Survey Overview & Improvement Strategies

- **Use Survey Data to Assess Supervisor and Manager Strengths and Improvement Opportunities** – Consistently modeling and enforcing employee compliance with safety standards, providing employees with clear feedback on job performance, effectively coaching employees and supporting a culture of employee engagement may be a challenge for some supervisors and managers while others may be managing these responsibilities well. Safety perception survey data (high and low survey scores and identification of gaps that may exist in the perceptions of work groups) may be useful in identifying work unit managers and supervisors who effectively manage these issues and those who may need additional training, support, or mentoring around these issues.

- **Supervisor and Management Training** – For supervisors and managers who would benefit from improving their management knowledge and skills, consideration should be given to providing this group with training and support to develop these skills. While our survey frames questions around safety issues, the behaviors measured are general supervisor and management skills that apply to all aspects of the organization. We find efforts to train and mentor supervisors and managers on safety issues associated with the use of data, problem solving, leadership, team building, the power of employee engagement and modeling, coaching and enforcing employee behavior to transfer to their management of other organizational responsibilities.

Safety Leadership – It is important that employees recognize safety is a priority for the organization so we probe whether safety is viewed as a priority for the organization and if the management team provides effective leadership to safety initiatives with the following statements:

27. Employee safety is a priority for management in this organization
28. My organization's safety goals and results are clearly communicated
29. There is an expectation that work will be performed safely
30. Production demands and safety conflicts are addressed properly
31. Managers are concerned with my safety
32. Safety performance is considered in performance appraisals and promotions

Safety Leadership Improvement Strategies - If an organization or work unit scored low in the Safety Leadership culture indicator or the questions which make up this indicator, the following strategies may improve organization and work unit effectiveness and employee perceptions around the issues measured:

- **Senior Management Communications and Actions** – Senior managers should clearly define the importance they and the organization place on safety through the establishment and communication of a formal safety policy statement, the integration of safety into leadership communications and publicly supporting safety initiatives. It is also important that the actions and decisions made by senior managers are consistent with the value they place on safety issues.

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- **Safety Goals and Metrics** – Establishing safety goals and performance metrics at the organization and work unit level can ensure all levels of the organization are focused on supporting the safety objectives of the organization, performance is monitored, success recognized and improvement opportunities identified. Establishing safety performance metrics can also support accountability around safety performance throughout the organization.

- **Integrate Safety into the Performance Appraisal and Management Process** – Integrating safety activities and performance metrics into job standards and the performance appraisal and management process will promote employees viewing their safety responsibilities equally with other responsibilities.

Safety Training & Education – Employees need the knowledge and skills to safely and effectively perform their jobs. We use employee responses to the following statements to explore perceptions regarding the effectiveness of training initiatives and whether managers and employees understand the hazards of their jobs and how to do their jobs safely:

33. Employees are effectively trained to do their job safely
34. New employees are effectively trained on safety rules and procedures
35. Knowledge and skills gained through training programs are enforced in our work practices
36. Lessons learned from accident investigations are used to make our work place safer
37. I have a clear understanding of workplace hazards and how to avoid injury at work

Safety Training and Education Improvement Strategies - If an organization or work unit scored low in the Safety Training and Education culture indicator or the questions which make up this indicator, the following strategies may improve organization and work unit effectiveness and employee perceptions around the issues measured:

- **Solicit Employee Feedback** – If survey data suggests some employees lack the skills or knowledge to perform their jobs safely and effectively, soliciting specific feedback regarding where their perceived skill or knowledge deficiencies exist is the first step in addressing this issue. Structured training around closing gaps identified should be considered.

- **New Employee Training** – Assessing the adequacy of the new employee training, orientation and "on boarding process" may identify opportunities for improvement. During this process the adequacy of the training and the orientation process at the organization level as well as what occurs at the work unit and job level should be considered.

- **Employee Training Matrix** – Take inventory of the safety training employees need to perform their job safely and what may be required by regulatory standards and compare this to what is occurring may identify gaps in your training efforts. Establishing a training matrix that identifies the training needed by each employee or job classification and when they

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needed it and managing your training efforts around this matrix may be a useful exercise at the organization and work unit level.

- **Skill / Competency Based Training** – Unfortunately participation in a training event may not always result in employees acquiring knowledge and skills needed to safely and effectively perform their job responsibilities. To ensure employees achieve the learning objectives of training events, integrating competency validation performance tests into training events may be considered.

- **Accident Investigations** – when accidents or incidents occur in the organization, efforts should be made to share "lessons learned" from the event to ensure other aspects of the organization learn from and do not experience a similar event.

Job Satisfaction - Studies suggest employees with low job satisfaction are 2.5 times more likely to file a claim for a back injury (Bigos, et.al., "A Prospective Study of Work Perceptions and Psychosocial Factors Affecting the Report of Back Injury," Spine, Vol. 16 (1991)). Recognizing the link between job satisfaction, safety and workers' compensation results, survey statements probe employee job satisfaction and commitment to the mission of the organization:

38. This company is a good place to work

39. I enjoy my work responsibilities and tasks

40. My work contribution is recognized, valued and appreciated

41. I have an opportunity to learn and use new skills in this company

42. There are reasonable rewards in the work I perform

43. I usually have enough time to perform my job in a quality manner

44. When injured on the job, employees return to work as quickly as possible

45. I am confident my company will handle any workers' compensation claim fairly and timely

Job Satisfaction Improvement Strategies - If an organization or work unit scored low in the Job Satisfaction culture indicator or the questions which make up this indicator, the following strategies may improve organization and work unit effectiveness and employee perceptions around the issues measured:

- **Consider Job Satisfaction and Supervisor Safety Leadership Scores Together** – Often job satisfaction is driven by an employee's experience with their immediate supervisor. Improving supervisor and manager skills around employee recognition, the value of employee engagement, team building and leadership may also address employee job satisfaction issues.

- **Career Path** – Providing employees with a path for career advancement and the opportunity to learn and apply new skills can enhance job satisfaction levels and improve the skills of the workforce.

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Survey Overview & Improvement Strategies

- **Recognition and Rewards** – While most organizations are limited in the financial rewards available to employees, efforts to publicly recognize positive individual or group performance can support improve job satisfaction levels. Opportunities to provide recognition awards, clothing and apparel or modifying job duties are strategies that should be considered.

Open-Ended Questions - In addition to assessing the seven performance areas outlined above, employees are asked to respond to three open ended questions designed to solicit specific feedback regarding opportunities to improve the organization.

- Are there any specific hazards management should address to improve workplace safety?
- Are there any specific issues management should address to improve workplace safety?
- Please list any other comments that you feel will improve the safety culture of your company.

Open-Ended Questions Improvement Strategies - We encourage you to review and consider the feedback provided by employees, probe for more details and where possible respond to specific employee feedback when survey results are shared with employees. Opportunities to take visible action to address employee feedback provided is a great way to start the employee engagement process and initiate the organizational change process.

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Organizational Culture Indicators
Organizational Summary

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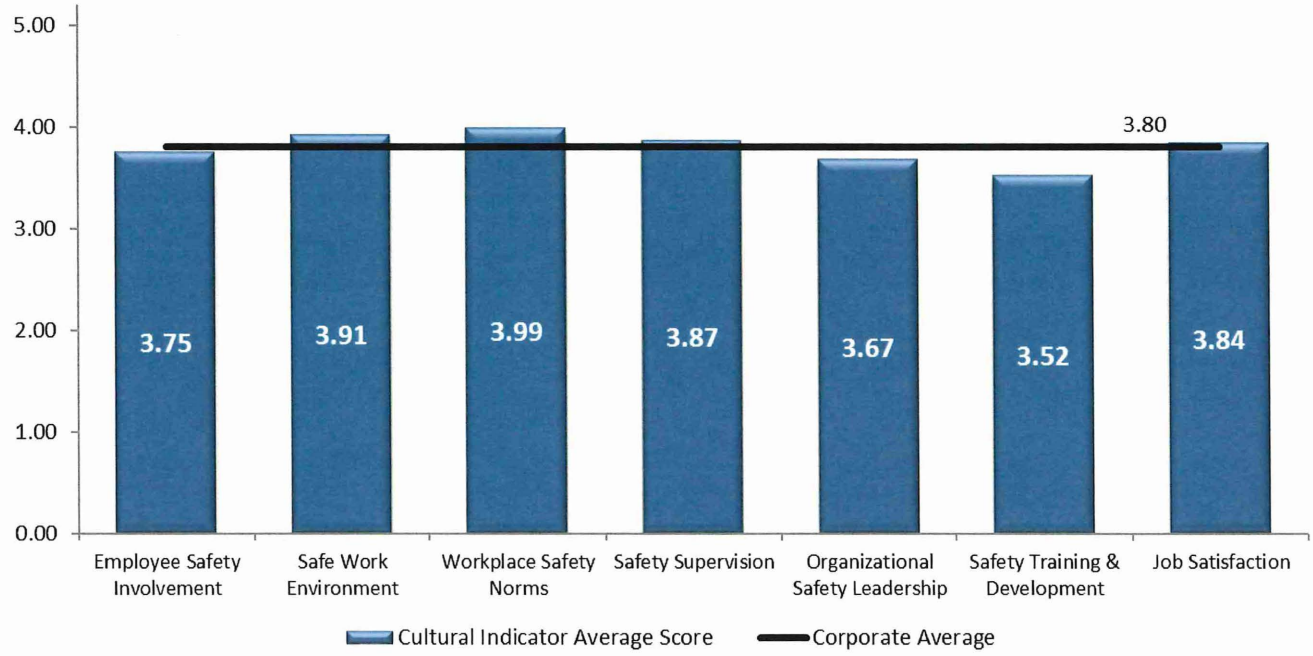
Organizational Culture Indicators – Summary

Organizational Culture Indicators – Organizational Summary Explanation

We graphically present the average culture indicator scores for the seven cultural indicators measured in our survey and compare them to the 3.80 average of all questions. In table form, we also present a more detailed look at the cultural indicator scores of each Division, Bargaining Unit, Position, and Tenure code allowing for a comparative review of all data. We find this exhibit useful in identifying high and low survey scores and the perceptions across all performance indicators.

Culture Indicator Averages



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Organizational Culture Indicators – Summary

	Cultural Indicator Averages						
	Employee Safety Involvement	Safe Work Environment	Workplace Safety Norms	Safety Supervision	Organizational Safety Leadership	Safety Training & Development	Job Satisfaction
	3.75	3.91	3.99	3.87	3.67	3.52	3.79
Divison							
Academic Standards & Institutional Effectiveness	4.07	4.14	4.14	4.26	4.17	4.03	3.96
Agency Finance & Operations	3.43	3.73	3.65	3.48	3.33	3.03	3.40
Career & College Success	4.01	4.13	4.31	4.09	4.01	3.82	3.92
Charter Schools	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents
Chief Accountability Office	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents
Communications	3.63	4.00	4.00	3.96	3.64	3.63	3.73
Compliance & Assistance	3.67	3.95	3.99	3.76	3.63	3.55	3.86
Early Learning Services	3.41	3.76	3.87	3.54	3.53	3.35	3.53
Educator Licensing	3.92	3.89	4.08	3.96	3.79	3.73	3.77
Equity & Innovation	3.46	3.70	3.87	3.83	3.47	3.28	3.75
Executive Team	4.21	4.27	4.50	4.11	4.22	3.70	4.38
Government Relations	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents
Human Resources & Agency Services	4.14	4.19	4.02	4.12	3.86	3.91	4.11
Nutrition, Health & Youth Development	3.54	3.72	3.84	3.68	3.41	3.42	3.70
Office of Indian Education	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents
School Finance	3.78	3.99	4.10	3.97	3.73	3.56	4.09
School Safety & Technical Assistance	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents
School Support	3.82	3.85	3.92	3.86	3.53	3.49	3.83
Special Education	3.77	3.91	3.90	3.99	3.67	3.54	3.95
State Library Services	3.79	3.63	3.94	3.68	3.63	3.35	3.58
Student Support	3.85	4.00	4.03	3.91	3.82	3.70	4.09
Student Testing & Assessment	4.01	3.96	4.07	4.16	3.87	3.53	3.86
Bargaining Unit							
AFSCME	3.76	3.84	3.94	3.80	3.61	3.45	3.85
Commissioner's Plan	4.09	4.12	4.24	3.96	3.94	3.51	4.27
Managerial Plan	4.06	4.09	4.26	4.14	3.83	3.60	4.08
MAPE	3.68	3.89	3.94	3.82	3.64	3.49	3.77
MMA	3.88	3.98	4.12	3.99	3.75	3.72	3.90
MNA	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents	<5 Respondents
SRSEA	3.84	3.90	4.17	3.98	3.81	3.74	4.00
Unrepresented	3.54	3.80	3.67	3.86	3.53	3.40	3.35
Position							
Director/Senior Leader	4.11	4.18	4.38	4.13	4.02	3.59	4.16
Employee	3.70	3.88	3.94	3.82	3.63	3.47	3.79
Seasonal/Temporary	3.77	3.92	3.83	3.88	3.79	3.88	4.02
Supervisor/Manager	3.90	3.98	4.13	4.05	3.75	3.71	3.97
Tenure							
< 1 Year	4.09	4.20	4.32	4.19	4.08	3.72	4.18
1 - 5 Years	3.77	3.96	4.05	3.96	3.75	3.55	3.93
> 5 Years	3.66	3.82	3.88	3.74	3.54	3.45	3.71

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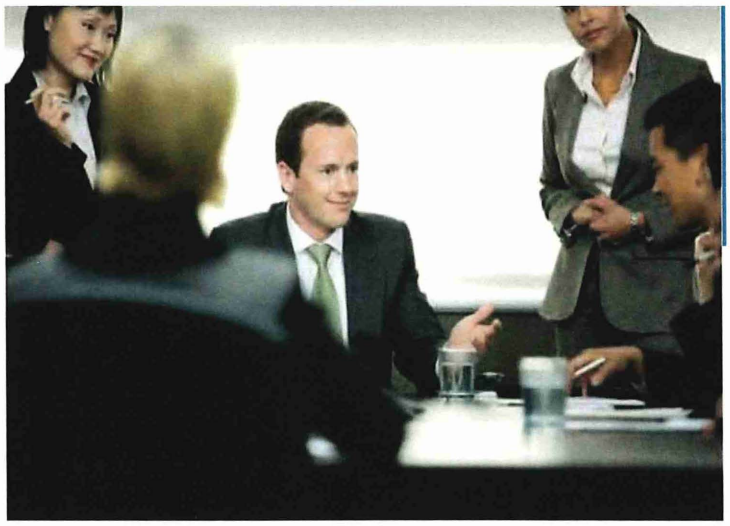
Organizational Culture Indicators Question Analysis



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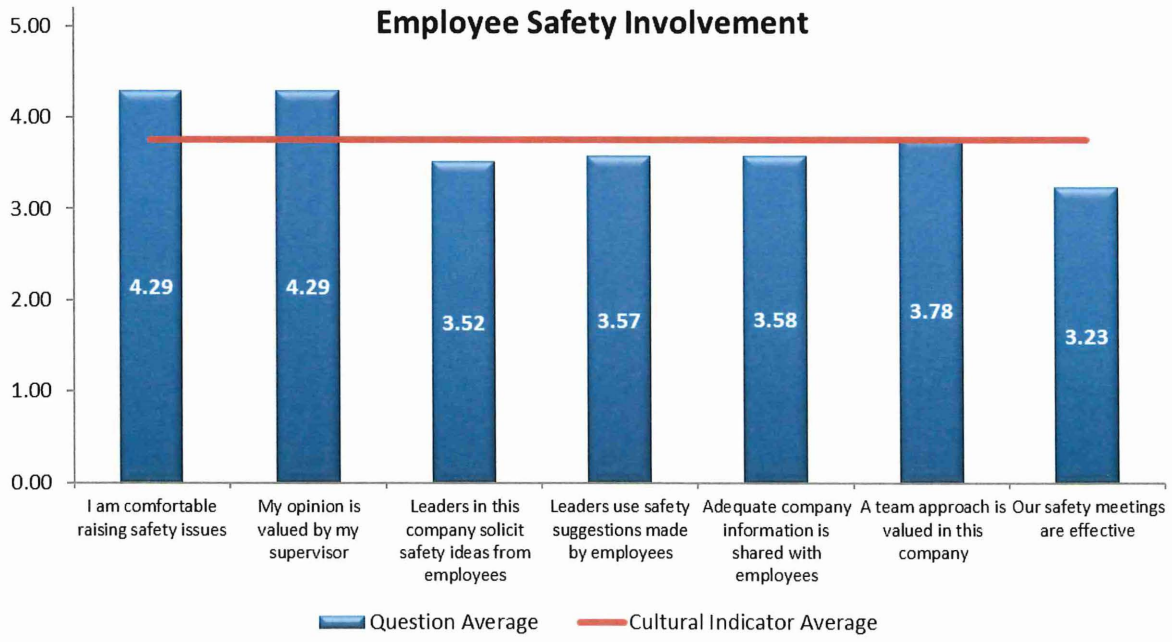
Organizational Culture Indicators – Question Analysis

Organizational Culture Indicators – Question Analysis Explanation

In this section, we graphically present at the organizational level the average survey response scores of the questions that make up the seven cultural indicators presented in the previous section. Our exhibits also compare these average survey question scores to the average survey scores for the cultural indicator. When reviewing these exhibits, we suggest identifying questions 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 questions as management practices or organization characteristics driving these positive responses may be applicable to issues with lower scores. Questions 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.

Organizational Culture Indicators – By Culture Indicator by Question



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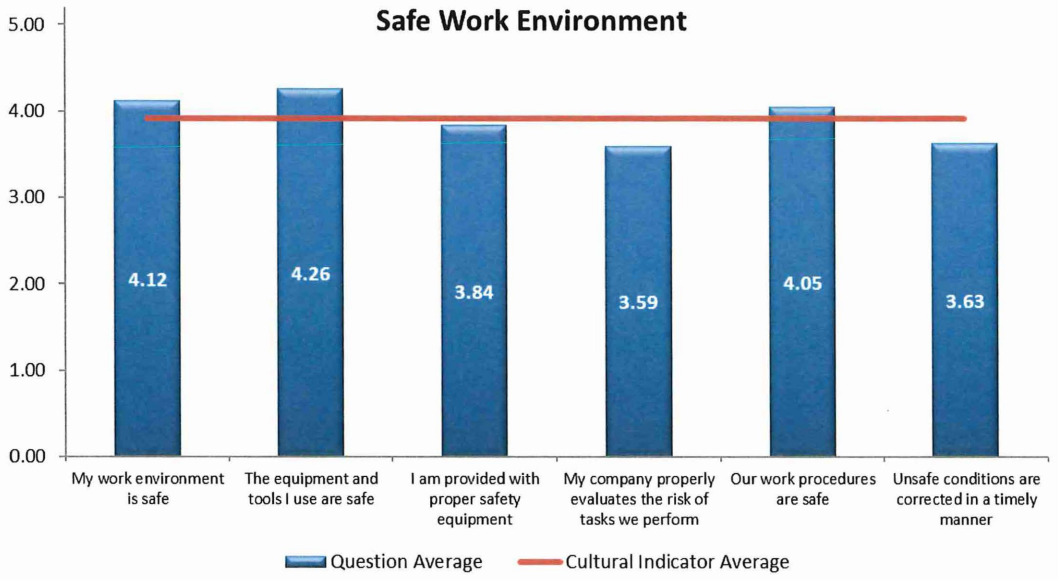
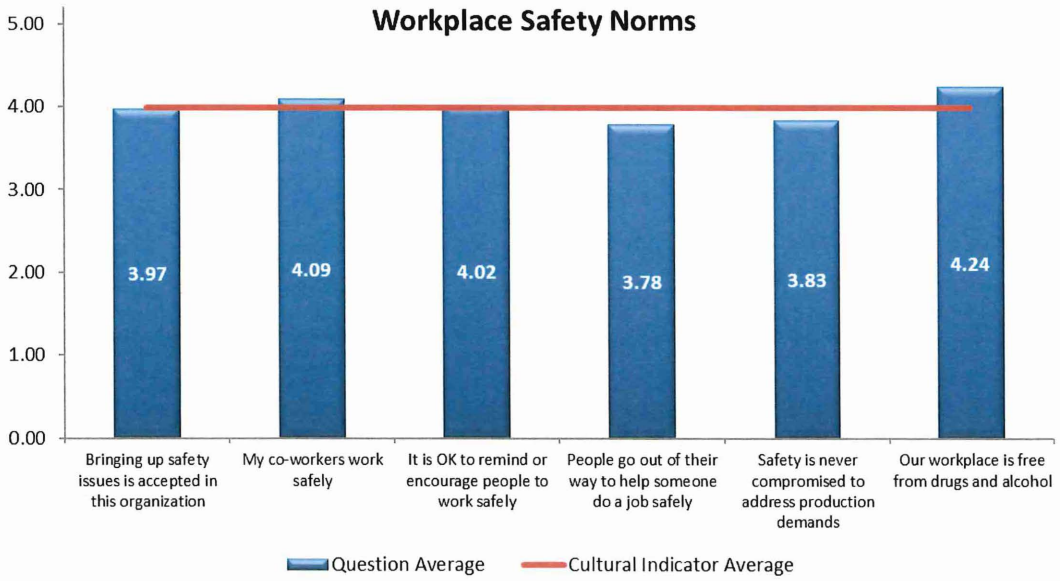
Organizational Culture Indicators – Question Analysis





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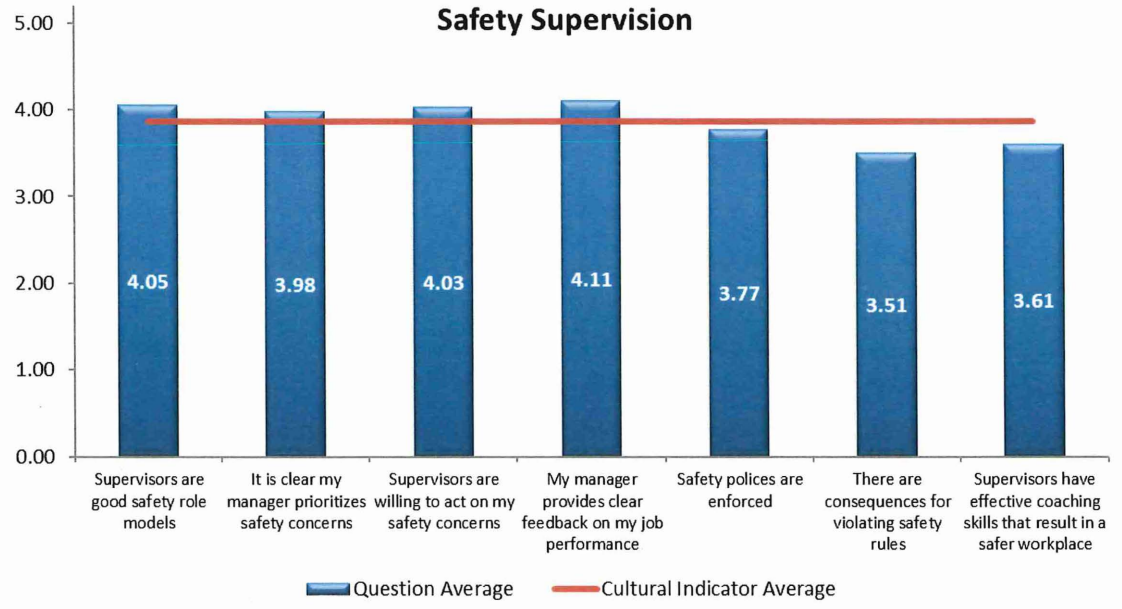
Organizational Culture Indicators – Question Analysis



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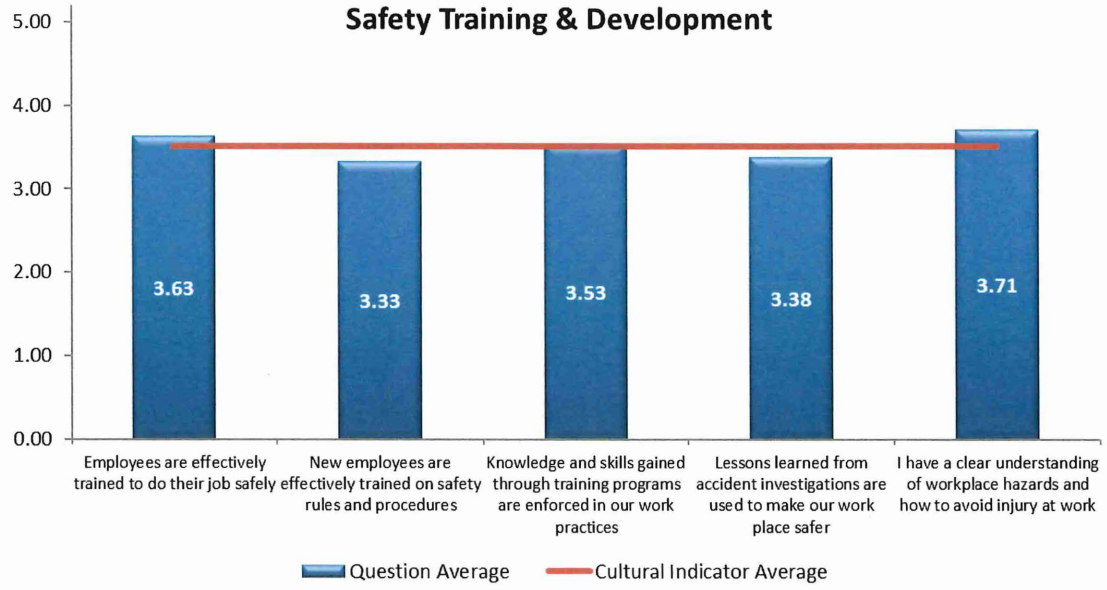
Organizational Culture Indicators – Question Analysis



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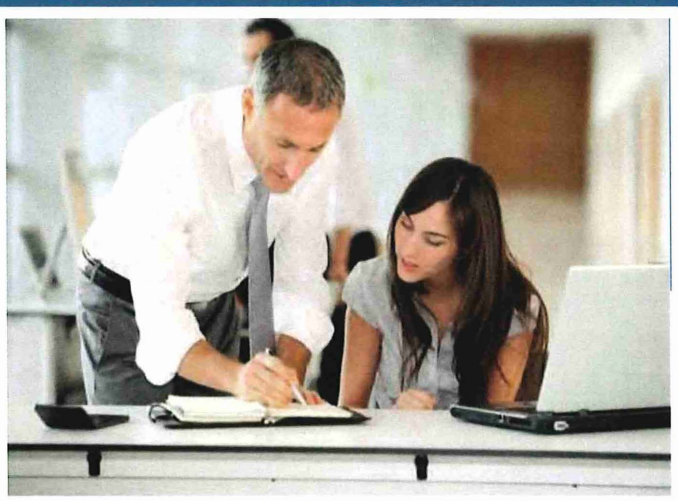
Organizational Culture Indicators by Employee Classification



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Organizational Culture Indicators - Explanation

The following analysis is designed to identify perception gaps that may exist between employee groups/organization hierarchies at the culture indicator level.

For example, an analysis of "Employee Safety Involvement" presents the aggregate roll-up of the seven questions, which make up the "Employee Safety Involvement" group indicator score broken out by employee classification.

- I am comfortable raising safety issues.
- My opinion is valued by my supervisor.
- Leaders in this organization solicit safety ideas from employees.
- Leaders use safety suggestions made by employees.
- Adequate organization information is shared with employees.
- A team approach is valued in this company.
- Our safety meetings are effective.

Our analysis also includes a presentation of employee responses by position. The goal of this analysis is to highlight gaps that may exist in responses of front line employees and senior managers.

Sample Data for Exhibit Only

Rating Distribution

Additionally, our analysis includes a reporting of the distribution of responses for each group indicator score as we note the number of survey responses reported in each respective rating (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree) for the questions associated with the indicator group.

Cultural Indicator	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Employee Safety Involvement	44	121	656	807	500
Safe Work Environment	15	50	447	878	434
Workplace Safety Norms	5	41	420	862	496
Safety Supervision	22	62	649	843	552
Organizational Safety Leadership	17	127	633	702	345
Safety Training & Development	17	122	646	531	204
Job Satisfaction	55	174	518	1,051	634

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Organizational Culture Indicators - Explanation

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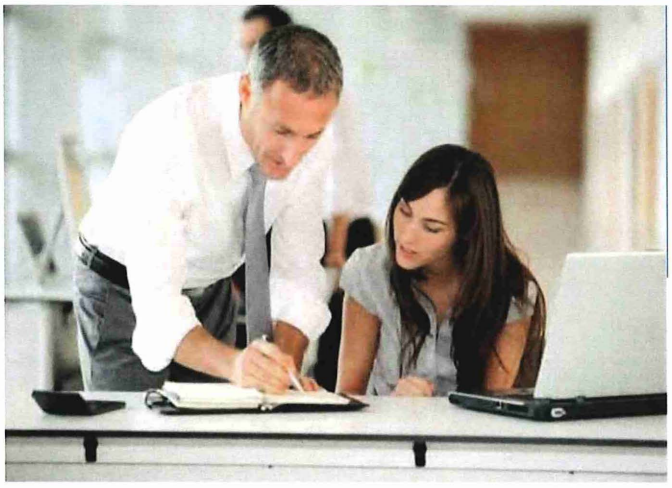
Organizational Culture Indicators by Division



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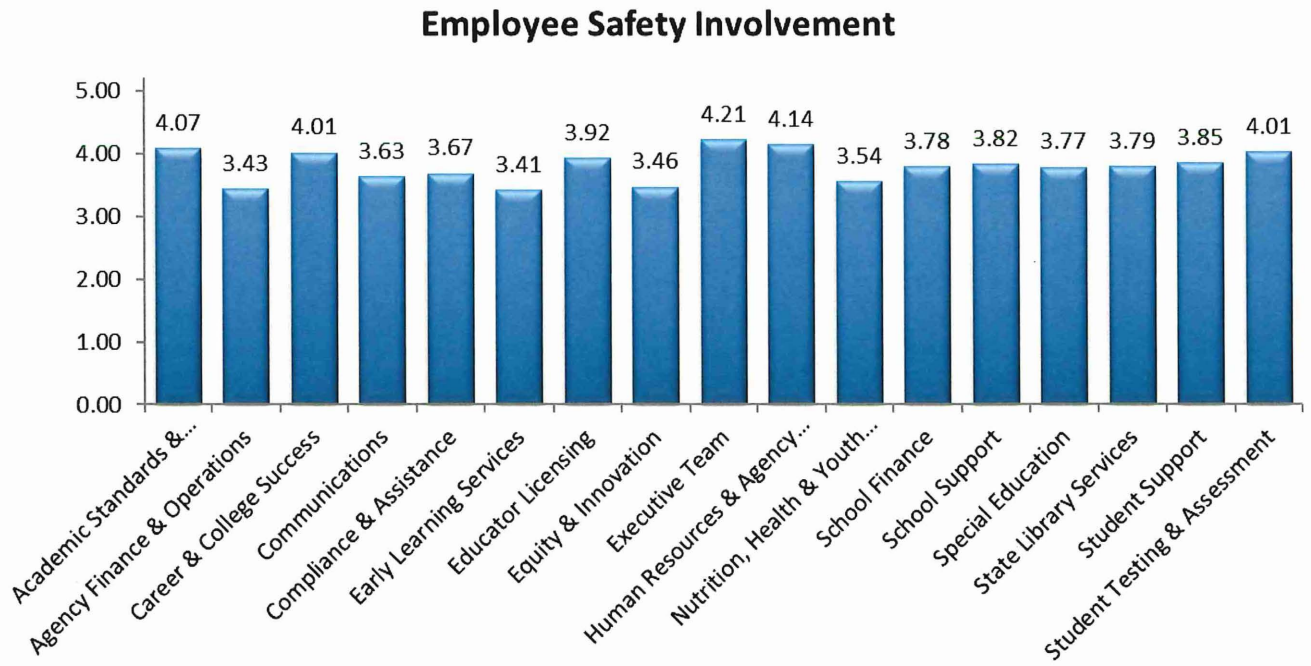
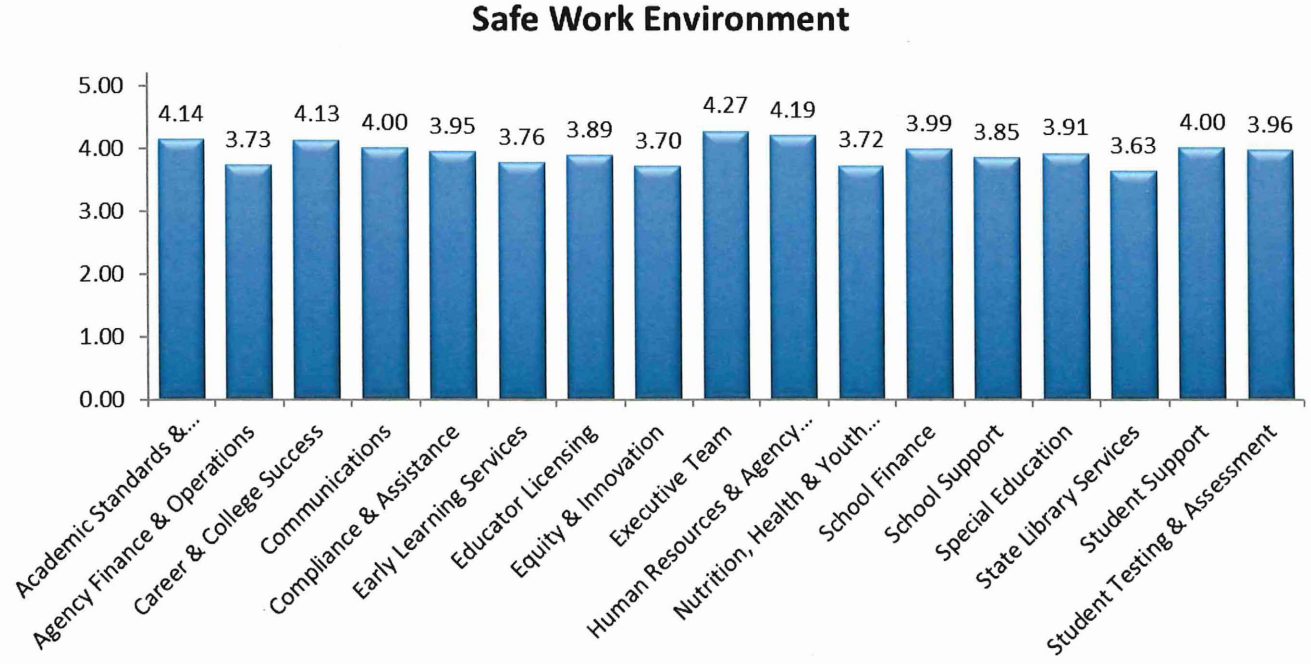
Organizational Culture Indicators – by Division





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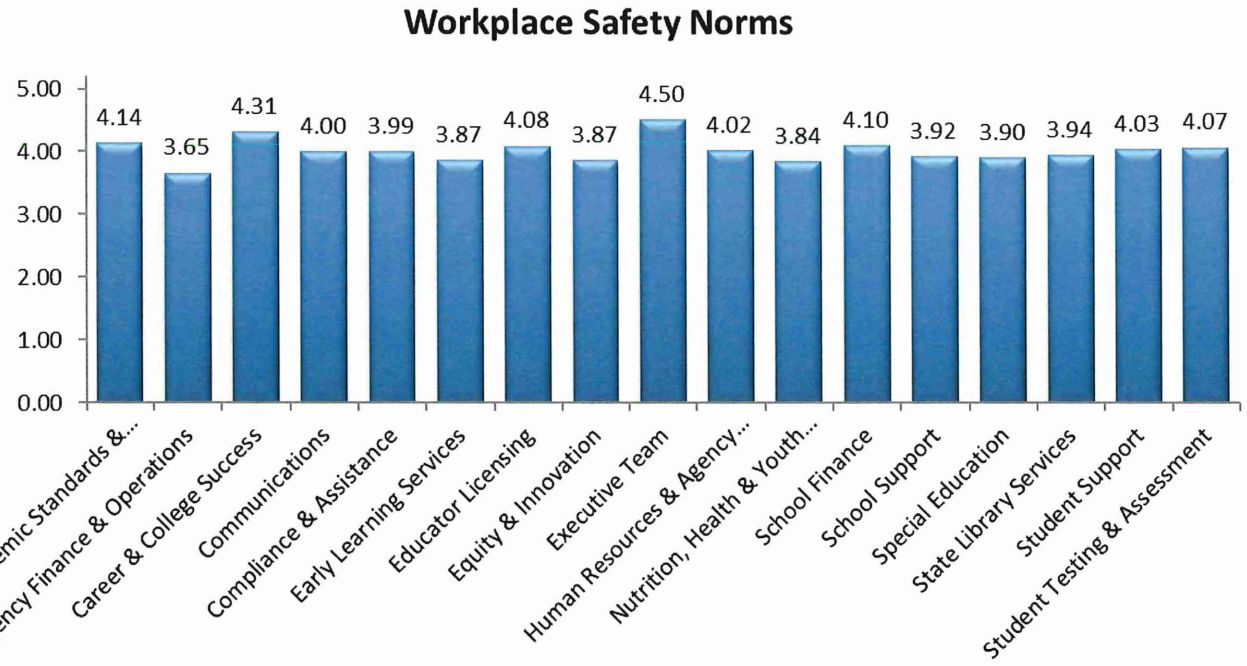
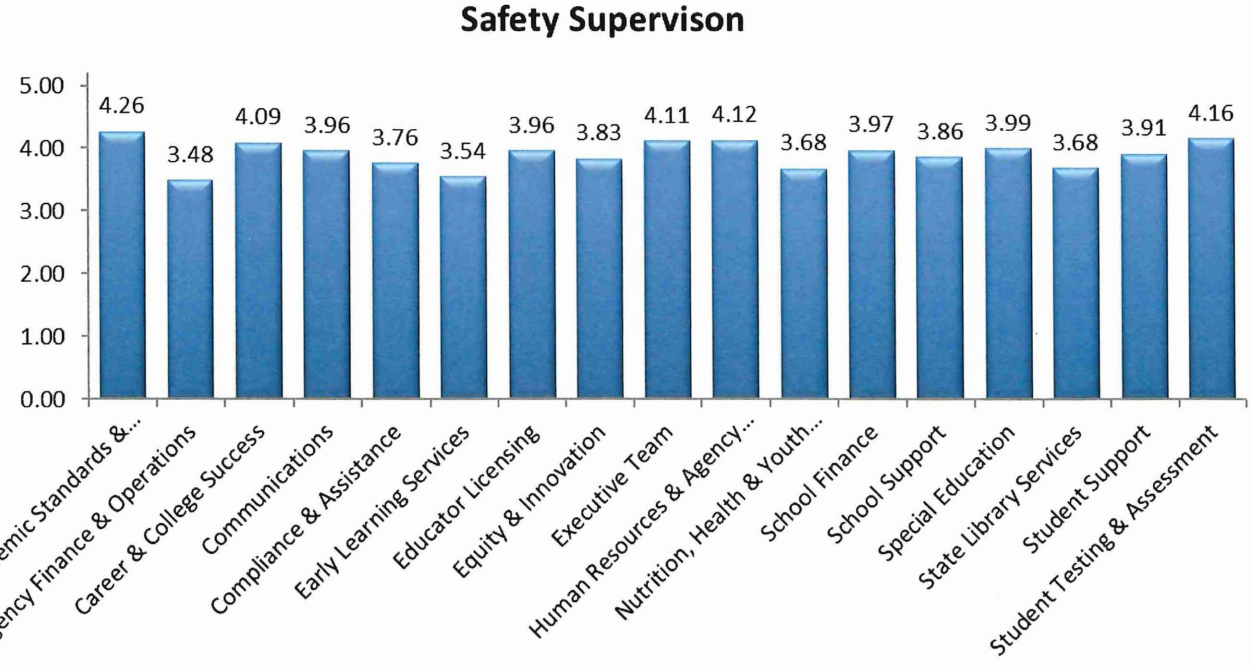
Organizational Culture Indicators – by Division





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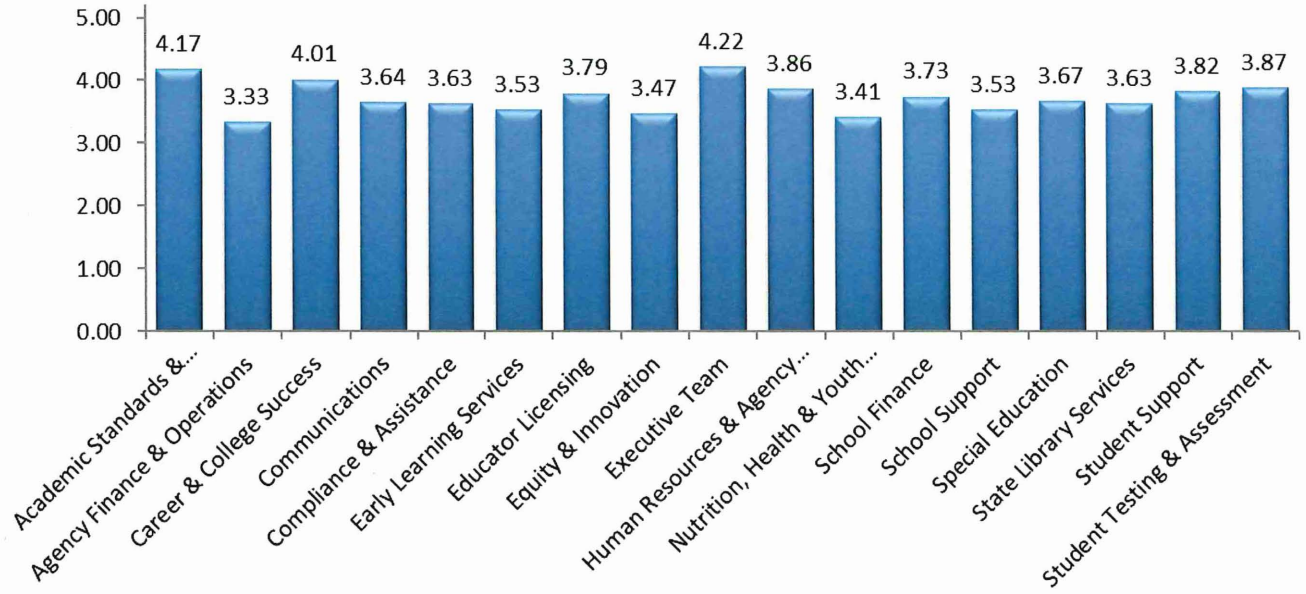
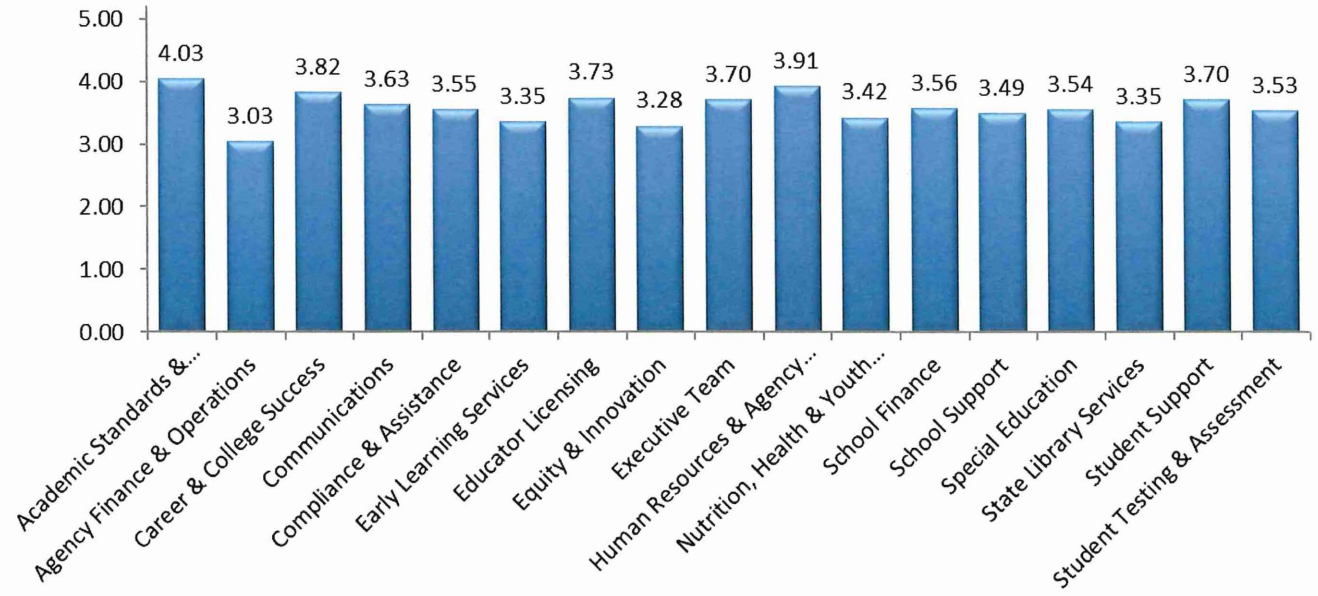
Organizational Culture Indicators – by Division

Organizational Safety Leadership



Safety Training & Development



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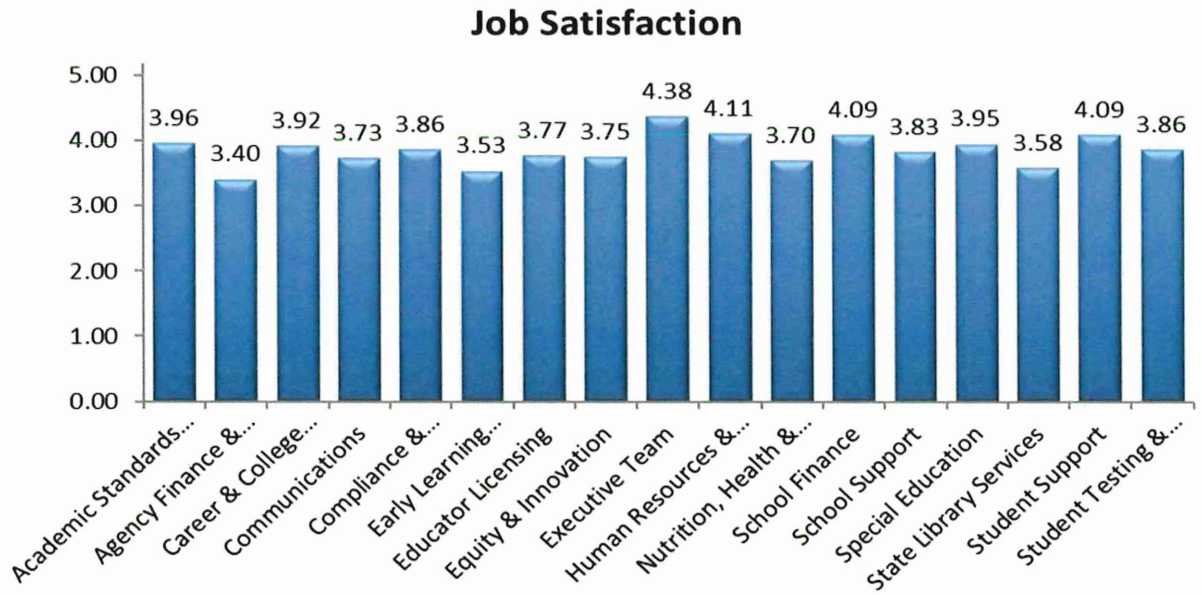
Organizational Culture Indicators – by Division



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Organizational Culture Indicators – by Division

Employee Safety Involvement				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Academic Standards & Institutional Effectiveness	19%	29%	52%	100%
Agency Finance & Operations	9%	27%	63%	100%
Career & College Success	18%	25%	57%	100%
Communications	8%	41%	51%	100%
Compliance & Assistance	12%	22%	66%	100%
Early Learning Services	8%	25%	67%	100%
Educator Licensing	13%	19%	68%	100%
Equity & Innovation	11%	17%	71%	100%
Executive Team	14%	31%	54%	100%
Human Resources & Agency Services	8%	35%	57%	100%
Nutrition, Health & Youth Development	12%	26%	62%	100%
School Finance	9%	27%	63%	100%
School Support	9%	25%	66%	100%
Special Education	13%	27%	60%	100%
State Library Services	13%	25%	63%	100%
Student Support	13%	16%	71%	100%
Student Testing & Assessment	13%	23%	65%	100%

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Organizational Culture Indicators – by Division

Safe Work Environment				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Academic Standards & Institutional Effectiveness	19%	25%	56%	100%
Agency Finance & Operations	7%	24%	69%	100%
Career & College Success	7%	20%	72%	100%
Communications	12%	29%	60%	100%
Compliance & Assistance	5%	17%	78%	100%
Early Learning Services	11%	23%	66%	100%
Educator Licensing	6%	18%	76%	100%
Equity & Innovation	17%	13%	70%	100%
Executive Team	7%	10%	83%	100%
Human Resources & Agency Services	12%	19%	69%	100%
Nutrition, Health & Youth Development	4%	19%	77%	100%
School Finance	6%	21%	73%	100%
School Support	14%	17%	69%	100%
Special Education	9%	18%	73%	100%
State Library Services	10%	15%	75%	100%
Student Support	2%	25%	73%	100%
Student Testing & Assessment	7%	27%	65%	100%

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Organizational Culture Indicators – by Division

Workplace Safety Norms				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Academic Standards & Institutional Effectiveness	8%	17%	75%	100%
Agency Finance & Operations	8%	13%	79%	100%
Career & College Success	5%	14%	81%	100%
Communications	10%	19%	71%	100%
Compliance & Assistance	5%	20%	74%	100%
Early Learning Services	9%	18%	73%	100%
Educator Licensing	7%	15%	78%	100%
Equity & Innovation	13%	13%	73%	100%
Executive Team	5%	20%	75%	100%
Human Resources & Agency Services	12%	19%	69%	100%
Nutrition, Health & Youth Development	4%	19%	77%	100%
School Finance	4%	15%	81%	100%
School Support	4%	18%	78%	100%
Special Education	5%	24%	71%	100%
State Library Services	6%	23%	71%	100%
Student Support	2%	17%	81%	100%
Student Testing & Assessment	3%	27%	70%	100%

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Organizational Culture Indicators – by Division

Safety Supervision				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Academic Standards & Institutional Effectiveness	7%	29%	64%	100%
Agency Finance & Operations	5%	30%	65%	100%
Career & College Success	7%	25%	67%	100%
Communications	12%	31%	57%	100%
Compliance & Assistance	8%	23%	69%	100%
Early Learning Services	9%	28%	64%	100%
Educator Licensing	7%	31%	62%	100%
Equity & Innovation	6%	37%	57%	100%
Executive Team	7%	26%	67%	100%
Human Resources & Agency Services	10%	22%	67%	100%
Nutrition, Health & Youth Development	6%	26%	67%	100%
School Finance	6%	27%	67%	100%
School Support	5%	36%	58%	100%
Special Education	6%	29%	65%	100%
State Library Services	7%	27%	66%	100%
Student Support	10%	25%	65%	100%
Student Testing & Assessment	9%	28%	63%	100%

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Organizational Culture Indicators – by Division

Organizational Safety Leadership				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Academic Standards & Institutional Effectiveness	17%	20%	63%	100%
Agency Finance & Operations	12%	25%	63%	100%
Career & College Success	14%	26%	60%	100%
Communications	6%	51%	43%	100%
Compliance & Assistance	10%	35%	55%	100%
Early Learning Services	9%	34%	57%	100%
Educator Licensing	12%	33%	55%	100%
Equity & Innovation	24%	24%	52%	100%
Executive Team	8%	24%	68%	100%
Human Resources & Agency Services	3%	43%	54%	100%
Nutrition, Health & Youth Development	14%	27%	59%	100%
School Finance	12%	34%	54%	100%
School Support	9%	29%	62%	100%
Special Education	8%	25%	67%	100%
State Library Services	10%	33%	58%	100%
Student Support	11%	25%	64%	100%
Student Testing & Assessment	18%	24%	58%	100%

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Organizational Culture Indicators – by Division

Safety Training and Development				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Academic Standards & Institutional Effectiveness	10%	33%	57%	100%
Agency Finance & Operations	4%	37%	59%	100%
Career & College Success	7%	26%	68%	100%
Communications	6%	29%	66%	100%
Compliance & Assistance	5%	28%	67%	100%
Early Learning Services	8%	29%	63%	100%
Educator Licensing	13%	23%	63%	100%
Equity & Innovation	8%	12%	80%	100%
Executive Team	12%	36%	52%	100%
Human Resources & Agency Services	0%	26%	74%	100%
Nutrition, Health & Youth Development	6%	28%	65%	100%
School Finance	6%	34%	59%	100%
School Support	9%	23%	68%	100%
Special Education	5%	34%	62%	100%
State Library Services	5%	23%	73%	100%
Student Support	5%	33%	63%	100%
Student Testing & Assessment	7%	32%	61%	100%

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Organizational Culture Indicators – by Division

Job Satisfaction				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Academic Standards & Institutional Effectiveness	12%	19%	69%	100%
Agency Finance & Operations	12%	19%	70%	100%
Career & College Success	9%	23%	68%	100%
Communications	2%	18%	80%	100%
Compliance & Assistance	11%	22%	67%	100%
Early Learning Services	11%	22%	67%	100%
Educator Licensing	7%	20%	73%	100%
Equity & Innovation	26%	14%	60%	100%
Executive Team	6%	23%	71%	100%
Human Resources & Agency Services	6%	35%	59%	100%
Nutrition, Health & Youth Development	7%	26%	68%	100%
School Finance	11%	27%	61%	100%
School Support	15%	24%	60%	100%
Special Education	12%	20%	68%	100%
State Library Services	7%	20%	73%	100%
Student Support	11%	19%	71%	100%
Student Testing & Assessment	18%	20%	62%	100%

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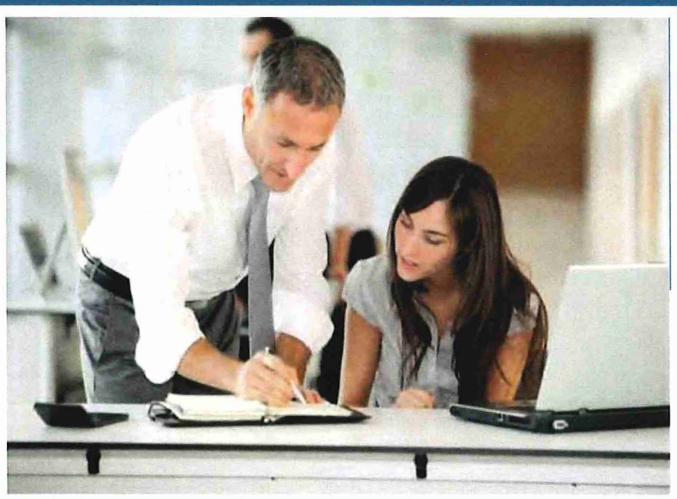
Organizational Culture Indicators by Bargaining Unit



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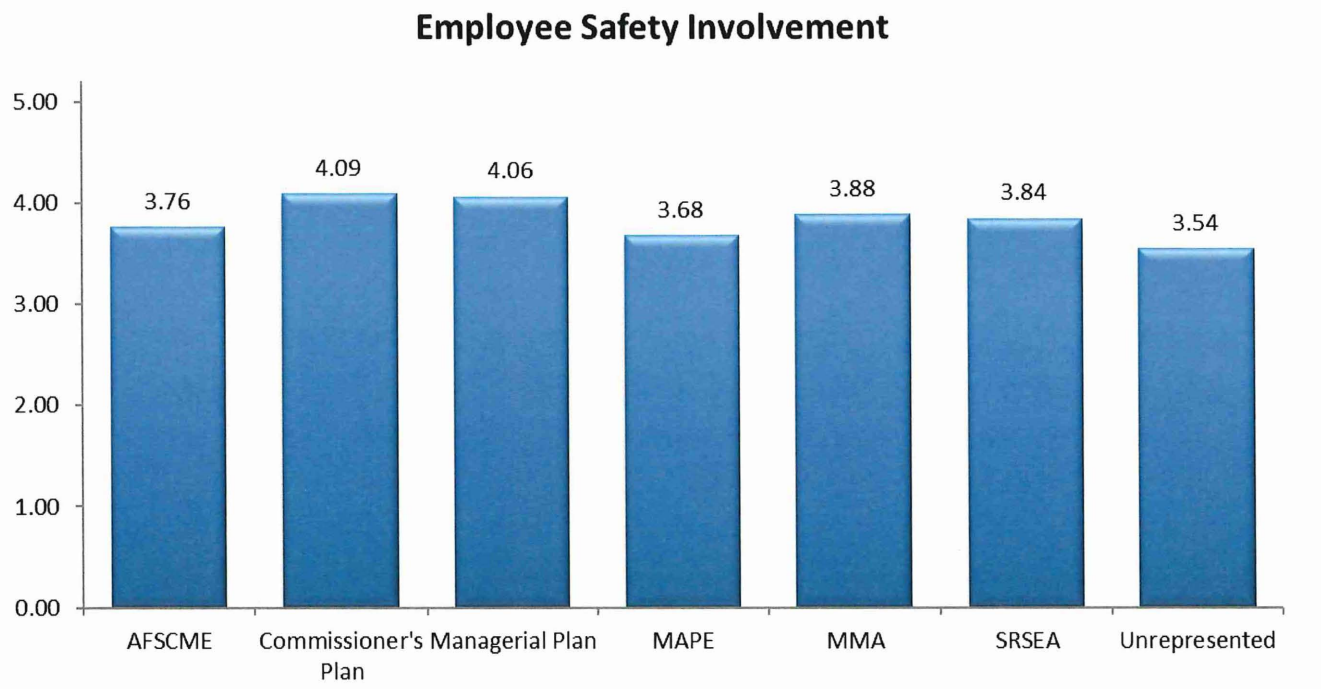
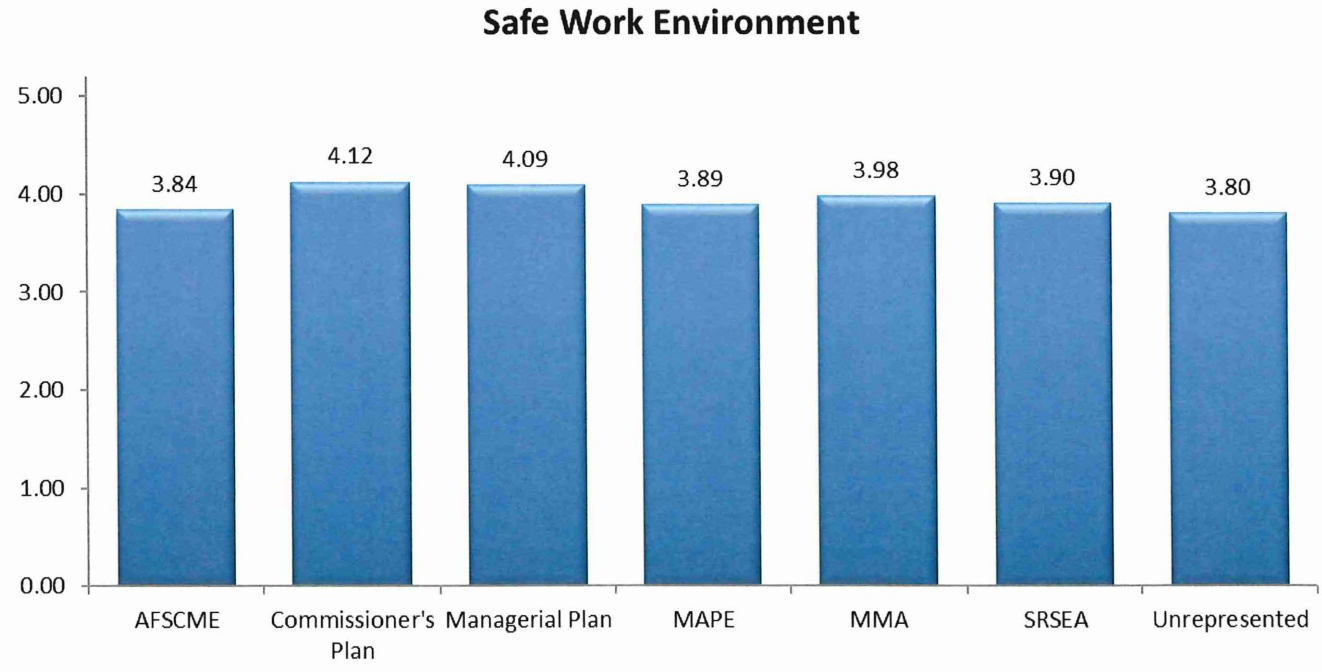
Organizational Culture Indicators – by Bargaining Unit





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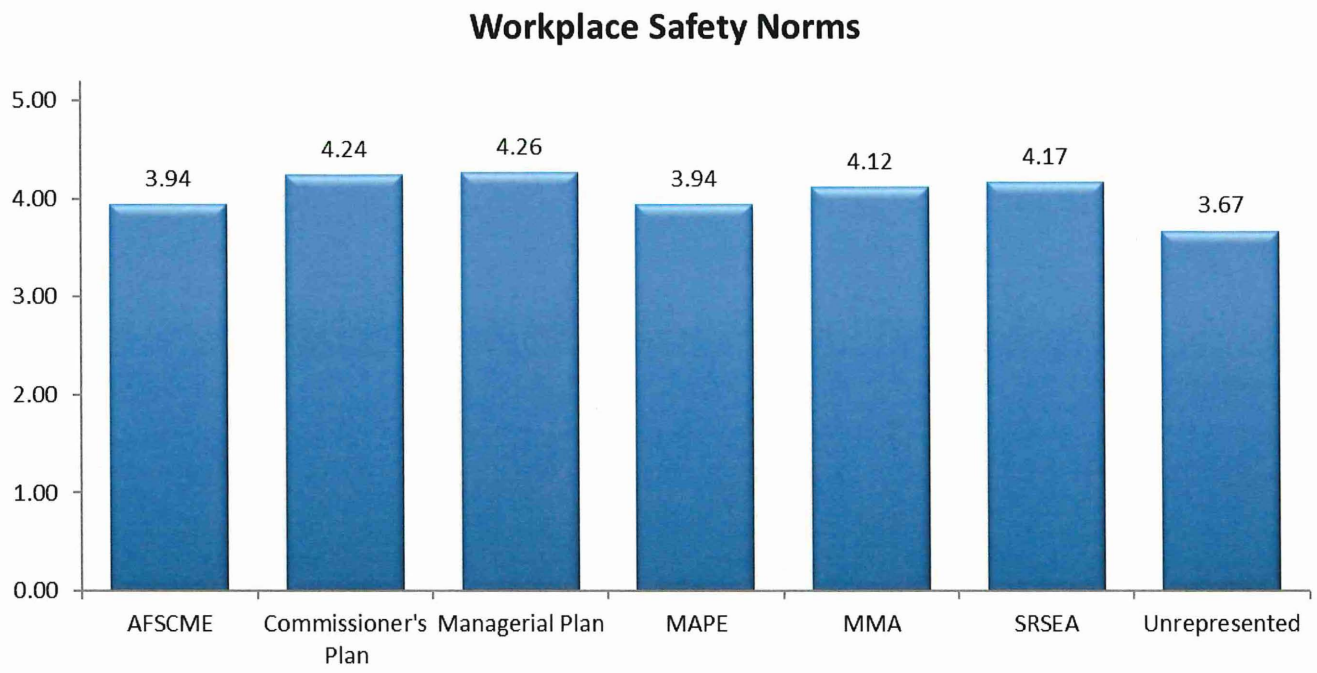
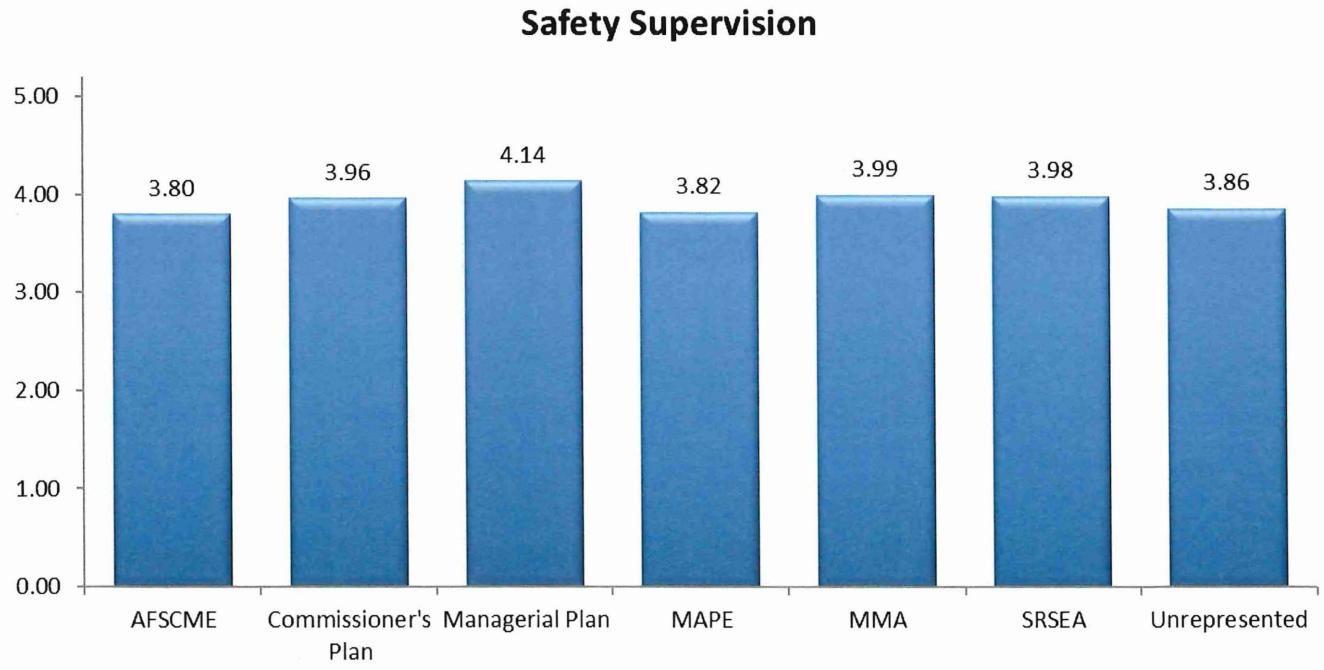
Organizational Culture Indicators – by Bargaining Unit





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Organizational Culture Indicators – by Bargaining Unit

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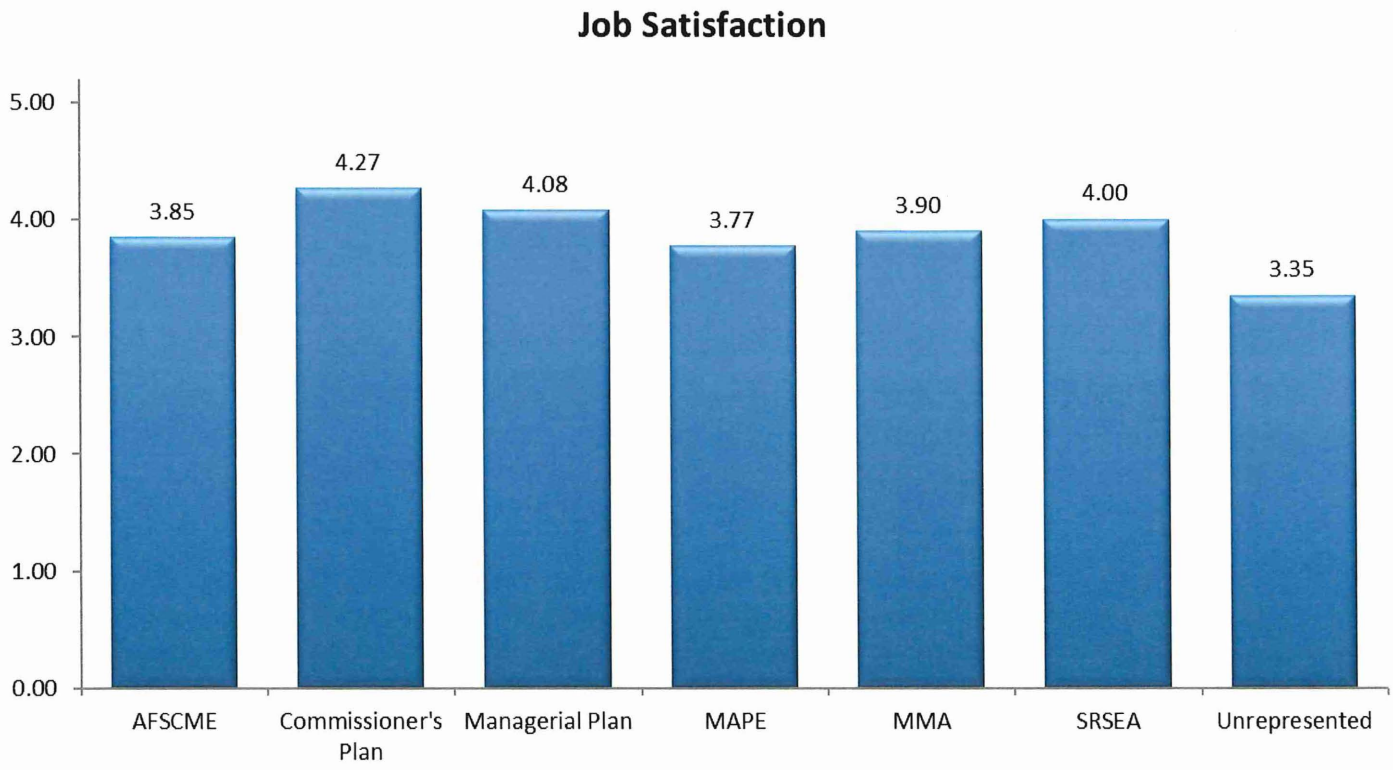
Organizational Culture Indicators – by Bargaining Unit



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Organizational Culture Indicators – by Bargaining Unit

Employee Safety Involvement				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
AFSCME	12%	24%	64%	100%
Commissioner's Plan	13%	31%	56%	100%
Managerial Plan	11%	28%	61%	100%
MAPE	12%	25%	63%	100%
MMA	9%	22%	69%	100%
SRSEA	12%	35%	53%	100%
Unrepresented	6%	31%	63%	100%

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Organizational Culture Indicators – by Bargaining Unit

Safe Work Environment				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
AFSCME	8%	22%	70%	100%
Commissioner's Plan	8%	17%	76%	100%
Managerial Plan	7%	18%	75%	100%
MAPE	8%	20%	72%	100%
MMA	6%	21%	74%	100%
SRSEA	2%	21%	76%	100%
Unrepresented	7%	20%	73%	100%

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Organizational Culture Indicators – by Bargaining Unit

Workplace Safety Norms				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
AFSCME	5%	20%	75%	100%
Commissioner's Plan	8%	17%	76%	100%
Managerial Plan	5%	20%	75%	100%
MAPE	6%	18%	76%	100%
MMA	4%	19%	77%	100%
SRSEA	5%	21%	74%	100%
Unrepresented	7%	17%	77%	100%

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Organizational Culture Indicators – by Bargaining Unit

Safety Supervision				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
AFSCME	6%	26%	68%	100%
Commissioner's Plan	6%	26%	68%	100%
Managerial Plan	8%	22%	70%	100%
MAPE	8%	27%	65%	100%
MMA	6%	29%	65%	100%
SRSEA	6%	29%	65%	100%
Unrepresented	6%	34%	60%	100%

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Organizational Culture Indicators – by Bargaining Unit

Organizational Safety Leadership				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
AFSCME	13%	28%	59%	100%
Commissioner's Plan	9%	31%	60%	100%
Managerial Plan	17%	30%	52%	100%
MAPE	10%	30%	60%	100%
MMA	12%	31%	58%	100%
SRSEA	9%	20%	71%	100%
Unrepresented	16%	36%	48%	100%

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Organizational Culture Indicators – by Bargaining Unit

Safety Training and Development				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
AFSCME	9%	29%	62%	100%
Commissioner's Plan	11%	38%	51%	100%
Managerial Plan	8%	31%	61%	100%
MAPE	6%	30%	64%	100%
MMA	7%	27%	66%	100%
SRSEA	6%	20%	74%	100%
Unrepresented	4%	32%	64%	100%

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Organizational Culture Indicators – by Bargaining Unit

Job Satisfaction				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
AFSCME	7%	24%	68%	100%
Commissioner's Plan	9%	22%	69%	100%
Managerial Plan	9%	21%	70%	100%
MAPE	12%	21%	66%	100%
MMA	10%	23%	68%	100%
SRSEA	4%	29%	67%	100%
Unrepresented	6%	17%	77%	100%

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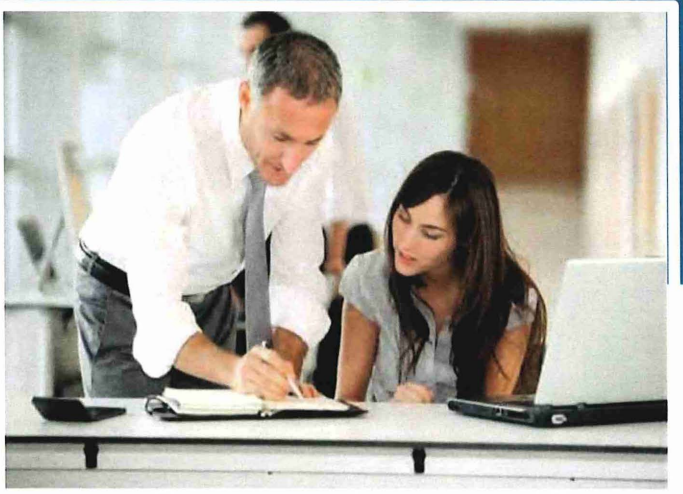
Organizational Culture Indicators by Position



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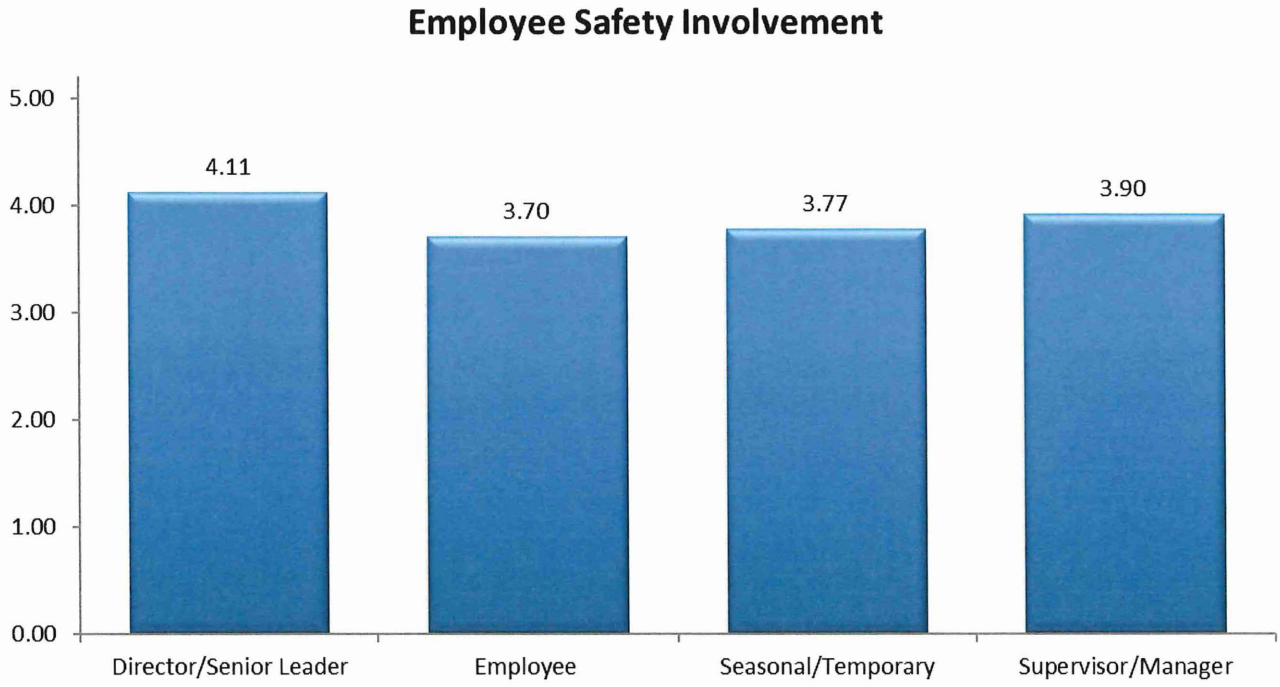
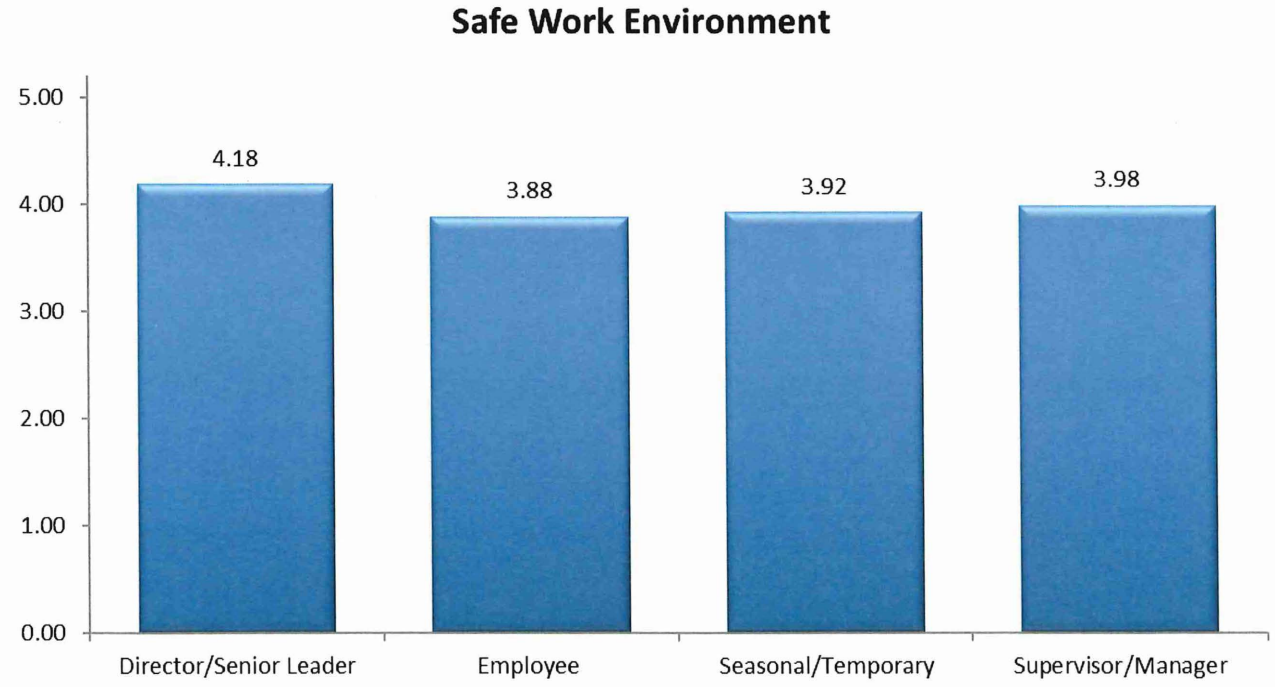
Organizational Culture Indicators – by Position





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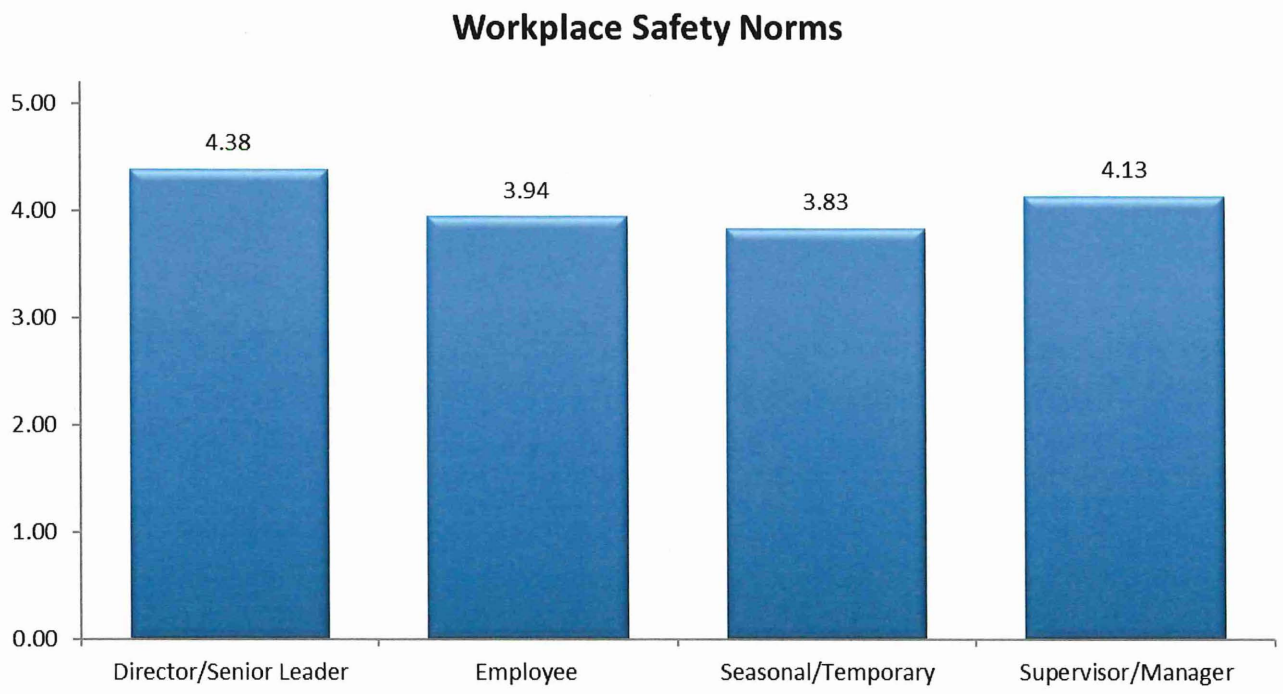
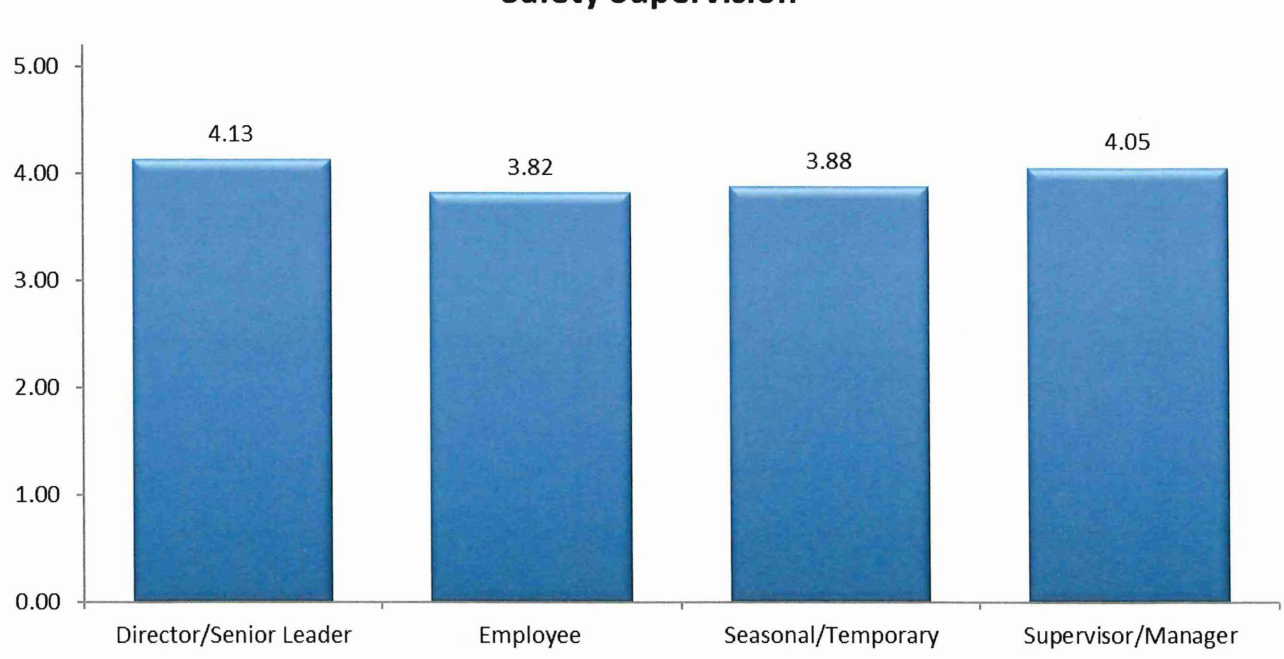
Organizational Culture Indicators – by Position





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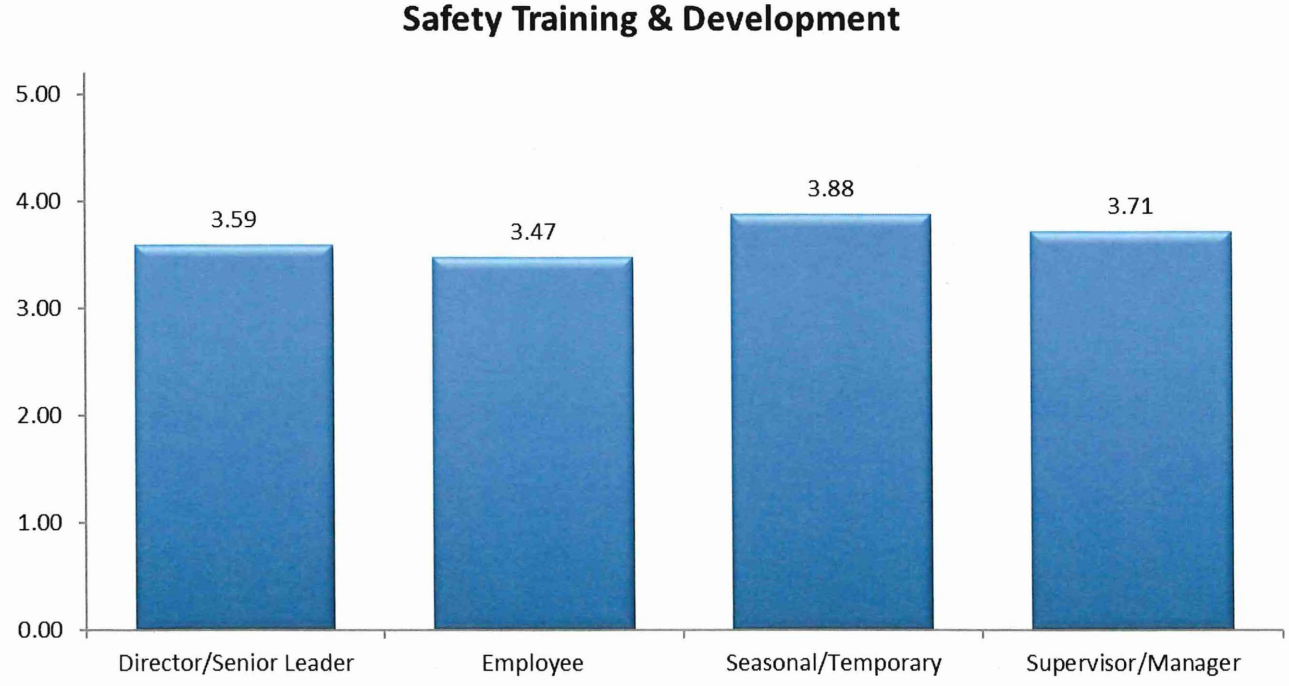
Organizational Culture Indicators – by Position



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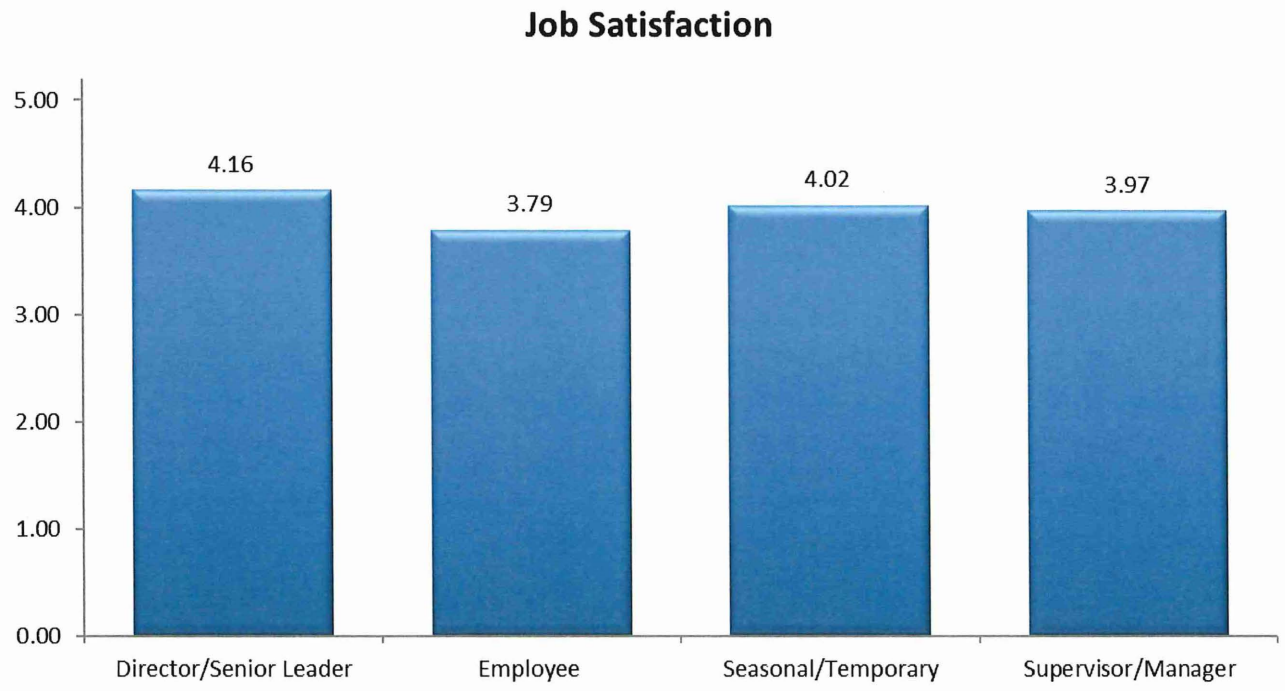
Organizational Culture Indicators – by Position



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Organizational Culture Indicators – by Position

Employee Safety Involvement				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Director/Senior Leader	11%	26%	62%	100%
Employee	12%	25%	62%	100%
Seasonal/Temporary	5%	23%	71%	100%
Supervisor/Manager	8%	26%	67%	100%

Safe Work Environment				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Director/Senior Leader	9%	14%	77%	100%
Employee	8%	20%	72%	100%
Seasonal/Temporary	8%	17%	75%	100%
Supervisor/Manager	5%	23%	73%	100%

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Organizational Culture Indicators – by Position

Workplace Safety Norms				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Director/Senior Leader	8%	18%	74%	100%
Employee	6%	18%	76%	100%
Seasonal/Temporary	10%	23%	67%	100%
Supervisor/Manager	4%	21%	75%	100%

Safety Supervision				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Director/Senior Leader	8%	22%	70%	100%
Employee	8%	28%	65%	100%
Seasonal/Temporary	0%	25%	75%	100%
Supervisor/Manager	6%	27%	67%	100%

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Organizational Culture Indicators – by Position

Organizational Safety Leadership				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Director/Senior Leader	13%	29%	58%	100%
Employee	11%	29%	60%	100%
Seasonal/Temporary	8%	30%	63%	100%
Supervisor/Manager	15%	30%	55%	100%

Safety Training and Development				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Director/Senior Leader	7%	36%	57%	100%
Employee	6%	30%	64%	100%
Seasonal/Temporary	10%	20%	70%	100%
Supervisor/Manager	8%	26%	65%	100%

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Organizational Culture Indicators – by Position

Job Satisfaction				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
Director/Senior Leader	9%	21%	69%	100%
Employee	11%	22%	67%	100%
Seasonal/Temporary	16%	21%	63%	100%
Supervisor/Manager	8%	24%	68%	100%

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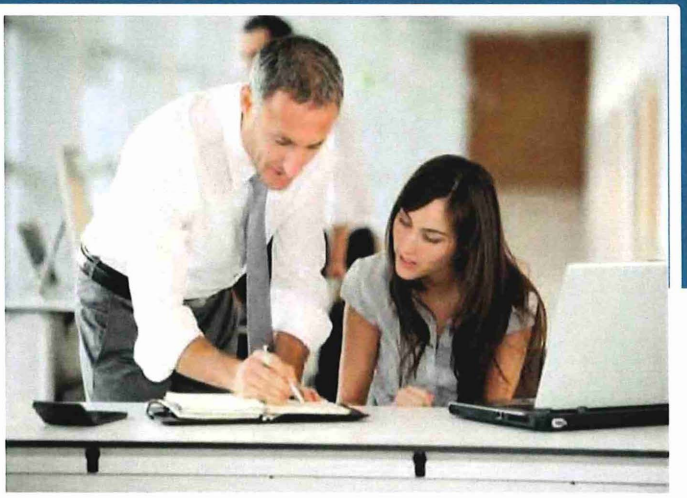
Organizational Culture Indicators by Tenure



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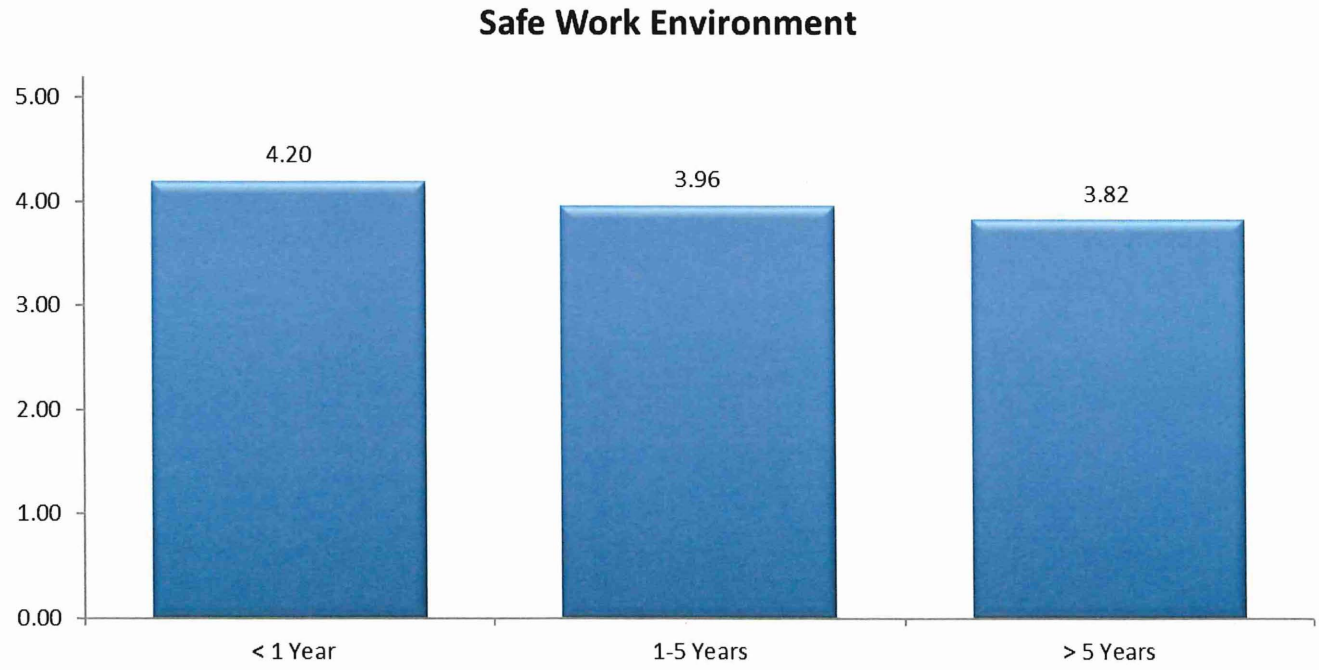
Organizational Culture Indicators – by Tenure



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Organizational Culture Indicators – by Tenure

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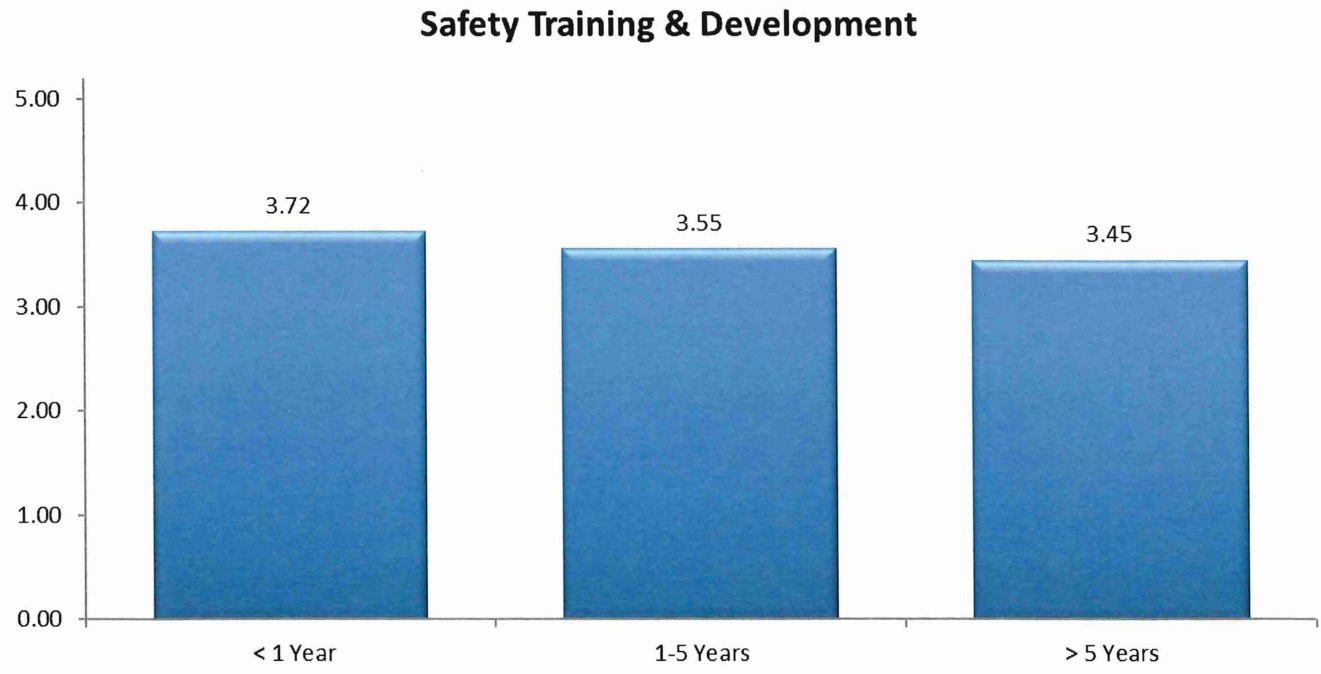
Organizational Culture Indicators – by Tenure



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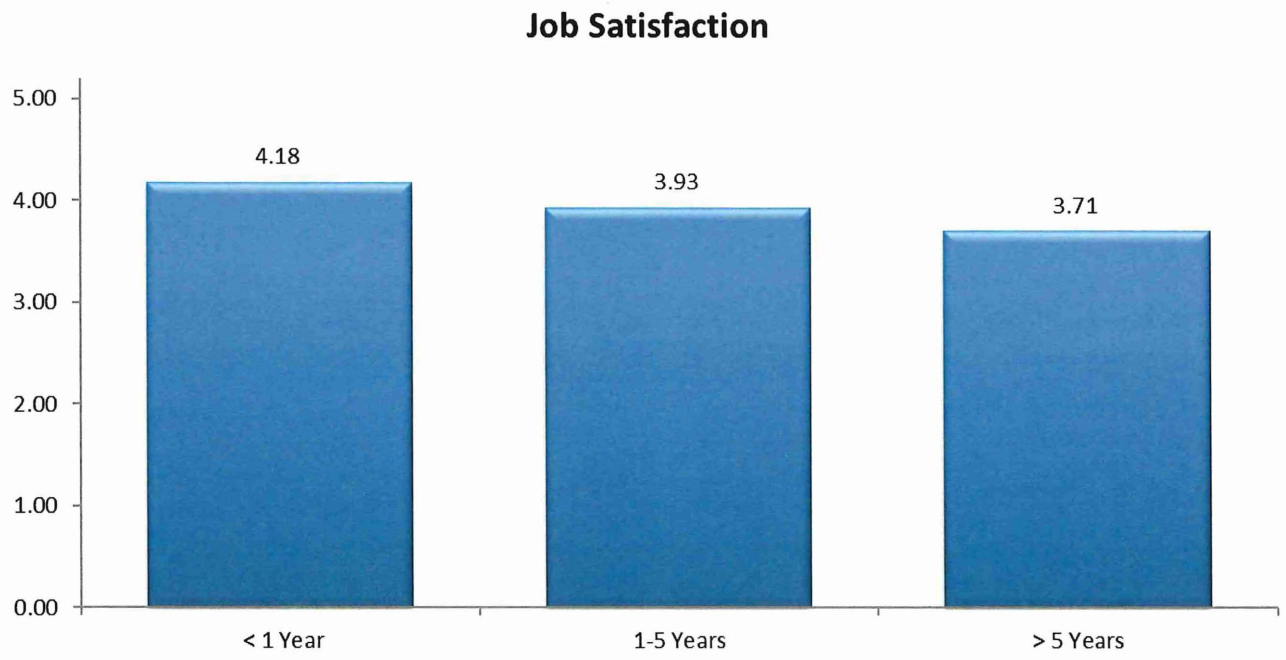
Organizational Culture Indicators – by Tenure



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Organizational Culture Indicators – by Tenure

Employee Safety Involvement				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
< 1 Year	10%	27%	63%	100%
1-5 Years	12%	24%	64%	100%
> 5 Years	11%	26%	63%	100%

Safe Work Environment				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
< 1 Year	7%	20%	59%	100%
1-5 Years	7%	17%	62%	100%
> 5 Years	6%	17%	63%	100%

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Organizational Culture Indicators – by Tenure

Workplace Safety Norms				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
< 1 Year	3%	21%	76%	100%
1-5 Years	5%	19%	76%	100%
> 5 Years	6%	18%	75%	100%

Safety Supervision				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
< 1 Year	6%	26%	68%	100%
1-5 Years	7%	28%	65%	100%
> 5 Years	7%	27%	66%	100%

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Organizational Culture Indicators – by Tenure

Organizational Safety Leadership				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
< 1 Year	10%	31%	59%	100%
1-5 Years	13%	26%	61%	100%
> 5 Years	11%	31%	58%	100%

Safety Training and Development				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
< 1 Year	5%	33%	62%	100%
1-5 Years	8%	27%	65%	100%
> 5 Years	6%	31%	63%	100%

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Organizational Culture Indicators – by Tenure

Job Satisfaction				
	1&2-Strongly Disagree & Disagree	3- Neither Agree/Disagree	4&5- Agree & Strongly Agree	Total
< 1 Year	15%	24%	61%	100%
1-5 Years	10%	22%	68%	100%
> 5 Years	10%	22%	69%	100%

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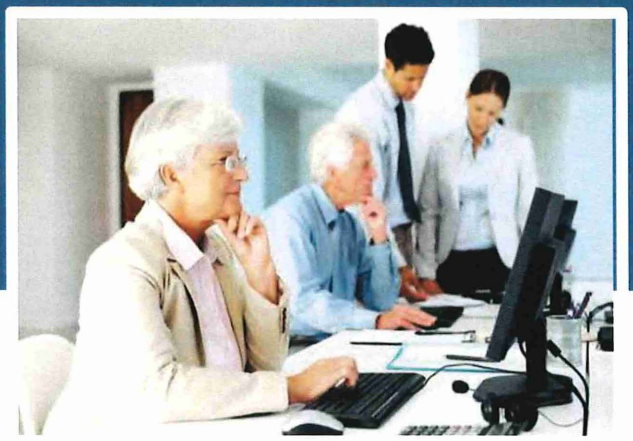
Questions by Division, Bargaining Unit, Position and Tenure



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By Question - by Division

Question	Average Scores								
	Academic Standards & Institutional Effectiveness	Agency Finance & Operations	Career & College Success	Communications	Compliance & Assistance	Early Learning Services	Educator Licensing	Equity & Innovation	Executive Team
1. I am comfortable raising safety issues	4.33	4.04	4.39	4.14	4.19	4.10	4.08	4.20	4.90
2. My opinion is valued by my supervisor	4.67	3.88	4.44	4.14	4.22	3.80	4.25	4.20	4.70
3. Leaders in this company solicit safety ideas from employees	4.33	3.31	3.72	3.43	3.50	3.05	3.75	3.00	4.10
4. Leaders use safety suggestions made by employees	4.00	3.31	4.00	3.43	3.44	3.15	3.92	3.00	4.10
5. Adequate company information is shared with employees	4.00	3.23	3.89	3.57	3.53	3.25	3.92	3.00	4.00
6. A team approach is valued in this company	3.83	3.23	3.78	3.71	3.94	3.40	3.83	3.60	4.40
7. Our safety meetings are effective	3.33	3.00	3.83	3.00	2.91	3.15	3.67	3.20	3.30
8. My work environment is safe	4.17	3.96	4.17	4.00	4.09	3.95	4.08	3.80	4.40
9. The equipment and tools I use are safe	4.33	4.19	4.33	4.14	4.31	4.00	4.25	4.20	4.50
10. I am provided with proper safety equipment	4.33	3.65	4.00	4.00	3.97	3.80	3.75	3.60	4.30
11. My company properly evaluates the risk of tasks we perform	3.83	3.23	3.94	3.71	3.72	3.40	3.92	3.20	4.00
12. Our work procedures are safe	4.17	3.88	4.33	4.29	4.19	3.90	3.75	4.00	4.20
13. Unsafe conditions are corrected in a timely manner	4.00	3.46	4.00	3.86	3.41	3.50	3.58	3.40	4.20
14. Bringing up safety issues is accepted in this organization	4.33	3.62	4.17	4.14	4.06	3.60	4.08	4.00	4.70
15. My co-workers work safely	4.17	3.92	4.33	4.14	4.16	3.95	4.25	4.00	4.40
16. It is OK to remind or encourage people to work safely	4.17	3.62	4.33	4.43	4.09	3.95	4.00	3.60	4.60
17. People go out of their way to help someone do a job safely	4.17	3.46	4.11	3.57	3.75	3.75	3.92	3.60	4.10
18. Safety is never compromised to address production demands	4.00	3.50	4.22	3.57	3.69	3.70	3.83	3.80	4.50
19. Our workplace is free from drugs and alcohol	4.00	3.81	4.67	4.14	4.22	4.25	4.42	4.20	4.70
20. Supervisors are good safety role models	4.33	3.69	4.17	4.14	4.03	3.85	4.17	4.00	4.40
21. It is clear my manager prioritizes safety concerns	4.50	3.65	4.22	4.00	3.88	3.60	4.00	3.60	4.50
22. Supervisors are willing to act on my safety concerns	4.50	3.65	4.22	4.14	4.06	3.75	4.00	3.80	4.60
23. My manager provides clear feedback on my job performance	4.17	3.58	4.22	4.00	4.16	3.45	4.17	4.20	4.40
24. Safety polices are enforced	4.33	3.27	4.06	4.00	3.47	3.60	4.00	4.00	4.00
25. There are consequences for violating safety rules	4.17	3.38	3.67	3.86	3.19	3.30	3.50	3.60	3.40
26. Supervisors have effective coaching skills that result in a safer workplac	3.83	3.15	4.06	3.57	3.56	3.25	3.92	3.60	3.50
27. Employee safety is a priority for management in this company	4.17	3.46	4.22	4.00	3.72	3.65	4.00	3.20	4.70
28. My company's safety goals and results are clearly communicated	4.00	3.15	3.94	3.00	3.28	3.30	3.67	3.20	4.10
29. There is an expectation that work will be performed safely	4.33	3.58	4.33	4.00	3.94	3.90	4.00	3.60	4.40
30. Production demands and safety conflicts are addressed properly	4.17	3.23	3.83	3.71	3.63	3.50	3.67	3.60	4.00
31. Managers are concerned with my safety	4.33	3.69	4.17	4.29	4.13	3.85	3.92	4.00	4.60
32. Safety performance is considered in performance appraisals and promot	4.00	2.88	3.56	2.86	3.09	2.95	3.50	3.20	3.50
33. Employees are effectively trained to do their job safely	4.17	3.19	3.94	3.86	3.88	3.30	3.92	3.60	3.50
34. New employees are effectively trained on safety rules and procedures	3.83	2.88	3.67	3.29	3.53	3.25	3.75	3.20	3.30
35. Knowledge and skills gained through training programs are enforced in ou	4.17	2.96	3.83	3.57	3.66	3.35	3.67	3.20	3.50
36. Lessons learned from accident investigations are used to make our work	4.00	2.85	3.67	3.43	3.22	3.25	3.42	3.00	3.90
37. I have a clear understanding of workplace hazards and how to avoid injur	4.00	3.27	4.00	4.00	3.47	3.60	3.92	3.40	4.30
38. This company is a good place to work	4.67	3.65	4.33	4.14	4.31	3.70	4.25	4.00	4.60
39. I enjoy my work responsibilities and tasks	4.50	4.04	4.28	4.14	4.34	3.80	4.08	4.00	4.50
40. My work contribution is recognized, valued and appreciated	4.17	3.46	4.17	3.57	4.16	3.40	3.92	4.20	4.60
41. I have an opportunity to learn and use new skills in this company	3.67	3.38	3.83	3.43	3.84	3.25	3.92	4.20	4.40
42. There are reasonable rewards in the work I perform	4.17	3.00	3.78	3.57	3.56	3.25	3.25	3.40	4.40
43. I usually have enough time to perform my job in a quality manner	2.83	3.00	3.44	3.43	3.84	3.65	3.42	4.00	4.30
44. When injured on the job, employees return to work as quickly as possible	3.67	3.27	3.61	3.71	3.09	3.50	3.42	3.20	3.50
45. I am confident my company will handle any workers' compensation claim	4.00	3.38	3.94	3.86	3.72	3.70	3.92	3.00	4.70

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By Question - by Division (cont.)

Question	Average Scores								STDEV
	Human Resources & Agency Services	Nutrition, Health & Youth Development	School Finance	School Support	Special Education	State Library Services	Student Support	Student Testing & Assessment	
1. I am comfortable raising safety issues	4.57	4.12	4.24	4.31	4.35	4.25	4.50	4.52	0.213
2. My opinion is valued by my supervisor	4.43	4.15	4.32	4.38	4.42	4.13	4.63	4.64	0.253
3. Leaders in this company solicit safety ideas from employees	4.14	3.27	3.56	3.46	3.45	3.63	3.63	3.80	0.351
4. Leaders use safety suggestions made by employees	4.14	3.30	3.52	3.62	3.65	3.50	3.56	3.84	0.328
5. Adequate company information is shared with employees	4.00	3.27	3.72	3.77	3.52	3.63	3.56	3.88	0.298
6. A team approach is valued in this company	3.86	3.58	3.92	4.15	3.87	4.13	3.75	3.92	0.269
7. Our safety meetings are effective	3.86	3.09	3.16	3.08	3.16	3.25	3.31	3.48	0.272
8. My work environment is safe	4.14	3.91	4.16	4.38	4.13	4.00	4.44	4.24	0.172
9. The equipment and tools I use are safe	4.29	4.12	4.28	4.46	4.29	4.25	4.31	4.28	0.115
10. I am provided with proper safety equipment	4.14	3.61	3.88	3.46	3.97	3.38	3.63	3.88	0.265
11. My company properly evaluates the risk of tasks we perform	4.00	3.42	3.56	3.38	3.61	3.25	3.69	3.60	0.261
12. Our work procedures are safe	4.29	3.94	4.12	4.00	3.90	3.75	4.19	4.04	0.178
13. Unsafe conditions are corrected in a timely manner	4.29	3.30	3.92	3.38	3.58	3.13	3.75	3.72	0.319
14. Bringing up safety issues is accepted in this organization	4.14	3.79	4.08	3.77	3.74	4.13	4.19	4.12	0.266
15. My co-workers work safely	4.00	3.94	4.20	4.15	3.94	4.25	3.94	4.16	0.147
16. It is OK to remind or encourage people to work safely	3.86	3.94	4.20	3.85	3.84	3.88	4.19	4.12	0.261
17. People go out of their way to help someone do a job safely	3.86	3.55	3.92	3.62	3.81	3.75	4.06	3.64	0.211
18. Safety is never compromised to address production demands	3.86	3.67	3.96	3.85	3.81	3.50	3.81	3.96	0.244
19. Our workplace is free from drugs and alcohol	4.43	4.15	4.24	4.31	4.26	4.13	4.00	4.40	0.220
20. Supervisors are good safety role models	3.86	3.85	4.24	3.92	4.13	3.88	4.13	4.32	0.196
21. It is clear my manager prioritizes safety concerns	4.29	3.79	4.16	3.85	4.06	3.75	4.13	4.20	0.277
22. Supervisors are willing to act on my safety concerns	4.14	3.76	4.04	4.08	4.10	3.75	4.00	4.44	0.265
23. My manager provides clear feedback on my job performance	4.43	4.00	4.28	4.31	4.26	3.75	4.13	4.56	0.285
24. Safety polices are enforced	4.14	3.58	3.84	3.69	3.87	3.75	3.75	4.08	0.262
25. There are consequences for violating safety rules	4.00	3.42	3.48	3.46	3.68	3.63	3.44	3.76	0.246
26. Supervisors have effective coaching skills that result in a safer workplac	4.00	3.33	3.72	3.69	3.84	3.25	3.81	3.76	0.263
27. Employee safety is a priority for management in this company	3.86	3.42	3.96	3.54	3.74	3.63	3.88	3.92	0.342
28. My company's safety goals and results are clearly communicated	3.71	3.03	3.68	3.23	3.55	3.63	3.63	3.56	0.324
29. There is an expectation that work will be performed safely	4.14	3.76	4.12	4.08	4.00	3.88	4.06	4.12	0.226
30. Production demands and safety conflicts are addressed properly	3.86	3.36	3.72	3.38	3.68	3.50	3.81	3.88	0.232
31. Managers are concerned with my safety	4.00	3.94	4.04	4.00	3.77	3.75	4.13	4.32	0.231
32. Safety performance is considered in performance appraisals and promot	3.57	2.94	2.88	2.92	3.26	3.38	3.44	3.44	0.318
33. Employees are effectively trained to do their job safely	4.00	3.52	3.60	3.46	3.65	3.50	3.81	3.68	0.253
34. New employees are effectively trained on safety rules and procedures	3.86	3.12	3.28	3.31	3.23	3.13	3.69	3.28	0.272
35. Knowledge and skills gained through training programs are enforced in ou	3.86	3.48	3.52	3.54	3.61	3.50	3.75	3.52	0.259
36. Lessons learned from accident investigations are used to make our work	3.71	3.30	3.48	3.38	3.45	3.38	3.56	3.40	0.279
37. I have a clear understanding of workplace hazards and how to avoid injur	4.14	3.67	3.92	3.77	3.77	3.25	3.69	3.76	0.289
38. This company is a good place to work	4.29	4.06	4.44	4.31	4.23	3.88	4.50	4.32	0.277
39. I enjoy my work responsibilities and tasks	4.29	4.00	4.40	4.23	4.35	3.75	4.56	4.36	0.232
40. My work contribution is recognized, valued and appreciated	4.29	3.79	4.28	4.00	4.13	3.63	4.44	4.36	0.342
41. I have an opportunity to learn and use new skills in this company	4.00	3.73	4.04	3.77	4.16	3.63	4.19	3.64	0.306
42. There are reasonable rewards in the work I perform	4.00	3.67	3.92	3.54	3.94	3.00	4.13	3.32	0.399
43. I usually have enough time to perform my job in a quality manner	4.29	3.42	4.00	3.92	3.81	3.50	3.81	3.76	0.387
44. When injured on the job, employees return to work as quickly as possible	3.43	3.21	3.64	3.15	3.26	3.63	3.19	3.16	0.205
45. I am confident my company will handle any workers' compensation claim	4.29	3.70	3.96	3.69	3.71	3.63	3.88	3.96	0.348

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By Question - by Bargaining Unit

Question	Average Scores							STDEV
	AFSCME	Commissioner's Plan	Managerial Plan	MAPE	MMA	SRSEA	Unrepresented	
1. I am comfortable raising safety issues	4.20	4.91	4.65	4.21	4.46	4.43	3.80	0.330
2. My opinion is valued by my supervisor	4.17	4.55	4.61	4.25	4.42	4.29	4.00	0.198
3. Leaders in this company solicit safety ideas from employees	3.61	4.00	4.04	3.39	3.65	3.43	3.40	0.255
4. Leaders use safety suggestions made by employees	3.51	4.00	3.91	3.45	3.88	3.86	4.00	0.209
5. Adequate company information is shared with employees	3.51	3.82	3.74	3.55	3.62	3.86	3.40	0.157
6. A team approach is valued in this company	3.83	4.18	4.13	3.68	4.00	3.71	3.40	0.256
7. Our safety meetings are effective	3.46	3.18	3.30	3.19	3.15	3.29	2.80	0.189
8. My work environment is safe	4.15	4.45	4.17	4.07	4.27	3.86	4.00	0.178
9. The equipment and tools I use are safe	4.27	4.36	4.43	4.24	4.19	4.14	4.20	0.095
10. I am provided with proper safety equipment	3.71	4.00	4.09	3.81	3.88	3.86	4.00	0.121
11. My company properly evaluates the risk of tasks we perform	3.59	3.64	3.70	3.55	3.62	4.00	3.60	0.141
12. Our work procedures are safe	3.95	4.09	4.17	4.05	4.08	4.00	3.80	0.111
13. Unsafe conditions are corrected in a timely manner	3.37	4.18	3.96	3.59	3.85	3.57	3.20	0.317
14. Bringing up safety issues is accepted in this organization	3.93	4.45	4.35	3.88	4.23	4.14	3.40	0.329
15. My co-workers work safely	4.00	4.18	4.30	4.08	4.15	4.14	3.60	0.209
16. It is OK to remind or encourage people to work safely	3.95	4.18	4.43	3.96	4.19	4.29	3.40	0.312
17. People go out of their way to help someone do a job safely	3.66	3.91	3.87	3.75	3.92	4.14	3.80	0.142
18. Safety is never compromised to address production demands	3.85	4.18	4.09	3.76	3.96	3.71	3.60	0.193
19. Our workplace is free from drugs and alcohol	4.24	4.55	4.52	4.17	4.23	4.57	4.20	0.168
20. Supervisors are good safety role models	3.90	4.00	4.43	4.02	4.19	4.14	4.20	0.162
21. It is clear my manager prioritizes safety concerns	3.80	4.27	4.52	3.91	4.15	4.00	4.00	0.225
22. Supervisors are willing to act on my safety concerns	3.95	4.27	4.57	3.94	4.31	4.00	3.80	0.249
23. My manager provides clear feedback on my job performance	4.02	4.27	4.30	4.07	4.35	3.86	4.00	0.171
24. Safety polices are enforced	3.78	3.82	4.09	3.71	3.85	4.14	3.80	0.153
25. There are consequences for violating safety rules	3.68	3.55	3.52	3.46	3.42	3.86	3.60	0.137
26. Supervisors have effective coaching skills that result in a safer workplace	3.46	3.55	3.57	3.62	3.69	3.86	3.60	0.116
27. Employee safety is a priority for management in this company	3.71	4.27	4.26	3.71	3.92	3.71	3.60	0.258
28. My company's safety goals and results are clearly communicated	3.56	3.82	3.39	3.39	3.54	4.00	3.20	0.253
29. There is an expectation that work will be performed safely	3.98	4.27	4.17	3.92	4.12	4.14	4.00	0.116
30. Production demands and safety conflicts are addressed properly	3.54	3.82	3.83	3.62	3.65	3.57	3.40	0.141
31. Managers are concerned with my safety	3.73	4.27	4.35	3.99	4.23	3.86	4.20	0.215
32. Safety performance is considered in performance appraisals and promotions	3.15	3.18	3.00	3.21	3.04	3.57	2.80	0.220
33. Employees are effectively trained to do their job safely	3.41	3.55	3.65	3.64	3.85	4.00	3.40	0.203
34. New employees are effectively trained on safety rules and procedures	3.15	3.09	3.22	3.37	3.58	3.14	3.40	0.164
35. Knowledge and skills gained through training programs are enforced in our work practices	3.49	3.45	3.57	3.50	3.77	3.71	3.60	0.110
36. Lessons learned from accident investigations are used to make our work place safer	3.49	3.36	3.65	3.28	3.58	3.71	3.20	0.179
37. I have a clear understanding of workplace hazards and how to avoid injury at work	3.73	4.09	3.91	3.63	3.81	4.14	3.40	0.241
38. This company is a good place to work	4.12	4.55	4.52	4.15	4.19	4.29	3.60	0.292
39. I enjoy my work responsibilities and tasks	4.24	4.36	4.48	4.17	4.35	4.57	3.40	0.359
40. My work contribution is recognized, valued and appreciated	4.00	4.45	4.22	3.98	4.15	4.00	3.20	0.362
41. I have an opportunity to learn and use new skills in this company	3.90	4.36	4.22	3.69	4.00	4.14	3.20	0.361
42. There are reasonable rewards in the work I perform	3.68	4.18	4.00	3.51	3.81	4.00	3.00	0.366
43. I usually have enough time to perform my job in a quality manner	3.80	4.27	3.48	3.64	3.38	4.00	3.80	0.282
44. When injured on the job, employees return to work as quickly as possible	3.17	3.55	3.48	3.33	3.46	3.29	3.20	0.134
45. I am confident my company will handle any workers' compensation claim fairly and timely	3.85	4.45	4.26	3.70	3.88	3.71	3.40	0.330

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By Question - by Position

Question	Average Scores				STDEV
	Director/Senior Leader	Employee	Seasonal/Temporary	Supervisor/Manager	
1. I am comfortable raising safety issues	4.75	4.21	4.50	4.52	0.219
2. My opinion is valued by my supervisor	4.60	4.24	4.13	4.52	0.203
3. Leaders in this company solicit safety ideas from employees	4.10	3.45	3.25	3.73	0.362
4. Leaders use safety suggestions made by employees	4.10	3.51	3.50	3.76	0.281
5. Adequate company information is shared with employees	3.80	3.55	3.88	3.61	0.140
6. A team approach is valued in this company	4.20	3.72	3.63	4.03	0.252
7. Our safety meetings are effective	3.25	3.22	3.50	3.18	0.125
8. My work environment is safe	4.35	4.08	4.13	4.24	0.117
9. The equipment and tools I use are safe	4.40	4.24	4.38	4.27	0.069
10. I am provided with proper safety equipment	4.15	3.80	3.75	3.91	0.177
11. My company properly evaluates the risk of tasks we perform	3.85	3.56	3.88	3.61	0.143
12. Our work procedures are safe	4.20	4.02	4.13	4.09	0.072
13. Unsafe conditions are corrected in a timely manner	4.15	3.58	3.25	3.79	0.372
14. Bringing up safety issues is accepted in this organization	4.60	3.90	3.88	4.18	0.337
15. My co-workers work safely	4.35	4.06	3.88	4.18	0.195
16. It is OK to remind or encourage people to work safely	4.60	3.96	3.75	4.21	0.362
17. People go out of their way to help someone do a job safely	4.00	3.75	3.50	3.91	0.204
18. Safety is never compromised to address production demands	4.30	3.78	3.75	3.94	0.253
19. Our workplace is free from drugs and alcohol	4.45	4.20	4.25	4.36	0.108
20. Supervisors are good safety role models	4.45	3.99	4.13	4.27	0.194
21. It is clear my manager prioritizes safety concerns	4.50	3.91	3.88	4.24	0.288
22. Supervisors are willing to act on my safety concerns	4.55	3.95	3.88	4.36	0.303
23. My manager provides clear feedback on my job performance	4.25	4.06	4.13	4.36	0.078
24. Safety polices are enforced	4.00	3.72	4.00	3.97	0.132
25. There are consequences for violating safety rules	3.60	3.50	3.63	3.48	0.055
26. Supervisors have effective coaching skills that result in a safer workplace	3.55	3.60	3.50	3.67	0.043
27. Employee safety is a priority for management in this company	4.40	3.70	4.00	4.03	0.287
28. My company's safety goals and results are clearly communicated	3.70	3.43	3.50	3.48	0.115
29. There is an expectation that work will be performed safely	4.35	3.93	4.13	4.09	0.170
30. Production demands and safety conflicts are addressed properly	3.95	3.60	3.50	3.73	0.193
31. Managers are concerned with my safety	4.45	3.95	4.25	4.21	0.207
32. Safety performance is considered in performance appraisals and promotions	3.25	3.19	3.38	2.97	0.077
33. Employees are effectively trained to do their job safely	3.50	3.59	4.00	3.88	0.217
34. New employees are effectively trained on safety rules and procedures	3.15	3.31	3.63	3.55	0.197
35. Knowledge and skills gained through training programs are enforced in our work practices	3.50	3.49	3.88	3.76	0.178
36. Lessons learned from accident investigations are used to make our work place safer	3.70	3.30	3.88	3.61	0.240
37. I have a clear understanding of workplace hazards and how to avoid injury at work	4.10	3.66	4.00	3.76	0.189
38. This company is a good place to work	4.60	4.15	4.13	4.24	0.218
39. I enjoy my work responsibilities and tasks	4.55	4.19	4.25	4.33	0.159
40. My work contribution is recognized, valued and appreciated	4.30	3.98	4.13	4.15	0.131
41. I have an opportunity to learn and use new skills in this company	4.20	3.74	4.13	4.12	0.203
42. There are reasonable rewards in the work I perform	3.90	3.54	4.00	4.00	0.196
43. I usually have enough time to perform my job in a quality manner	3.75	3.68	4.13	3.39	0.194
44. When injured on the job, employees return to work as quickly as possible	3.60	3.30	3.38	3.45	0.129
45. I am confident my company will handle any workers' compensation claim fairly and timely	4.35	3.72	4.00	4.03	0.258

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By Question - by Tenure

Question	Average Scores			STDEV
	< 1 Year	1-5 Years	> 5 Years	
1. I am comfortable raising safety issues	4.51	4.33	4.22	0.122
2. My opinion is valued by my supervisor	4.74	4.33	4.16	0.244
3. Leaders in this company solicit safety ideas from employees	3.79	3.53	3.45	0.147
4. Leaders use safety suggestions made by employees	3.69	3.59	3.53	0.065
5. Adequate company information is shared with employees	3.95	3.56	3.51	0.197
6. A team approach is valued in this company	4.38	3.82	3.62	0.323
7. Our safety meetings are effective	3.54	3.26	3.14	0.167
8. My work environment is safe	4.44	4.18	4.01	0.174
9. The equipment and tools I use are safe	4.51	4.28	4.19	0.135
10. I am provided with proper safety equipment	4.03	3.84	3.79	0.101
11. My company properly evaluates the risk of tasks we perform	3.92	3.65	3.49	0.180
12. Our work procedures are safe	4.36	4.08	3.96	0.168
13. Unsafe conditions are corrected in a timely manner	3.92	3.73	3.51	0.171
14. Bringing up safety issues is accepted in this organization	4.38	4.09	3.82	0.231
15. My co-workers work safely	4.44	4.19	3.95	0.197
16. It is OK to remind or encourage people to work safely	4.38	4.01	3.95	0.193
17. People go out of their way to help someone do a job safely	3.95	3.85	3.70	0.101
18. Safety is never compromised to address production demands	4.26	3.83	3.73	0.228
19. Our workplace is free from drugs and alcohol	4.51	4.35	4.11	0.166
20. Supervisors are good safety role models	4.36	4.20	3.90	0.190
21. It is clear my manager prioritizes safety concerns	4.23	4.12	3.85	0.160
22. Supervisors are willing to act on my safety concerns	4.28	4.14	3.91	0.152
23. My manager provides clear feedback on my job performance	4.44	4.19	3.99	0.183
24. Safety polices are enforced	4.13	3.85	3.65	0.196
25. There are consequences for violating safety rules	3.82	3.49	3.44	0.167
26. Supervisors have effective coaching skills that result in a safer workplace	4.05	3.72	3.44	0.249
27. Employee safety is a priority for management in this company	4.23	3.87	3.65	0.241
28. My company's safety goals and results are clearly communicated	3.79	3.46	3.37	0.182
29. There is an expectation that work will be performed safely	4.38	4.03	3.87	0.216
30. Production demands and safety conflicts are addressed properly	3.97	3.77	3.48	0.204
31. Managers are concerned with my safety	4.38	4.18	3.84	0.223
32. Safety performance is considered in performance appraisals and promotions	3.72	3.17	3.05	0.290
33. Employees are effectively trained to do their job safely	3.97	3.68	3.52	0.187
34. New employees are effectively trained on safety rules and procedures	3.51	3.32	3.30	0.096
35. Knowledge and skills gained through training programs are enforced in our work practices	3.85	3.58	3.44	0.170
36. Lessons learned from accident investigations are used to make our work place safer	3.49	3.43	3.32	0.069
37. I have a clear understanding of workplace hazards and how to avoid injury at work	3.79	3.76	3.66	0.059
38. This company is a good place to work	4.59	4.32	4.03	0.229
39. I enjoy my work responsibilities and tasks	4.46	4.23	4.17	0.125
40. My work contribution is recognized, valued and appreciated	4.51	4.09	3.88	0.264
41. I have an opportunity to learn and use new skills in this company	4.44	3.97	3.60	0.343
42. There are reasonable rewards in the work I perform	3.87	3.76	3.50	0.156
43. I usually have enough time to perform my job in a quality manner	4.05	3.77	3.52	0.216
44. When injured on the job, employees return to work as quickly as possible	3.28	3.39	3.32	0.043
45. I am confident my company will handle any workers' compensation claim fairly and timely	4.26	3.95	3.62	0.259

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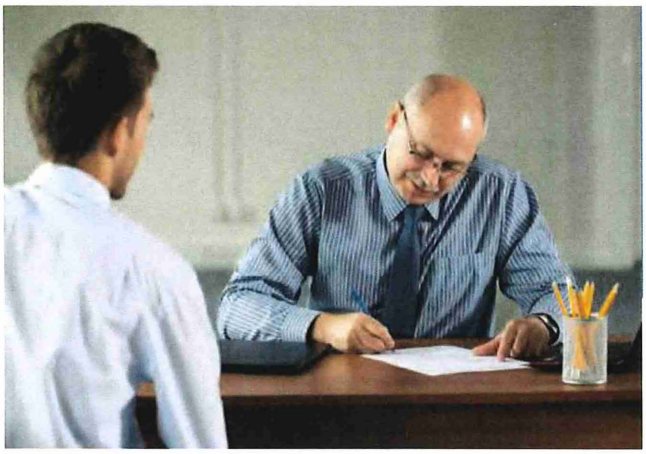
Open-Ended Questions



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Open-Ended Questions - Explanation

Presented in this portion of our report is a detailed reporting of responses to open-ended question by work unit to recognize much of this feedback is related to work unit specific hazards or concerns. Efforts should be made to recognize specific employee feedback and where possible take specific action to address issues noted by employees. In situations where action cannot be taken to address hazards identified and shared by employees, dialog with employees around the issues noted should be initiated with the goal of explaining the organization's position on the issue or to seek to better understand the issue.

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Question 46: Are there any specific hazards management should address to improve workplace safety?

School Support
n/a
Access to boiler equipment on top of the boilers. Hazardous access to MSAB tunnel. No carbon monoxide detectors in MSAD garage and boiler room. Manually operated exhaust fan in MSAD garage, no procedure or guidelines on use of fan. PME is not trained in the use of most equipment
Compliance & Assistance
No
Not that I am aware of.
Develop a policy to address walk-ins requesting assistance (i.e. sending two employees down to speak with them, asking them to leave information and they will receive a phone call, etc). There is no metal detector. We cannot ascertain if someone is dangerous, etc.
Two years ago here at the Minnesota Department of Education, I fell on ice at work in the parking. As a result of falling on this ice in the parking lot I sustained a broken leg. Even after two years of diligently informing management personnel about my concerns, with roads, parking lots, and sidewalks, they are still not properly maintained. People are still falling on unsafe icy surfaces and continuing to break, arms, wrists, and ribs for example. When will this concern be effectively addressed? I fear NEVER!
None that I can think of at this time.
I have never heard anything from management every about workplace safety.
Employees holding secure doors open for others to enter. I'm not sure they're aware if the person entering should be in the secured area or not.
Ensure proposed actions regarding storm safety procedures are accurate. It is neither safe nor appropriate to evacuate outdoors when severe weather is present.
I would welcome a work from home policy for employees with cold and flu symptoms. I would also welcome more training on ergonomic work places. I would also welcome a safety protocol for unannounced member of the public. There is no such protocol.
No. This is an office environment with few work related hazards other than paper cuts.
The dust falling from the overhead ceiling vents affects breathing and air quality and soils work area. Emissions from the atrium trees covers cubicle furniture and belongings and feels dirty to the touch. The sidewalk and stairs by the mailroom that are used to access the parking lot are unsafe during wet, snowy, and icy conditions. The toilet seats in women's bathrooms are always loose and unsafe. The mice problem has not been clearly addressed. The lack of vacuuming our work spaces has created dust and dirt that is unsanitary and unhealthy for breathing.
Special Education
No
None that I know of.
Entrance to Conference Center A - Every day the guard desk is left unattended for several hours at a time (afternoon) when outer door does not require card entry and with inner door to conference center propped open. A person is able to walk into the building and go down the hall to the ladies' room unimpeded. VERY DANGEROUS!!!
- More training and communications about what we need to know (specific and useful information). - Improve capacity of security staff.

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Question 46: Are there any specific hazards management should address to improve workplace safety?

parking lot by Target -- lighting, ice and poor drainage are hazardous
requirement to cross busy street to get to parking lot- unable to see oncoming traffic due to cars parked along Commerce St, cars speeding along Commerce St.
mold in Noyes Hall ... air quality seems to have been affected, negatively.
uneven sidewalks and puddles on street in front of sidewalks
Agency Finance & Operations
No
not sure
Nutrition, Health & Youth Development
No
None at this time.
None.
We have an emergency preparedness plan but have never practiced it, and even though we aren't supposed to let people walk into the building without a badge, people do it all the time.
With frequent travel, I have to carry lots of heavy equipment a lot (manuals, laptop, etc..)
Please have directors and some staff to remove the coffee pots out of their cubs and offices. Often time the director leaves the coffee pot on in the office and walk away. Some people are allergic to the small of certain coffees in the air and directors are very disrespectful when making coffee all times of day. Often times staff leave coffee pots on in their cubs and walk away to meetings and other business meetings come back and the coffee is stinking up the office.
breezeway door frequently propped open
We have a visually impaired person on staff. On multiple occasions, other staff have bolted out the double doors going from inside the secured area into the hallways that are open to the public, and have almost slammed the door into the visually impaired person who is coming in through the double doors. We have tried to put up signs asking people to go through the doors slowly but they are taken down. This is not a safe situation and I wish management would address it with a visual reminder to those of us who go out those doors multiple times/day.
The door to the bathroom/mail room hallway back by the "V" cubes. People come charging through those doors on their way out of the cube area (sometimes on the left-hand side) as people are scanning their card and coming in - there have been some close calls. Ben (who is visually impaired) comes in and out those doors and is in danger, as well as everyone else.
The door in the breezeway between the east and west buildings is often cracked open.
Early Learning Services
n/a
No
Removal of snow & ice in the parking lots and walkways more immediate than current and if it could be on a continual basis until melting is evident.
An option to use a stand up work station would improve my overall health. They are unevenly available throughout the agency and should be available to all who want one.
Not sure how this can be addressed but sometimes crossing to the Parking lot across the street is very dangerous as cars often do not slow down.
Student Support
None at this time

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Question 46: Are there any specific hazards management should address to improve workplace safety?

Not that I know of
not in my division
All Education Staff NEED to have radios instead of body alarms as the body alarms do not always work. Rogers at MCF-FRB only uses body alarms and that is not fair as Pine and Aspen use radios. New staff need to have keys and radios from the start of their first day working in the facility so they may feel safe.
Old computers and IT systems cause much more repetitive motions that could be eliminated with newer and better more intuitive equipment. We depend on a few programmers to keep up with the old antiquated systems.
I have not experienced any hazards to safety.
not that I know about
Student Testing & Assessment
n/a
No
None.
I'm not sure if new hires are informed as to some of the shooter awareness and severe weather training others have engaged in during the past year.
We all sit in front of a computer for 8+ hours a day. This is horrible for our backs, necks, eyes, and health. To make working on a computer safer for our bodies we should all have access to real sit-stand desks. NOT just lifting up one surface in your cube. You loose efficiency moving from place to place and not being able to utilize your two allotted monitors. Or if we have to do the lifted surface can we all get a second work station installed in our cubes with docking stations so that we can efficiently move from sitting to standing. For the eyes, there are screens that can be put on our monitors.
There has never been proper vetting of whether our desks/chairs are set up well for physical wellness. Instead, we just get whatever chair they can find and it's often not clear as a new employee what can be done to rearrange your office to actually fit your needs.
Academic Standards & Institutional Effectiveness
n/a
No
none that I'm aware of
driving late to perform outstate activities
Human Resources & Agency Services
none
None that I am aware of.
Career & College Success
No
none
There should be a building announcement system in case of emergencies of any kind.
An intercom system is needed to warn employees of impending weather dangers or other safety issues we need to be aware of. There is no system in place to warn employees to seek shelter or other major announcements.
School Finance
No

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Question 46: Are there any specific hazards management should address to improve workplace safety?

Removal of large vertical file cabinets in the walkways - can be obstacles for passage.
None that I can think of at this time.
Not at the moment.
recently we had a tornado drill. The sirens outside were not heard in all parts of the building. It would be helpful to have an intercom system that would provide folks with a message when something like this occurs.
Executive Team
none
I would like to see more common spaces devoted to healthy work habits and safety. I'd also like to see personalized evaluations that would allow for customized work spaces that meet individual needs.
State Library Services
There are very few paper cutters which leads to staff moving them around. I find this practice unsafe. It would be helpful to have more of these available to staff. There are also really old microwaves and refrigerators being used. Not only are these potential safety hazards, they are energy inefficient.
Equity & Innovation
past issues with budget being so tight that basics like car windshield scrapers not put and maintained in state cars is penny wise, pound foolish. there should also be emergency kits in these cars with flares or whatever is needed. if employees without department cell phones are relying on their personal cell phones in emergency they may not have them on them or the phones may be dead.
Communications
No
When days are shorter and people work late and it is dark, it is difficult to feel safe walking to your car in the parking lot at night. The lower level of the building's air quality seems to cause breathing issues.
All of the many computer cords under desks and in the conference rooms are tripped over.

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Question 47: Are there any specific safety issues management should address to improve workplace safety?

School Support
n/a
Compliance & Assistance
No
Not that I am aware of.
Fitness of security personnel.
Don't just give "lip service" to safety....Do something about unsafe conditions at work!!!
None that I can think of at this time.
The aforementioned.
Management should address all of the above.
MDE needs to have safety drill/fire drill procedures.
No. I feel the building and environment are safe.
The dust falling from the overhead ceiling vents affects breathing and air quality and soils work area. Emissions from the atrium trees covers cubicle furniture and belongings and feels dirty to the touch. The sidewalk and stairs by the mailroom that are used to access the parking lot are unsafe during wet, snowy, and icy conditions. The toilet seats in women's bathrooms are always loose and unsafe. The mice problem has not been clearly addressed. The lack of vacuuming our work spaces has created dust and dirt that is unsanitary and unhealthy for breathing.
Special Education
No
None that I know of.
SEE ABOVE
parking lot
I do not believe that the dirty "kitchen" areas are safe. They do not appear to be cleaned on a daily basis and seem unsafe to me. They may not be a "safety" concern but certainly it is a health concern.
Under Minnesota law, non-employees are permitted to bring concealed weapons into my workplace. I do not feel this contributes to its safety. This provision of law should be replaced by one that allows state government agencies to ban concealed weapons from their workplaces.
New employees seem to be given very little information about safety procedures.
Agency Finance & Operations
No
not sure
would like to see some items that are discussed with Directors put in writing so that information can be passed to supervisors/managers and then to staff. Things can get lost in translation and have found times where the information I have seems to be a little different than staff who are union representatives. Information may not be complete on the other end but something in writing will help with the accuracy in sharing of information. Intercom system is important and training available for all staff should be provided on a regular basis.
communication and identify ways for the lower level to be able to hear sirens or be notified of weather related threats.
tornado drills/fire/first aid
Nutrition, Health & Youth Development
No

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Question 47: Are there any specific safety issues management should address to improve workplace safety?

None at this time.
None.
Emergency drills
The maintenance of the state vehicles...one of my coworkers turned in state car with a broken windshield wiper and informed the female staff...the next week this employee and myself went outstate together in the same car she had the week before...we ended up in dangerous weather and realized that the windshield wiper had not been fixed...which lead to a dangerous driving visibility.
All coffee pots should be in a central location not in directors and staff cubes. This would improve workplace safety and prevent possible cub fires.
Having no building-wide communication system makes it very difficult to employ safety procedures, or even discuss them more than just theoretically.
Bullying by fellow employees. It is not that I don't feel safe, but I feel uncomfortable for those that are bullied and it makes a meeting uncomfortable. Management has been made aware, but nothing is ever done to confront the bully.
intercom system needed
Instalation of some type of loud speaker system to communicate to all at once
It would be helpful if the maintenance staff would set up conference rooms for meetings, rather than staff moving tables and chairs and straining/hurting their backs. Ice in the parking lot is another issue though it did seem a bit better this past winter.
Early Learning Services
n/a
No
Back doorway motion lightening would be idea for incoming and outgoing traffic.
The sedentary nature of the work most of us do for the agency is unnatural and unhealthy, but necessary and valuable. Great benefits come from changing positions more frequently while working, including reducing pain and certain types of injuries. Providing adjustable work stations for all would have a positive impact.
Student Support
No
None at this time
None.
not in my division
All staff need Radios!
More shared communication
We spend most of our time trying to make our old systems collect minimal data that do not help us to be more efficient and truly provide better services to decision-makers, etc.
Yes. They should ensure that the target parking lot has the space by the crosswalk a no-parking zone. Currently, employees have to go around the parked car and can't see the street.
Student Testing & Assessment
n/a
No
Not that I know of.

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Question 47: Are there any specific safety issues management should address to improve workplace safety?

security cameras in the parking lot of the west end of our MDE building would be helpful. We have them in other locations, but still struggle with car break ins on the west end where there are no cameras.
Race and Equity training. Intersectionality Training. Unconscious Bias Training. These are key issues that not only make internal staff feel "safe" but who we work with, as well. Again, I don't know how you're defining "safety" because this word means different things in different contexts. See question 48 for more details.
Ergonomics.
Staff need training on workplace
Academic Standards & Institutional Effectiveness
n/a
No
Install an intercom system in case an emergency broadcast across the agency is needed.
funding for hotel stays
Human Resources & Agency Services
none
None that I am aware of.
Career & College Success
No
none
There should be a building announcement system in case of emergencies of any kind.
Wellington and/or the State needs to purchase an intercom system immediately.
School Finance
No
None that I can think of at this time.
Not at the moment.
An intercom system to help with weather emergency situations, no one was aware of the drill because sirens were not heard in the building during a tornado drill.
Tornado drills should include PA announcements.
Executive Team
none
Installation of an intercom system. Better security at the conference center doors that does not necessarily mean more security guards, which do not seem to be particularly effective.
State Library Services
We have no emergency procedures in place. If we do, I am unaware of them. Where do we go in a weather emergency? What do we do in a medical emergency? Where are the first aid kits? The only one I know of in my area hasn't been looked at in at least 10 years as far as I can tell. It looks ancient.
Communications
No

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Question 47: Are there any specific safety issues management should address to improve workplace safety?

No one knows the purpose of having security guards in the building. If they are truly here to protect us in case of emergency, they don't inspire much confidence in their abilities to do so due to their age and physical condition. Doesn't seem like the organization is being consistent (or caring) about who is in the parking lot either, as many don't have hang tags or their cars are not registered with HR. Putting pink notes on the windshield does not matter--if someone is parked in the lot, we should know who and for what purpose. Also, emergency management and homeland security guidelines say visitor parking should be farthest from the building, in case someone means to do us harm. Instead, we put a bunch of visitor parking right out front. The back row, where they were, makes more sense.
Chief Accountability Office
bullying or poor treatment by supervisors

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Question 48: Please list any other comments you feel will improve the safety culture of your organization.

School Support
The layout of the library is not as safety conscious as I believe it should be. Not "out" if needed.
Compliance & Assistance
n/a
None.
Work on this issue is ongoing in the agency. having guards at public entrances would increase actual an perception of safety.
To be honest, I chose "neither agree nor disagree" so often because I don't really see or hear safety being much of a conversation at all in our organization. That makes it a little hard to judge some of these questions. Safety is mentioned now and again, but not often. Perhaps making it a more frequent conversation will be helpful. I have seen strides towards this recently with new committees and designated safety coordinators (for lack of memory of the correct term) in the various divisions or whatnot, so I do think attention to this issue is growing.
I would like to commend my supervisor, Sara Winter. She is someone who makes the teams safety and job satisfaction a priority while also holding the team to the highest of performance standards. She is consistently seeking ways to encourage increased efficiency and output while ensuring we feel supported and appreciated. Sara is a true leader and I just love being a part of her team!
The structure of this division is highly formal. The director and supervisors are very hierarchical, which limits the opportunity for employees to share concerns.
Communication training that will focus on reminding staff about what are inappropriate languages that must not be used in an office setting.
The work here is very safe.
Implement a weather plan and active shooter plan. Do drills quarterly to ensure people know what to do in certain situation.
Special Education
N/A
It is unclear how many of these questions apply to our particular agency.
This issue is not particularly emphasized by management except during these annual survey cycles, i.e., there is no regular communications or sustained efforts throughout the year to create a "safety culture" in the organization.
it would have helped to define safety- are we talking about physical safety? Emotional safety? Environmental safety? Job security? Without more specific definitions it is challenging to respond.
Agency Finance & Operations
no
Managers/Supervisors should be provided with a list of items to cover for "safety training" for new employees. As a manager I would certainly cover but not sure what should be covered other than with travel and evaluation-fire and weather related items. No other training has really been provided.
I don't think there was any safety training or development that I went through when I first started.
Have this survey taken at a different time of the year. I do not have time for this during May, Jun, Jul!

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Question 48: Please list any other comments you feel will improve the safety culture of your organization.

There should not be favoritism to certain areas/people. Appreciation/achievement awards given based on favoritism; two employees/areas were both short staffed, both had to do extra work to make up for lack of staff, only one received and achievement award, OT was also only allowed to one person/area during this trying time, one area was allowed to get emergency/temp help in the other was not.
tornado/fire drills/first aid
Many employees have allergy and fragrance/scent medical issues and nothing is done to make the agency fragrance/scent free. These employees are faced with safety concerns every day whiling working because of the fragrances, scents and cleaning products, etc. in the work area. Employees have ADA papers filed in HR and the agency does nothing to accommodate their issues. When those employees have to leave because they become ill due to the fragrances, scents and cleaning products, etc., they have to use their leave time such as sick or vacation leave. If this is caused in the work place, they should not have to use their time and should be able to go home on paid MSL time. Those employees with ADA papers where the doctor said they should work from home should be allowed to work from home.
Nutrition, Health & Youth Development
N/A
None.
I answered "Neither Agree nor Disagree" when I didn't know the answer, it didn't apply to me, or I wanted to answer "sometimes"
I was not able to answer some of the questions because I didn't feel I knew the answer. For example, there are consequences for breaking the safety rules? What are the consequences and what are the safety rules? I do not know about any safety meetings.
Early Learning Services
N/A
none
Yes, what is the expectations for the security staff, that information might be helpful to know for staff. Also why are there times when there is no security at conference entrances? It might be more efficient to the safety of staff on the West end of the building to reduce public walk-ins (as we have an open door to the conference center area, bathrooms and Zen room - this area is where unauthorized parties could be lurking.
It would be nice to have lanyards for our ID badges that would identify us as employees. Many school districts and business require this as a visual sign that you are an employee and should be in the building or at least in the secure parts of the building.
Student Support
N/A
Electronic/audio resources needed for more accurate, proper shared notice for weather, etc. emergencies throughout the bldg
More private spaces could be provided for deep thinkers to do their work. Get employees off their cell phones so they can do their work. Nobody is that important that they cannot be away from their phones...
Workplace safety is addressed adequately in our department
Just that each division should consider areas where additional staff are needed to handle some of the responsibilities that current employees find hard to complete.
Student Testing & Assessment
None.

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Question 48: Please list any other comments you feel will improve the safety culture of your organization.

I don't believe I received any safety training when I started my job and am not aware of safety issues at my work place. As a result, I found this survey difficult to complete and answered "Neither agree or disagree" for many of the statement. Also, this survey is very poorly designed.
I would like to have the opportunity for professional development to improve myself as a professional.
How is this survey defining "Safety"? Question 1 asks about "safety issues" - is this personal safety? Environmental? How are these differentiated? It's nor clear so it's hard to answer. Question 2: is this related to safety or just in general? Without more description, I'm not sure how to answer this. After this second question, I am just reading these statements for face value as there is no description about how to answer them. Many of the statements need an "I don't know" option because I don't know what leadership/management decides to do.
For the bulk of the items I could not provide a response because they do not apply to me/ my work situation / my experiences. A "does not apply" response option would be appreciated. Because I was forced to provide a response I chose "neither" in all instances and, as a result, you will be unable to separate those items in which I was forced to choose "neither" from those which I truly felt "neither" was the most appropriate response. In addition, I cannot / will not respond to broad, blanket items on all employees, all supervisors, and experiences that I have not had or observed. This survey needs to be re-written to better apply to the experiences of all employees.
Nothing.
There needs to be more opportunities for professional development so we can get better at our jobs.
Academic Standards & Institutional Effectiveness
no
none
Human Resources & Agency Services
Have a great day!
Career & College Success
no
none
There should be a building announcement system in case of emergencies of any kind.
Regular and ongoing training of new employees and practice of emergency drills and evacuations need to take place. The security guards need to be brought in on all discussions and haven't been so far on emergency procedures.
School Finance
none
I think everyone is respectful and cares about the safety of everyone working here.
I have no comments at this time.
I work in an office, where the biggest safety hazards are carpal tunnel, running into open file cabinets, knowing where to go if there is a tornado or fire, and falling down the stairs or on ice in the parking lot. Some of these questions seem to be directed more toward job related physical injury accidents.
Executive Team
none
Better communication and clearer expectations for employees will be key to embracing a culture more focused on safety as well as health and well-being.
Maybe not so much a direct safety issue, but Sit to Stand station at my desk would be greatly appreciated for health of neck and back - without having to go get a note from my doctor.
State Library Services

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Question 48: Please list any other comments you feel will improve the safety culture of your organization.

As I understand it, there is now a safety committee in place. I have seen/heard nothing about the work they are doing. More transparency would be appreciated.
Equity & Innovation
concerns about the side windows in the offices and other rooms in building still have not been addressed related to employees be able to be in lock down and have a screen pulled down so in event of active shooter the room's occupants are not visible to attacker. other emergency things have not been done such as means to break a window if people needed to get out.
Communications
The Safety and Health Committee is being reconvened; making sure the minutes and actions from these conversations are clearly communicated is important. Directors do not always trickle down the information they get in director meetings. Adding an easy way to send suggestions or concerns to the committee would also be helpful. Perhaps an online form similar to the one we have to "report a problem" could be added to the intranet.
Chief Accountability Office
This is a comment about this survey. I don't feel informed enough to respond to all items, but the survey requires a response to all items. I am uninformed on 7, 11, 25, 26, 30, 32, 33, 34, 35, 36, 44

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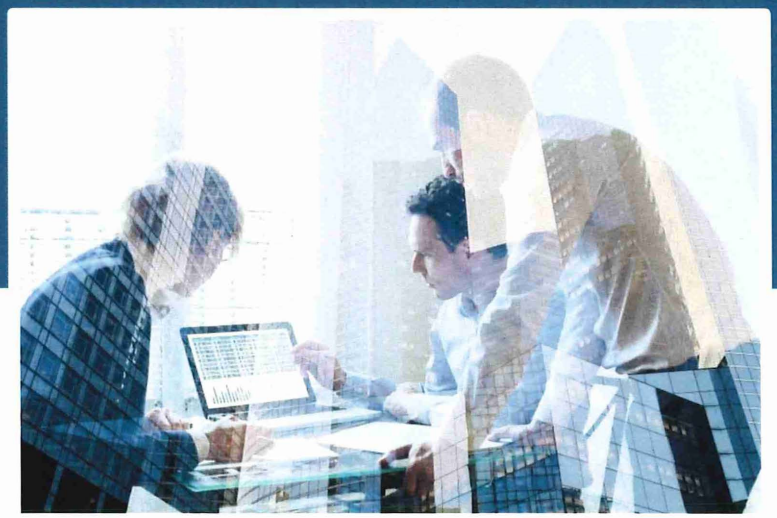
Work Group Level Survey Results



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Work Group Level Survey Results – Division

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 proceeding exhibits report survey results at the work unit level and have been designed as tools for work unit managers to share survey data with employees and initiate discussion of work unit specific issues. We feel the most important of these discussions is at the division level. To highlight organizational strengths at the division level we color coded the five questions with the highest scores green. The five questions with the lowest scores, suggesting improvement opportunities, have been coded in red.

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Work Group Level Survey Results – Division

Academic Standards & Institutional Effectiveness

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.33	14.0%
2.	My opinion is valued by my supervisor	4.67	22.8%
3.	Leaders in this company solicit safety ideas from employees	4.33	14.0%
4.	Leaders use safety suggestions made by employees	4.00	5.2%
5.	Adequate company information is shared with employees	4.00	5.2%
6.	A team approach is valued in this company	3.83	0.9%
7.	Our safety meetings are effective	3.33	-12.3%
8.	My work environment is safe	4.17	9.6%
9.	The equipment and tools I use are safe	4.33	14.0%
10.	I am provided with proper safety equipment	4.33	14.0%
11.	My company properly evaluates the risk of tasks we perform	3.83	0.9%
12.	Our work procedures are safe	4.17	9.6%
13.	Unsafe conditions are corrected in a timely manner	4.00	5.2%
14.	Bringing up safety issues is accepted in this organization	4.33	14.0%
15.	My co-workers work safely	4.17	9.6%
16.	It is OK to remind or encourage people to work safely	4.17	9.6%
17.	People go out of their way to help someone do a job safely	4.17	9.6%
18.	Safety is never compromised to address production demands	4.00	5.2%
19.	Our workplace is free from drugs and alcohol	4.00	5.2%
20.	Supervisors are good safety role models	4.33	14.0%
21.	It is clear my manager prioritizes safety concerns	4.50	18.4%
22.	Supervisors are willing to act on my safety concerns	4.50	18.4%
23.	My manager provides clear feedback on my job performance	4.17	9.6%
24.	Safety polices are enforced	4.33	14.0%
25.	There are consequences for violating safety rules	4.17	9.6%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.83	0.9%
27.	Employee safety is a priority for management in this company	4.17	9.6%
28.	My company's safety goals and results are clearly communicated	4.00	5.2%
29.	There is an expectation that work will be performed safely	4.33	14.0%
30.	Production demands and safety conflicts are addressed properly	4.17	9.6%
31.	Managers are concerned with my safety	4.33	14.0%
32.	Safety performance is considered in performance appraisals and promotions	4.00	5.2%
33.	Employees are effectively trained to do their job safely	4.17	9.6%
34.	New employees are effectively trained on safety rules and procedures	3.83	0.9%
35.	Know ledge and skills gained through training programs are enforced in our work practices	4.17	9.6%
36.	Lessons learned from accident investigations are used to make our work place safer	4.00	5.2%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.00	5.2%
38.	This company is a good place to work	4.67	22.8%
39.	I enjoy my work responsibilities and tasks	4.50	18.4%
40.	My work contribution is recognized, valued and appreciated	4.17	9.6%
41.	I have an opportunity to learn and use new skills in this company	3.67	-3.5%
42.	There are reasonable rewards in the work I perform	4.17	9.6%
43.	I usually have enough time to perform my job in a quality manner	2.83	-25.5%
44.	When injured on the job, employees return to work as quickly as possible	3.67	-3.5%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.00	5.2%

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Work Group Level Survey Results – Division

Agency Finance & Operations

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.04	6.2%
2.	My opinion is valued by my supervisor	3.88	2.2%
3.	Leaders in this company solicit safety ideas from employees	3.31	-13.0%
4.	Leaders use safety suggestions made by employees	3.31	-13.0%
5.	Adequate company information is shared with employees	3.23	-15.0%
6.	A team approach is valued in this company	3.23	-15.0%
7.	Our safety meetings are effective	3.00	-21.1%
8.	My work environment is safe	3.96	4.2%
9.	The equipment and tools I use are safe	4.19	10.3%
10.	I am provided with proper safety equipment	3.65	-3.9%
11.	My company properly evaluates the risk of tasks we perform	3.23	-15.0%
12.	Our work procedures are safe	3.88	2.2%
13.	Unsafe conditions are corrected in a timely manner	3.46	-8.9%
14.	Bringing up safety issues is accepted in this organization	3.62	-4.9%
15.	My co-workers work safely	3.92	3.2%
16.	It is OK to remind or encourage people to work safely	3.62	-4.9%
17.	People go out of their way to help someone do a job safely	3.46	-8.9%
18.	Safety is never compromised to address production demands	3.50	-7.9%
19.	Our workplace is free from drugs and alcohol	3.81	0.2%
20.	Supervisors are good safety role models	3.69	-2.9%
21.	It is clear my manager prioritizes safety concerns	3.65	-3.9%
22.	Supervisors are willing to act on my safety concerns	3.65	-3.9%
23.	My manager provides clear feedback on my job performance	3.58	-5.9%
24.	Safety polices are enforced	3.27	-14.0%
25.	There are consequences for violating safety rules	3.38	-11.0%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.15	-17.0%
27.	Employee safety is a priority for management in this company	3.46	-8.9%
28.	My company's safety goals and results are clearly communicated	3.15	-17.0%
29.	There is an expectation that work will be performed safely	3.58	-5.9%
30.	Production demands and safety conflicts are addressed properly	3.23	-15.0%
31.	Managers are concerned with my safety	3.69	-2.9%
32.	Safety performance is considered in performance appraisals and promotions	2.88	-24.1%
33.	Employees are effectively trained to do their job safely	3.19	-16.0%
34.	New employees are effectively trained on safety rules and procedures	2.88	-24.1%
35.	Knowledge and skills gained through training programs are enforced in our work practices	2.96	-22.1%
36.	Lessons learned from accident investigations are used to make our work place safer	2.85	-25.1%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.27	-14.0%
38.	This company is a good place to work	3.65	-3.9%
39.	I enjoy my work responsibilities and tasks	4.04	6.2%
40.	My work contribution is recognized, valued and appreciated	3.46	-8.9%
41.	I have an opportunity to learn and use new skills in this company	3.38	-11.0%
42.	There are reasonable rewards in the work I perform	3.00	-21.1%
43.	I usually have enough time to perform my job in a quality manner	3.00	-21.1%
44.	When injured on the job, employees return to work as quickly as possible	3.27	-14.0%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.38	-11.0%

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Work Group Level Survey Results – Division

Career & College Success

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.39	15.5%
2.	My opinion is valued by my supervisor	4.44	16.9%
3.	Leaders in this company solicit safety ideas from employees	3.72	-2.1%
4.	Leaders use safety suggestions made by employees	4.00	5.2%
5.	Adequate company information is shared with employees	3.89	2.3%
6.	A team approach is valued in this company	3.78	-0.6%
7.	Our safety meetings are effective	3.83	0.9%
8.	My work environment is safe	4.17	9.6%
9.	The equipment and tools I use are safe	4.33	14.0%
10.	I am provided with proper safety equipment	4.00	5.2%
11.	My company properly evaluates the risk of tasks we perform	3.94	3.8%
12.	Our work procedures are safe	4.33	14.0%
13.	Unsafe conditions are corrected in a timely manner	4.00	5.2%
14.	Bringing up safety issues is accepted in this organization	4.17	9.6%
15.	My co-workers work safely	4.33	14.0%
16.	It is OK to remind or encourage people to work safely	4.33	14.0%
17.	People go out of their way to help someone do a job safely	4.11	8.2%
18.	Safety is never compromised to address production demands	4.22	11.1%
19.	Our workplace is free from drugs and alcohol	4.67	22.8%
20.	Supervisors are good safety role models	4.17	9.6%
21.	It is clear my manager prioritizes safety concerns	4.22	11.1%
22.	Supervisors are willing to act on my safety concerns	4.22	11.1%
23.	My manager provides clear feedback on my job performance	4.22	11.1%
24.	Safety polices are enforced	4.06	6.7%
25.	There are consequences for violating safety rules	3.67	-3.5%
26.	Supervisors have effective coaching skills that result in a safer workplace	4.06	6.7%
27.	Employee safety is a priority for management in this company	4.22	11.1%
28.	My company's safety goals and results are clearly communicated	3.94	3.8%
29.	There is an expectation that work will be performed safely	4.33	14.0%
30.	Production demands and safety conflicts are addressed properly	3.83	0.9%
31.	Managers are concerned with my safety	4.17	9.6%
32.	Safety performance is considered in performance appraisals and promotions	3.56	-6.5%
33.	Employees are effectively trained to do their job safely	3.94	3.8%
34.	New employees are effectively trained on safety rules and procedures	3.67	-3.5%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.83	0.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.67	-3.5%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.00	5.2%
38.	This company is a good place to work	4.33	14.0%
39.	I enjoy my work responsibilities and tasks	4.28	12.5%
40.	My work contribution is recognized, valued and appreciated	4.17	9.6%
41.	I have an opportunity to learn and use new skills in this company	3.83	0.9%
42.	There are reasonable rewards in the work I perform	3.78	-0.6%
43.	I usually have enough time to perform my job in a quality manner	3.44	-9.4%
44.	When injured on the job, employees return to work as quickly as possible	3.61	-5.0%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.94	3.8%

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Work Group Level Survey Results – Division

Communications

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.14	9.0%
2.	My opinion is valued by my supervisor	4.14	9.0%
3.	Leaders in this company solicit safety ideas from employees	3.43	-9.8%
4.	Leaders use safety suggestions made by employees	3.43	-9.8%
5.	Adequate company information is shared with employees	3.57	-6.0%
6.	A team approach is valued in this company	3.71	-2.3%
7.	Our safety meetings are effective	3.00	-21.1%
8.	My work environment is safe	4.00	5.2%
9.	The equipment and tools I use are safe	4.14	9.0%
10.	I am provided with proper safety equipment	4.00	5.2%
11.	My company properly evaluates the risk of tasks we perform	3.71	-2.3%
12.	Our work procedures are safe	4.29	12.8%
13.	Unsafe conditions are corrected in a timely manner	3.86	1.5%
14.	Bringing up safety issues is accepted in this organization	4.14	9.0%
15.	My co-workers work safely	4.14	9.0%
16.	It is OK to remind or encourage people to work safely	4.43	16.5%
17.	People go out of their way to help someone do a job safely	3.57	-6.0%
18.	Safety is never compromised to address production demands	3.57	-6.0%
19.	Our workplace is free from drugs and alcohol	4.14	9.0%
20.	Supervisors are good safety role models	4.14	9.0%
21.	It is clear my manager prioritizes safety concerns	4.00	5.2%
22.	Supervisors are willing to act on my safety concerns	4.14	9.0%
23.	My manager provides clear feedback on my job performance	4.00	5.2%
24.	Safety polices are enforced	4.00	5.2%
25.	There are consequences for violating safety rules	3.86	1.5%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.57	-6.0%
27.	Employee safety is a priority for management in this company	4.00	5.2%
28.	My company's safety goals and results are clearly communicated	3.00	-21.1%
29.	There is an expectation that work will be performed safely	4.00	5.2%
30.	Production demands and safety conflicts are addressed properly	3.71	-2.3%
31.	Managers are concerned with my safety	4.29	12.8%
32.	Safety performance is considered in performance appraisals and promotions	2.86	-24.8%
33.	Employees are effectively trained to do their job safely	3.86	1.5%
34.	New employees are effectively trained on safety rules and procedures	3.29	-13.6%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.57	-6.0%
36.	Lessons learned from accident investigations are used to make our work place safer	3.43	-9.8%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.00	5.2%
38.	This company is a good place to work	4.14	9.0%
39.	I enjoy my work responsibilities and tasks	4.14	9.0%
40.	My work contribution is recognized, valued and appreciated	3.57	-6.0%
41.	I have an opportunity to learn and use new skills in this company	3.43	-9.8%
42.	There are reasonable rewards in the work I perform	3.57	-6.0%
43.	I usually have enough time to perform my job in a quality manner	3.43	-9.8%
44.	When injured on the job, employees return to work as quickly as possible	3.71	-2.3%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.86	1.5%

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Work Group Level Survey Results – Division

Compliance & Assistance

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.19	10.2%
2.	My opinion is valued by my supervisor	4.22	11.0%
3.	Leaders in this company solicit safety ideas from employees	3.50	-7.9%
4.	Leaders use safety suggestions made by employees	3.44	-9.6%
5.	Adequate company information is shared with employees	3.53	-7.1%
6.	A team approach is valued in this company	3.94	3.6%
7.	Our safety meetings are effective	2.91	-23.5%
8.	My work environment is safe	4.09	7.7%
9.	The equipment and tools I use are safe	4.31	13.5%
10.	I am provided with proper safety equipment	3.97	4.4%
11.	My company properly evaluates the risk of tasks we perform	3.72	-2.2%
12.	Our work procedures are safe	4.19	10.2%
13.	Unsafe conditions are corrected in a timely manner	3.41	-10.4%
14.	Bringing up safety issues is accepted in this organization	4.06	6.9%
15.	My co-workers work safely	4.16	9.3%
16.	It is OK to remind or encourage people to work safely	4.09	7.7%
17.	People go out of their way to help someone do a job safely	3.75	-1.3%
18.	Safety is never compromised to address production demands	3.69	-3.0%
19.	Our workplace is free from drugs and alcohol	4.22	11.0%
20.	Supervisors are good safety role models	4.03	6.1%
21.	It is clear my manager prioritizes safety concerns	3.88	1.9%
22.	Supervisors are willing to act on my safety concerns	4.06	6.9%
23.	My manager provides clear feedback on my job performance	4.16	9.3%
24.	Safety polices are enforced	3.47	-8.7%
25.	There are consequences for violating safety rules	3.19	-16.1%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.56	-6.3%
27.	Employee safety is a priority for management in this company	3.72	-2.2%
28.	My company's safety goals and results are clearly communicated	3.28	-13.7%
29.	There is an expectation that work will be performed safely	3.94	3.6%
30.	Production demands and safety conflicts are addressed properly	3.63	-4.6%
31.	Managers are concerned with my safety	4.13	8.5%
32.	Safety performance is considered in performance appraisals and promotions	3.09	-18.6%
33.	Employees are effectively trained to do their job safely	3.88	1.9%
34.	New employees are effectively trained on safety rules and procedures	3.53	-7.1%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.66	-3.8%
36.	Lessons learned from accident investigations are used to make our work place safer	3.22	-15.3%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.47	-8.7%
38.	This company is a good place to work	4.31	13.5%
39.	I enjoy my work responsibilities and tasks	4.34	14.3%
40.	My work contribution is recognized, valued and appreciated	4.16	9.3%
41.	I have an opportunity to learn and use new skills in this company	3.84	1.1%
42.	There are reasonable rewards in the work I perform	3.56	-6.3%
43.	I usually have enough time to perform my job in a quality manner	3.84	1.1%
44.	When injured on the job, employees return to work as quickly as possible	3.09	-18.6%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.72	-2.2%

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Work Group Level Survey Results – Division

Early Learning Services

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.10	7.9%
2.	My opinion is valued by my supervisor	3.80	0.0%
3.	Leaders in this company solicit safety ideas from employees	3.05	-19.8%
4.	Leaders use safety suggestions made by employees	3.15	-17.1%
5.	Adequate company information is shared with employees	3.25	-14.5%
6.	A team approach is valued in this company	3.40	-10.5%
7.	Our safety meetings are effective	3.15	-17.1%
8.	My work environment is safe	3.95	3.9%
9.	The equipment and tools I use are safe	4.00	5.2%
10.	I am provided with proper safety equipment	3.80	0.0%
11.	My company properly evaluates the risk of tasks we perform	3.40	-10.5%
12.	Our work procedures are safe	3.90	2.6%
13.	Unsafe conditions are corrected in a timely manner	3.50	-7.9%
14.	Bringing up safety issues is accepted in this organization	3.60	-5.3%
15.	My co-workers work safely	3.95	3.9%
16.	It is OK to remind or encourage people to work safely	3.95	3.9%
17.	People go out of their way to help someone do a job safely	3.75	-1.3%
18.	Safety is never compromised to address production demands	3.70	-2.7%
19.	Our workplace is free from drugs and alcohol	4.25	11.8%
20.	Supervisors are good safety role models	3.85	1.3%
21.	It is clear my manager prioritizes safety concerns	3.60	-5.3%
22.	Supervisors are willing to act on my safety concerns	3.75	-1.3%
23.	My manager provides clear feedback on my job performance	3.45	-9.2%
24.	Safety polices are enforced	3.60	-5.3%
25.	There are consequences for violating safety rules	3.30	-13.2%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.25	-14.5%
27.	Employee safety is a priority for management in this company	3.65	-4.0%
28.	My company's safety goals and results are clearly communicated	3.30	-13.2%
29.	There is an expectation that work will be performed safely	3.90	2.6%
30.	Production demands and safety conflicts are addressed properly	3.50	-7.9%
31.	Managers are concerned with my safety	3.85	1.3%
32.	Safety performance is considered in performance appraisals and promotions	2.95	-22.4%
33.	Employees are effectively trained to do their job safely	3.30	-13.2%
34.	New employees are effectively trained on safety rules and procedures	3.25	-14.5%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.35	-11.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.25	-14.5%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.60	-5.3%
38.	This company is a good place to work	3.70	-2.7%
39.	I enjoy my work responsibilities and tasks	3.80	0.0%
40.	My work contribution is recognized, valued and appreciated	3.40	-10.5%
41.	I have an opportunity to learn and use new skills in this company	3.25	-14.5%
42.	There are reasonable rewards in the work I perform	3.25	-14.5%
43.	I usually have enough time to perform my job in a quality manner	3.65	-4.0%
44.	When injured on the job, employees return to work as quickly as possible	3.50	-7.9%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.70	-2.7%

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Work Group Level Survey Results – Division

Educator Licensing

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.08	7.4%
2.	My opinion is valued by my supervisor	4.25	11.8%
3.	Leaders in this company solicit safety ideas from employees	3.75	-1.3%
4.	Leaders use safety suggestions made by employees	3.92	3.0%
5.	Adequate company information is shared with employees	3.92	3.0%
6.	A team approach is valued in this company	3.83	0.9%
7.	Our safety meetings are effective	3.67	-3.5%
8.	My work environment is safe	4.08	7.4%
9.	The equipment and tools I use are safe	4.25	11.8%
10.	I am provided with proper safety equipment	3.75	-1.3%
11.	My company properly evaluates the risk of tasks we perform	3.92	3.0%
12.	Our work procedures are safe	3.75	-1.3%
13.	Unsafe conditions are corrected in a timely manner	3.58	-5.7%
14.	Bringing up safety issues is accepted in this organization	4.08	7.4%
15.	My co-workers work safely	4.25	11.8%
16.	It is OK to remind or encourage people to work safely	4.00	5.2%
17.	People go out of their way to help someone do a job safely	3.92	3.0%
18.	Safety is never compromised to address production demands	3.83	0.9%
19.	Our workplace is free from drugs and alcohol	4.42	16.2%
20.	Supervisors are good safety role models	4.17	9.6%
21.	It is clear my manager prioritizes safety concerns	4.00	5.2%
22.	Supervisors are willing to act on my safety concerns	4.00	5.2%
23.	My manager provides clear feedback on my job performance	4.17	9.6%
24.	Safety polices are enforced	4.00	5.2%
25.	There are consequences for violating safety rules	3.50	-7.9%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.92	3.0%
27.	Employee safety is a priority for management in this company	4.00	5.2%
28.	My company's safety goals and results are clearly communicated	3.67	-3.5%
29.	There is an expectation that work will be performed safely	4.00	5.2%
30.	Production demands and safety conflicts are addressed properly	3.67	-3.5%
31.	Managers are concerned with my safety	3.92	3.0%
32.	Safety performance is considered in performance appraisals and promotions	3.50	-7.9%
33.	Employees are effectively trained to do their job safely	3.92	3.0%
34.	New employees are effectively trained on safety rules and procedures	3.75	-1.3%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.67	-3.5%
36.	Lessons learned from accident investigations are used to make our work place safer	3.42	-10.1%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.92	3.0%
38.	This company is a good place to work	4.25	11.8%
39.	I enjoy my work responsibilities and tasks	4.08	7.4%
40.	My work contribution is recognized, valued and appreciated	3.92	3.0%
41.	I have an opportunity to learn and use new skills in this company	3.92	3.0%
42.	There are reasonable rewards in the work I perform	3.25	-14.5%
43.	I usually have enough time to perform my job in a quality manner	3.42	-10.1%
44.	When injured on the job, employees return to work as quickly as possible	3.42	-10.1%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.92	3.0%

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Work Group Level Survey Results – Division

Equity & Innovation

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.20	10.5%
2.	My opinion is valued by my supervisor	4.20	10.5%
3.	Leaders in this company solicit safety ideas from employees	3.00	-21.1%
4.	Leaders use safety suggestions made by employees	3.00	-21.1%
5.	Adequate company information is shared with employees	3.00	-21.1%
6.	A team approach is valued in this company	3.60	-5.3%
7.	Our safety meetings are effective	3.20	-15.8%
8.	My work environment is safe	3.80	0.0%
9.	The equipment and tools I use are safe	4.20	10.5%
10.	I am provided with proper safety equipment	3.60	-5.3%
11.	My company properly evaluates the risk of tasks we perform	3.20	-15.8%
12.	Our work procedures are safe	4.00	5.2%
13.	Unsafe conditions are corrected in a timely manner	3.40	-10.5%
14.	Bringing up safety issues is accepted in this organization	4.00	5.2%
15.	My co-workers work safely	4.00	5.2%
16.	It is OK to remind or encourage people to work safely	3.60	-5.3%
17.	People go out of their way to help someone do a job safely	3.60	-5.3%
18.	Safety is never compromised to address production demands	3.80	0.0%
19.	Our workplace is free from drugs and alcohol	4.20	10.5%
20.	Supervisors are good safety role models	4.00	5.2%
21.	It is clear my manager prioritizes safety concerns	3.60	-5.3%
22.	Supervisors are willing to act on my safety concerns	3.80	0.0%
23.	My manager provides clear feedback on my job performance	4.20	10.5%
24.	Safety polices are enforced	4.00	5.2%
25.	There are consequences for violating safety rules	3.60	-5.3%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.60	-5.3%
27.	Employee safety is a priority for management in this company	3.20	-15.8%
28.	My company's safety goals and results are clearly communicated	3.20	-15.8%
29.	There is an expectation that work will be performed safely	3.60	-5.3%
30.	Production demands and safety conflicts are addressed properly	3.60	-5.3%
31.	Managers are concerned with my safety	4.00	5.2%
32.	Safety performance is considered in performance appraisals and promotions	3.20	-15.8%
33.	Employees are effectively trained to do their job safely	3.60	-5.3%
34.	New employees are effectively trained on safety rules and procedures	3.20	-15.8%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.20	-15.8%
36.	Lessons learned from accident investigations are used to make our work place safer	3.00	-21.1%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.40	-10.5%
38.	This company is a good place to work	4.00	5.2%
39.	I enjoy my work responsibilities and tasks	4.00	5.2%
40.	My work contribution is recognized, valued and appreciated	4.20	10.5%
41.	I have an opportunity to learn and use new skills in this company	4.20	10.5%
42.	There are reasonable rewards in the work I perform	3.40	-10.5%
43.	I usually have enough time to perform my job in a quality manner	4.00	5.2%
44.	When injured on the job, employees return to work as quickly as possible	3.20	-15.8%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.00	-21.1%

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Work Group Level Survey Results – Division

Executive Team

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.90	28.9%
2.	My opinion is valued by my supervisor	4.70	23.7%
3.	Leaders in this company solicit safety ideas from employees	4.10	7.9%
4.	Leaders use safety suggestions made by employees	4.10	7.9%
5.	Adequate company information is shared with employees	4.00	5.2%
6.	A team approach is valued in this company	4.40	15.8%
7.	Our safety meetings are effective	3.30	-13.2%
8.	My work environment is safe	4.40	15.8%
9.	The equipment and tools I use are safe	4.50	18.4%
10.	I am provided with proper safety equipment	4.30	13.1%
11.	My company properly evaluates the risk of tasks we perform	4.00	5.2%
12.	Our work procedures are safe	4.20	10.5%
13.	Unsafe conditions are corrected in a timely manner	4.20	10.5%
14.	Bringing up safety issues is accepted in this organization	4.70	23.7%
15.	My co-workers work safely	4.40	15.8%
16.	It is OK to remind or encourage people to work safely	4.60	21.0%
17.	People go out of their way to help someone do a job safely	4.10	7.9%
18.	Safety is never compromised to address production demands	4.50	18.4%
19.	Our workplace is free from drugs and alcohol	4.70	23.7%
20.	Supervisors are good safety role models	4.40	15.8%
21.	It is clear my manager prioritizes safety concerns	4.50	18.4%
22.	Supervisors are willing to act on my safety concerns	4.60	21.0%
23.	My manager provides clear feedback on my job performance	4.40	15.8%
24.	Safety polices are enforced	4.00	5.2%
25.	There are consequences for violating safety rules	3.40	-10.5%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.50	-7.9%
27.	Employee safety is a priority for management in this company	4.70	23.7%
28.	My company's safety goals and results are clearly communicated	4.10	7.9%
29.	There is an expectation that work will be performed safely	4.40	15.8%
30.	Production demands and safety conflicts are addressed properly	4.00	5.2%
31.	Managers are concerned with my safety	4.60	21.0%
32.	Safety performance is considered in performance appraisals and promotions	3.50	-7.9%
33.	Employees are effectively trained to do their job safely	3.50	-7.9%
34.	New employees are effectively trained on safety rules and procedures	3.30	-13.2%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.50	-7.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.90	2.6%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.30	13.1%
38.	This company is a good place to work	4.60	21.0%
39.	I enjoy my work responsibilities and tasks	4.50	18.4%
40.	My work contribution is recognized, valued and appreciated	4.60	21.0%
41.	I have an opportunity to learn and use new skills in this company	4.40	15.8%
42.	There are reasonable rewards in the work I perform	4.40	15.8%
43.	I usually have enough time to perform my job in a quality manner	4.30	13.1%
44.	When injured on the job, employees return to work as quickly as possible	3.50	-7.9%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.70	23.7%

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Work Group Level Survey Results – Division

Human Resources & Agency Services

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.57	20.3%
2.	My opinion is valued by my supervisor	4.43	16.5%
3.	Leaders in this company solicit safety ideas from employees	4.14	9.0%
4.	Leaders use safety suggestions made by employees	4.14	9.0%
5.	Adequate company information is shared with employees	4.00	5.2%
6.	A team approach is valued in this company	3.86	1.5%
7.	Our safety meetings are effective	3.86	1.5%
8.	My work environment is safe	4.14	9.0%
9.	The equipment and tools I use are safe	4.29	12.8%
10.	I am provided with proper safety equipment	4.14	9.0%
11.	My company properly evaluates the risk of tasks we perform	4.00	5.2%
12.	Our work procedures are safe	4.29	12.8%
13.	Unsafe conditions are corrected in a timely manner	4.29	12.8%
14.	Bringing up safety issues is accepted in this organization	4.14	9.0%
15.	My co-workers work safely	4.00	5.2%
16.	It is OK to remind or encourage people to work safely	3.86	1.5%
17.	People go out of their way to help someone do a job safely	3.86	1.5%
18.	Safety is never compromised to address production demands	3.86	1.5%
19.	Our workplace is free from drugs and alcohol	4.43	16.5%
20.	Supervisors are good safety role models	3.86	1.5%
21.	It is clear my manager prioritizes safety concerns	4.29	12.8%
22.	Supervisors are willing to act on my safety concerns	4.14	9.0%
23.	My manager provides clear feedback on my job performance	4.43	16.5%
24.	Safety polices are enforced	4.14	9.0%
25.	There are consequences for violating safety rules	4.00	5.2%
26.	Supervisors have effective coaching skills that result in a safer workplace	4.00	5.2%
27.	Employee safety is a priority for management in this company	3.86	1.5%
28.	My company's safety goals and results are clearly communicated	3.71	-2.3%
29.	There is an expectation that work will be performed safely	4.14	9.0%
30.	Production demands and safety conflicts are addressed properly	3.86	1.5%
31.	Managers are concerned with my safety	4.00	5.2%
32.	Safety performance is considered in performance appraisals and promotions	3.57	-6.0%
33.	Employees are effectively trained to do their job safely	4.00	5.2%
34.	New employees are effectively trained on safety rules and procedures	3.86	1.5%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.86	1.5%
36.	Lessons learned from accident investigations are used to make our work place safer	3.71	-2.3%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.14	9.0%
38.	This company is a good place to work	4.29	12.8%
39.	I enjoy my work responsibilities and tasks	4.29	12.8%
40.	My work contribution is recognized, valued and appreciated	4.29	12.8%
41.	I have an opportunity to learn and use new skills in this company	4.00	5.2%
42.	There are reasonable rewards in the work I perform	4.00	5.2%
43.	I usually have enough time to perform my job in a quality manner	4.29	12.8%
44.	When injured on the job, employees return to work as quickly as possible	3.43	-9.8%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.29	12.8%

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Work Group Level Survey Results – Division

Nutrition, Health & Youth Development

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.12	8.4%
2.	My opinion is valued by my supervisor	4.15	9.2%
3.	Leaders in this company solicit safety ideas from employees	3.27	-13.9%
4.	Leaders use safety suggestions made by employees	3.30	-13.1%
5.	Adequate company information is shared with employees	3.27	-13.9%
6.	A team approach is valued in this company	3.58	-5.9%
7.	Our safety meetings are effective	3.09	-18.7%
8.	My work environment is safe	3.91	2.8%
9.	The equipment and tools I use are safe	4.12	8.4%
10.	I am provided with proper safety equipment	3.61	-5.1%
11.	My company properly evaluates the risk of tasks we perform	3.42	-9.9%
12.	Our work procedures are safe	3.94	3.6%
13.	Unsafe conditions are corrected in a timely manner	3.30	-13.1%
14.	Bringing up safety issues is accepted in this organization	3.79	-0.3%
15.	My co-workers work safely	3.94	3.6%
16.	It is OK to remind or encourage people to work safely	3.94	3.6%
17.	People go out of their way to help someone do a job safely	3.55	-6.7%
18.	Safety is never compromised to address production demands	3.67	-3.5%
19.	Our workplace is free from drugs and alcohol	4.15	9.2%
20.	Supervisors are good safety role models	3.85	1.3%
21.	It is clear my manager prioritizes safety concerns	3.79	-0.3%
22.	Supervisors are willing to act on my safety concerns	3.76	-1.1%
23.	My manager provides clear feedback on my job performance	4.00	5.2%
24.	Safety polices are enforced	3.58	-5.9%
25.	There are consequences for violating safety rules	3.42	-9.9%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.33	-12.3%
27.	Employee safety is a priority for management in this company	3.42	-9.9%
28.	My company's safety goals and results are clearly communicated	3.03	-20.3%
29.	There is an expectation that work will be performed safely	3.76	-1.1%
30.	Production demands and safety conflicts are addressed properly	3.36	-11.5%
31.	Managers are concerned with my safety	3.94	3.6%
32.	Safety performance is considered in performance appraisals and promotions	2.94	-22.7%
33.	Employees are effectively trained to do their job safely	3.52	-7.5%
34.	New employees are effectively trained on safety rules and procedures	3.12	-17.9%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.48	-8.3%
36.	Lessons learned from accident investigations are used to make our work place safer	3.30	-13.1%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.67	-3.5%
38.	This company is a good place to work	4.06	6.8%
39.	I enjoy my work responsibilities and tasks	4.00	5.2%
40.	My work contribution is recognized, valued and appreciated	3.79	-0.3%
41.	I have an opportunity to learn and use new skills in this company	3.73	-1.9%
42.	There are reasonable rewards in the work I perform	3.67	-3.5%
43.	I usually have enough time to perform my job in a quality manner	3.42	-9.9%
44.	When injured on the job, employees return to work as quickly as possible	3.21	-15.5%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.70	-2.7%

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Work Group Level Survey Results – Division

School Finance

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.24	11.6%
2.	My opinion is valued by my supervisor	4.32	13.7%
3.	Leaders in this company solicit safety ideas from employees	3.56	-6.3%
4.	Leaders use safety suggestions made by employees	3.52	-7.4%
5.	Adequate company information is shared with employees	3.72	-2.1%
6.	A team approach is valued in this company	3.92	3.1%
7.	Our safety meetings are effective	3.16	-16.9%
8.	My work environment is safe	4.16	9.4%
9.	The equipment and tools I use are safe	4.28	12.6%
10.	I am provided with proper safety equipment	3.88	2.1%
11.	My company properly evaluates the risk of tasks we perform	3.56	-6.3%
12.	Our work procedures are safe	4.12	8.4%
13.	Unsafe conditions are corrected in a timely manner	3.92	3.1%
14.	Bringing up safety issues is accepted in this organization	4.08	7.3%
15.	My co-workers work safely	4.20	10.5%
16.	It is OK to remind or encourage people to work safely	4.20	10.5%
17.	People go out of their way to help someone do a job safely	3.92	3.1%
18.	Safety is never compromised to address production demands	3.96	4.2%
19.	Our workplace is free from drugs and alcohol	4.24	11.6%
20.	Supervisors are good safety role models	4.24	11.6%
21.	It is clear my manager prioritizes safety concerns	4.16	9.4%
22.	Supervisors are willing to act on my safety concerns	4.04	6.3%
23.	My manager provides clear feedback on my job performance	4.28	12.6%
24.	Safety polices are enforced	3.84	1.0%
25.	There are consequences for violating safety rules	3.48	-8.4%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.72	-2.1%
27.	Employee safety is a priority for management in this company	3.96	4.2%
28.	My company's safety goals and results are clearly communicated	3.68	-3.2%
29.	There is an expectation that work will be performed safely	4.12	8.4%
30.	Production demands and safety conflicts are addressed properly	3.72	-2.1%
31.	Managers are concerned with my safety	4.04	6.3%
32.	Safety performance is considered in performance appraisals and promotions	2.88	-24.2%
33.	Employees are effectively trained to do their job safely	3.60	-5.3%
34.	New employees are effectively trained on safety rules and procedures	3.28	-13.7%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.52	-7.4%
36.	Lessons learned from accident investigations are used to make our work place safer	3.48	-8.4%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.92	3.1%
38.	This company is a good place to work	4.44	16.8%
39.	I enjoy my work responsibilities and tasks	4.40	15.8%
40.	My work contribution is recognized, valued and appreciated	4.28	12.6%
41.	I have an opportunity to learn and use new skills in this company	4.04	6.3%
42.	There are reasonable rewards in the work I perform	3.92	3.1%
43.	I usually have enough time to perform my job in a quality manner	4.00	5.2%
44.	When injured on the job, employees return to work as quickly as possible	3.64	-4.2%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.96	4.2%

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Work Group Level Survey Results – Division

School Support

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.31	13.3%
2.	My opinion is valued by my supervisor	4.38	15.4%
3.	Leaders in this company solicit safety ideas from employees	3.46	-8.9%
4.	Leaders use safety suggestions made by employees	3.62	-4.9%
5.	Adequate company information is shared with employees	3.77	-0.8%
6.	A team approach is valued in this company	4.15	9.3%
7.	Our safety meetings are effective	3.08	-19.0%
8.	My work environment is safe	4.38	15.4%
9.	The equipment and tools I use are safe	4.46	17.4%
10.	I am provided with proper safety equipment	3.46	-8.9%
11.	My company properly evaluates the risk of tasks we perform	3.38	-11.0%
12.	Our work procedures are safe	4.00	5.2%
13.	Unsafe conditions are corrected in a timely manner	3.38	-11.0%
14.	Bringing up safety issues is accepted in this organization	3.77	-0.8%
15.	My co-workers work safely	4.15	9.3%
16.	It is OK to remind or encourage people to work safely	3.85	1.2%
17.	People go out of their way to help someone do a job safely	3.62	-4.9%
18.	Safety is never compromised to address production demands	3.85	1.2%
19.	Our workplace is free from drugs and alcohol	4.31	13.3%
20.	Supervisors are good safety role models	3.92	3.2%
21.	It is clear my manager prioritizes safety concerns	3.85	1.2%
22.	Supervisors are willing to act on my safety concerns	4.08	7.3%
23.	My manager provides clear feedback on my job performance	4.31	13.3%
24.	Safety polices are enforced	3.69	-2.9%
25.	There are consequences for violating safety rules	3.46	-8.9%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.69	-2.9%
27.	Employee safety is a priority for management in this company	3.54	-6.9%
28.	My company's safety goals and results are clearly communicated	3.23	-15.0%
29.	There is an expectation that work will be performed safely	4.08	7.3%
30.	Production demands and safety conflicts are addressed properly	3.38	-11.0%
31.	Managers are concerned with my safety	4.00	5.2%
32.	Safety performance is considered in performance appraisals and promotions	2.92	-23.1%
33.	Employees are effectively trained to do their job safely	3.46	-8.9%
34.	New employees are effectively trained on safety rules and procedures	3.31	-13.0%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.54	-6.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.38	-11.0%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.77	-0.8%
38.	This company is a good place to work	4.31	13.3%
39.	I enjoy my work responsibilities and tasks	4.23	11.3%
40.	My work contribution is recognized, valued and appreciated	4.00	5.2%
41.	I have an opportunity to learn and use new skills in this company	3.77	-0.8%
42.	There are reasonable rewards in the work I perform	3.54	-6.9%
43.	I usually have enough time to perform my job in a quality manner	3.92	3.2%
44.	When injured on the job, employees return to work as quickly as possible	3.15	-17.0%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.69	-2.9%

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Work Group Level Survey Results – Division

Special Education

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.35	14.6%
2.	My opinion is valued by my supervisor	4.42	16.3%
3.	Leaders in this company solicit safety ideas from employees	3.45	-9.2%
4.	Leaders use safety suggestions made by employees	3.65	-4.1%
5.	Adequate company information is shared with employees	3.52	-7.5%
6.	A team approach is valued in this company	3.87	1.8%
7.	Our safety meetings are effective	3.16	-16.8%
8.	My work environment is safe	4.13	8.6%
9.	The equipment and tools I use are safe	4.29	12.9%
10.	I am provided with proper safety equipment	3.97	4.4%
11.	My company properly evaluates the risk of tasks we perform	3.61	-4.9%
12.	Our work procedures are safe	3.90	2.7%
13.	Unsafe conditions are corrected in a timely manner	3.58	-5.8%
14.	Bringing up safety issues is accepted in this organization	3.74	-1.6%
15.	My co-workers work safely	3.94	3.5%
16.	It is OK to remind or encourage people to work safely	3.84	1.0%
17.	People go out of their way to help someone do a job safely	3.81	0.1%
18.	Safety is never compromised to address production demands	3.81	0.1%
19.	Our workplace is free from drugs and alcohol	4.26	12.0%
20.	Supervisors are good safety role models	4.13	8.6%
21.	It is clear my manager prioritizes safety concerns	4.06	6.9%
22.	Supervisors are willing to act on my safety concerns	4.10	7.8%
23.	My manager provides clear feedback on my job performance	4.26	12.0%
24.	Safety polices are enforced	3.87	1.8%
25.	There are consequences for violating safety rules	3.68	-3.3%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.84	1.0%
27.	Employee safety is a priority for management in this company	3.74	-1.6%
28.	My company's safety goals and results are clearly communicated	3.55	-6.6%
29.	There is an expectation that work will be performed safely	4.00	5.2%
30.	Production demands and safety conflicts are addressed properly	3.68	-3.3%
31.	Managers are concerned with my safety	3.77	-0.7%
32.	Safety performance is considered in performance appraisals and promotions	3.26	-14.3%
33.	Employees are effectively trained to do their job safely	3.65	-4.1%
34.	New employees are effectively trained on safety rules and procedures	3.23	-15.1%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.61	-4.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.45	-9.2%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.77	-0.7%
38.	This company is a good place to work	4.23	11.2%
39.	I enjoy my work responsibilities and tasks	4.35	14.6%
40.	My work contribution is recognized, valued and appreciated	4.13	8.6%
41.	I have an opportunity to learn and use new skills in this company	4.16	9.5%
42.	There are reasonable rewards in the work I perform	3.94	3.5%
43.	I usually have enough time to perform my job in a quality manner	3.81	0.1%
44.	When injured on the job, employees return to work as quickly as possible	3.26	-14.3%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.71	-2.4%

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Work Group Level Survey Results – Division

State Library Services

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.25	11.8%
2.	My opinion is valued by my supervisor	4.13	8.5%
3.	Leaders in this company solicit safety ideas from employees	3.63	-4.6%
4.	Leaders use safety suggestions made by employees	3.50	-7.9%
5.	Adequate company information is shared with employees	3.63	-4.6%
6.	A team approach is valued in this company	4.13	8.5%
7.	Our safety meetings are effective	3.25	-14.5%
8.	My work environment is safe	4.00	5.2%
9.	The equipment and tools I use are safe	4.25	11.8%
10.	I am provided with proper safety equipment	3.38	-11.2%
11.	My company properly evaluates the risk of tasks we perform	3.25	-14.5%
12.	Our work procedures are safe	3.75	-1.3%
13.	Unsafe conditions are corrected in a timely manner	3.13	-17.8%
14.	Bringing up safety issues is accepted in this organization	4.13	8.5%
15.	My co-workers work safely	4.25	11.8%
16.	It is OK to remind or encourage people to work safely	3.88	1.9%
17.	People go out of their way to help someone do a job safely	3.75	-1.3%
18.	Safety is never compromised to address production demands	3.50	-7.9%
19.	Our workplace is free from drugs and alcohol	4.13	8.5%
20.	Supervisors are good safety role models	3.88	1.9%
21.	It is clear my manager prioritizes safety concerns	3.75	-1.3%
22.	Supervisors are willing to act on my safety concerns	3.75	-1.3%
23.	My manager provides clear feedback on my job performance	3.75	-1.3%
24.	Safety polices are enforced	3.75	-1.3%
25.	There are consequences for violating safety rules	3.63	-4.6%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.25	-14.5%
27.	Employee safety is a priority for management in this company	3.63	-4.6%
28.	My company's safety goals and results are clearly communicated	3.63	-4.6%
29.	There is an expectation that work will be performed safely	3.88	1.9%
30.	Production demands and safety conflicts are addressed properly	3.50	-7.9%
31.	Managers are concerned with my safety	3.75	-1.3%
32.	Safety performance is considered in performance appraisals and promotions	3.38	-11.2%
33.	Employees are effectively trained to do their job safely	3.50	-7.9%
34.	New employees are effectively trained on safety rules and procedures	3.13	-17.8%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.50	-7.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.38	-11.2%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.25	-14.5%
38.	This company is a good place to work	3.88	1.9%
39.	I enjoy my work responsibilities and tasks	3.75	-1.3%
40.	My work contribution is recognized, valued and appreciated	3.63	-4.6%
41.	I have an opportunity to learn and use new skills in this company	3.63	-4.6%
42.	There are reasonable rewards in the work I perform	3.00	-21.1%
43.	I usually have enough time to perform my job in a quality manner	3.50	-7.9%
44.	When injured on the job, employees return to work as quickly as possible	3.63	-4.6%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.63	-4.6%

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Work Group Level Survey Results – Division

Student Support

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.50	18.4%
2.	My opinion is valued by my supervisor	4.63	21.7%
3.	Leaders in this company solicit safety ideas from employees	3.63	-4.6%
4.	Leaders use safety suggestions made by employees	3.56	-6.3%
5.	Adequate company information is shared with employees	3.56	-6.3%
6.	A team approach is valued in this company	3.75	-1.3%
7.	Our safety meetings are effective	3.31	-12.9%
8.	My work environment is safe	4.44	16.7%
9.	The equipment and tools I use are safe	4.31	13.5%
10.	I am provided with proper safety equipment	3.63	-4.6%
11.	My company properly evaluates the risk of tasks we perform	3.69	-3.0%
12.	Our work procedures are safe	4.19	10.2%
13.	Unsafe conditions are corrected in a timely manner	3.75	-1.3%
14.	Bringing up safety issues is accepted in this organization	4.19	10.2%
15.	My co-workers work safely	3.94	3.6%
16.	It is OK to remind or encourage people to work safely	4.19	10.2%
17.	People go out of their way to help someone do a job safely	4.06	6.9%
18.	Safety is never compromised to address production demands	3.81	0.3%
19.	Our workplace is free from drugs and alcohol	4.00	5.2%
20.	Supervisors are good safety role models	4.13	8.5%
21.	It is clear my manager prioritizes safety concerns	4.13	8.5%
22.	Supervisors are willing to act on my safety concerns	4.00	5.2%
23.	My manager provides clear feedback on my job performance	4.13	8.5%
24.	Safety polices are enforced	3.75	-1.3%
25.	There are consequences for violating safety rules	3.44	-9.6%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.81	0.3%
27.	Employee safety is a priority for management in this company	3.88	1.9%
28.	My company's safety goals and results are clearly communicated	3.63	-4.6%
29.	There is an expectation that work will be performed safely	4.06	6.9%
30.	Production demands and safety conflicts are addressed properly	3.81	0.3%
31.	Managers are concerned with my safety	4.13	8.5%
32.	Safety performance is considered in performance appraisals and promotions	3.44	-9.6%
33.	Employees are effectively trained to do their job safely	3.81	0.3%
34.	New employees are effectively trained on safety rules and procedures	3.69	-3.0%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.75	-1.3%
36.	Lessons learned from accident investigations are used to make our work place safer	3.56	-6.3%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.69	-3.0%
38.	This company is a good place to work	4.50	18.4%
39.	I enjoy my work responsibilities and tasks	4.56	20.0%
40.	My work contribution is recognized, valued and appreciated	4.44	16.7%
41.	I have an opportunity to learn and use new skills in this company	4.19	10.2%
42.	There are reasonable rewards in the work I perform	4.13	8.5%
43.	I usually have enough time to perform my job in a quality manner	3.81	0.3%
44.	When injured on the job, employees return to work as quickly as possible	3.19	-16.1%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.88	1.9%

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Work Group Level Survey Results – Division

Student Testing & Assessment

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.52	18.9%
2.	My opinion is valued by my supervisor	4.64	22.1%
3.	Leaders in this company solicit safety ideas from employees	3.80	0.0%
4.	Leaders use safety suggestions made by employees	3.84	1.0%
5.	Adequate company information is shared with employees	3.88	2.1%
6.	A team approach is valued in this company	3.92	3.1%
7.	Our safety meetings are effective	3.48	-8.4%
8.	My work environment is safe	4.24	11.6%
9.	The equipment and tools I use are safe	4.28	12.6%
10.	I am provided with proper safety equipment	3.88	2.1%
11.	My company properly evaluates the risk of tasks we perform	3.60	-5.3%
12.	Our work procedures are safe	4.04	6.3%
13.	Unsafe conditions are corrected in a timely manner	3.72	-2.1%
14.	Bringing up safety issues is accepted in this organization	4.12	8.4%
15.	My co-workers work safely	4.16	9.4%
16.	It is OK to remind or encourage people to work safely	4.12	8.4%
17.	People go out of their way to help someone do a job safely	3.64	-4.2%
18.	Safety is never compromised to address production demands	3.96	4.2%
19.	Our workplace is free from drugs and alcohol	4.40	15.8%
20.	Supervisors are good safety role models	4.32	13.7%
21.	It is clear my manager prioritizes safety concerns	4.20	10.5%
22.	Supervisors are willing to act on my safety concerns	4.44	16.8%
23.	My manager provides clear feedback on my job performance	4.56	20.0%
24.	Safety polices are enforced	4.08	7.3%
25.	There are consequences for violating safety rules	3.76	-1.1%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.76	-1.1%
27.	Employee safety is a priority for management in this company	3.92	3.1%
28.	My company's safety goals and results are clearly communicated	3.56	-6.3%
29.	There is an expectation that work will be performed safely	4.12	8.4%
30.	Production demands and safety conflicts are addressed properly	3.88	2.1%
31.	Managers are concerned with my safety	4.32	13.7%
32.	Safety performance is considered in performance appraisals and promotions	3.44	-9.5%
33.	Employees are effectively trained to do their job safely	3.68	-3.2%
34.	New employees are effectively trained on safety rules and procedures	3.28	-13.7%
35.	Know ledge and skills gained through training programs are enforced in our work practices	3.52	-7.4%
36.	Lessons learned from accident investigations are used to make our work place safer	3.40	-10.5%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.76	-1.1%
38.	This company is a good place to work	4.32	13.7%
39.	I enjoy my work responsibilities and tasks	4.36	14.7%
40.	My work contribution is recognized, valued and appreciated	4.36	14.7%
41.	I have an opportunity to learn and use new skills in this company	3.64	-4.2%
42.	There are reasonable rew ards in the work I perform	3.32	-12.7%
43.	I usually have enough time to perform my job in a quality manner	3.76	-1.1%
44.	When injured on the job, employees return to work as quickly as possible	3.16	-16.9%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.96	4.2%

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Work Group Level Survey Results – Bargaining Unit

AFSCME

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.20	10.4%
2.	My opinion is valued by my supervisor	4.17	9.7%
3.	Leaders in this company solicit safety ideas from employees	3.61	-5.0%
4.	Leaders use safety suggestions made by employees	3.51	-7.6%
5.	Adequate company information is shared with employees	3.51	-7.6%
6.	A team approach is valued in this company	3.83	0.7%
7.	Our safety meetings are effective	3.46	-8.9%
8.	My work environment is safe	4.15	9.1%
9.	The equipment and tools I use are safe	4.27	12.3%
10.	I am provided with proper safety equipment	3.71	-2.5%
11.	My company properly evaluates the risk of tasks we perform	3.59	-5.7%
12.	Our work procedures are safe	3.95	4.0%
13.	Unsafe conditions are corrected in a timely manner	3.37	-11.4%
14.	Bringing up safety issues is accepted in this organization	3.93	3.3%
15.	My co-workers work safely	4.00	5.2%
16.	It is OK to remind or encourage people to work safely	3.95	4.0%
17.	People go out of their way to help someone do a job safely	3.66	-3.7%
18.	Safety is never compromised to address production demands	3.85	1.4%
19.	Our workplace is free from drugs and alcohol	4.24	11.7%
20.	Supervisors are good safety role models	3.90	2.7%
21.	It is clear my manager prioritizes safety concerns	3.80	0.1%
22.	Supervisors are willing to act on my safety concerns	3.95	4.0%
23.	My manager provides clear feedback on my job performance	4.02	5.9%
24.	Safety polices are enforced	3.78	-0.5%
25.	There are consequences for violating safety rules	3.68	-3.1%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.46	-8.9%
27.	Employee safety is a priority for management in this company	3.71	-2.5%
28.	My company's safety goals and results are clearly communicated	3.56	-6.3%
29.	There is an expectation that work will be performed safely	3.98	4.6%
30.	Production demands and safety conflicts are addressed properly	3.54	-7.0%
31.	Managers are concerned with my safety	3.73	-1.8%
32.	Safety performance is considered in performance appraisals and promotions	3.15	-17.2%
33.	Employees are effectively trained to do their job safely	3.41	-10.2%
34.	New employees are effectively trained on safety rules and procedures	3.15	-17.2%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.49	-8.2%
36.	Lessons learned from accident investigations are used to make our work place safer	3.49	-8.2%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.73	-1.8%
38.	This company is a good place to work	4.12	8.4%
39.	I enjoy my work responsibilities and tasks	4.24	11.7%
40.	My work contribution is recognized, valued and appreciated	4.00	5.2%
41.	I have an opportunity to learn and use new skills in this company	3.90	2.7%
42.	There are reasonable rewards in the work I perform	3.68	-3.1%
43.	I usually have enough time to perform my job in a quality manner	3.80	0.1%
44.	When injured on the job, employees return to work as quickly as possible	3.17	-16.6%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.85	1.4%

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Work Group Level Survey Results – Bargaining Unit

Commissioner's Plan

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.91	29.2%
2.	My opinion is valued by my supervisor	4.55	19.6%
3.	Leaders in this company solicit safety ideas from employees	4.00	5.2%
4.	Leaders use safety suggestions made by employees	4.00	5.2%
5.	Adequate company information is shared with employees	3.82	0.5%
6.	A team approach is valued in this company	4.18	10.0%
7.	Our safety meetings are effective	3.18	-16.3%
8.	My work environment is safe	4.45	17.2%
9.	The equipment and tools I use are safe	4.36	14.8%
10.	I am provided with proper safety equipment	4.00	5.2%
11.	My company properly evaluates the risk of tasks we perform	3.64	-4.3%
12.	Our work procedures are safe	4.09	7.6%
13.	Unsafe conditions are corrected in a timely manner	4.18	10.0%
14.	Bringing up safety issues is accepted in this organization	4.45	17.2%
15.	My co-workers work safely	4.18	10.0%
16.	It is OK to remind or encourage people to work safely	4.18	10.0%
17.	People go out of their way to help someone do a job safely	3.91	2.8%
18.	Safety is never compromised to address production demands	4.18	10.0%
19.	Our workplace is free from drugs and alcohol	4.55	19.6%
20.	Supervisors are good safety role models	4.00	5.2%
21.	It is clear my manager prioritizes safety concerns	4.27	12.4%
22.	Supervisors are willing to act on my safety concerns	4.27	12.4%
23.	My manager provides clear feedback on my job performance	4.27	12.4%
24.	Safety polices are enforced	3.82	0.5%
25.	There are consequences for violating safety rules	3.55	-6.7%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.55	-6.7%
27.	Employee safety is a priority for management in this company	4.27	12.4%
28.	My company's safety goals and results are clearly communicated	3.82	0.5%
29.	There is an expectation that work will be performed safely	4.27	12.4%
30.	Production demands and safety conflicts are addressed properly	3.82	0.5%
31.	Managers are concerned with my safety	4.27	12.4%
32.	Safety performance is considered in performance appraisals and promotions	3.18	-16.3%
33.	Employees are effectively trained to do their job safely	3.55	-6.7%
34.	New employees are effectively trained on safety rules and procedures	3.09	-18.7%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.45	-9.1%
36.	Lessons learned from accident investigations are used to make our work place safer	3.36	-11.5%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.09	7.6%
38.	This company is a good place to work	4.55	19.6%
39.	I enjoy my work responsibilities and tasks	4.36	14.8%
40.	My work contribution is recognized, valued and appreciated	4.45	17.2%
41.	I have an opportunity to learn and use new skills in this company	4.36	14.8%
42.	There are reasonable rewards in the work I perform	4.18	10.0%
43.	I usually have enough time to perform my job in a quality manner	4.27	12.4%
44.	When injured on the job, employees return to work as quickly as possible	3.55	-6.7%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.45	17.2%

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Work Group Level Survey Results – Bargaining Unit

Managerial Plan

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.65	22.4%
2.	My opinion is valued by my supervisor	4.61	21.3%
3.	Leaders in this company solicit safety ideas from employees	4.04	6.4%
4.	Leaders use safety suggestions made by employees	3.91	2.9%
5.	Adequate company information is shared with employees	3.74	-1.6%
6.	A team approach is valued in this company	4.13	8.7%
7.	Our safety meetings are effective	3.30	-13.1%
8.	My work environment is safe	4.17	9.8%
9.	The equipment and tools I use are safe	4.43	16.7%
10.	I am provided with proper safety equipment	4.09	7.5%
11.	My company properly evaluates the risk of tasks we perform	3.70	-2.8%
12.	Our work procedures are safe	4.17	9.8%
13.	Unsafe conditions are corrected in a timely manner	3.96	4.1%
14.	Bringing up safety issues is accepted in this organization	4.35	14.4%
15.	My co-workers work safely	4.30	13.2%
16.	It is OK to remind or encourage people to work safely	4.43	16.7%
17.	People go out of their way to help someone do a job safely	3.87	1.8%
18.	Safety is never compromised to address production demands	4.09	7.5%
19.	Our workplace is free from drugs and alcohol	4.52	19.0%
20.	Supervisors are good safety role models	4.43	16.7%
21.	It is clear my manager prioritizes safety concerns	4.52	19.0%
22.	Supervisors are willing to act on my safety concerns	4.57	20.1%
23.	My manager provides clear feedback on my job performance	4.30	13.2%
24.	Safety polices are enforced	4.09	7.5%
25.	There are consequences for violating safety rules	3.52	-7.3%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.57	-6.2%
27.	Employee safety is a priority for management in this company	4.26	12.1%
28.	My company's safety goals and results are clearly communicated	3.39	-10.8%
29.	There is an expectation that work will be performed safely	4.17	9.8%
30.	Production demands and safety conflicts are addressed properly	3.83	0.7%
31.	Managers are concerned with my safety	4.35	14.4%
32.	Safety performance is considered in performance appraisals and promotions	3.00	-21.1%
33.	Employees are effectively trained to do their job safely	3.65	-3.9%
34.	New employees are effectively trained on safety rules and procedures	3.22	-15.4%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.57	-6.2%
36.	Lessons learned from accident investigations are used to make our work place safer	3.65	-3.9%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.91	2.9%
38.	This company is a good place to work	4.52	19.0%
39.	I enjoy my work responsibilities and tasks	4.48	17.8%
40.	My work contribution is recognized, valued and appreciated	4.22	11.0%
41.	I have an opportunity to learn and use new skills in this company	4.22	11.0%
42.	There are reasonable rewards in the work I perform	4.00	5.2%
43.	I usually have enough time to perform my job in a quality manner	3.48	-8.5%
44.	When injured on the job, employees return to work as quickly as possible	3.48	-8.5%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.26	12.1%

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Work Group Level Survey Results – Bargaining Unit

MAPE

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.21	10.8%
2.	My opinion is valued by my supervisor	4.25	11.7%
3.	Leaders in this company solicit safety ideas from employees	3.39	-10.7%
4.	Leaders use safety suggestions made by employees	3.45	-9.2%
5.	Adequate company information is shared with employees	3.55	-6.7%
6.	A team approach is valued in this company	3.68	-3.1%
7.	Our safety meetings are effective	3.19	-16.1%
8.	My work environment is safe	4.07	7.2%
9.	The equipment and tools I use are safe	4.24	11.6%
10.	I am provided with proper safety equipment	3.81	0.1%
11.	My company properly evaluates the risk of tasks we perform	3.55	-6.5%
12.	Our work procedures are safe	4.05	6.5%
13.	Unsafe conditions are corrected in a timely manner	3.59	-5.4%
14.	Bringing up safety issues is accepted in this organization	3.88	2.2%
15.	My co-workers work safely	4.08	7.3%
16.	It is OK to remind or encourage people to work safely	3.96	4.3%
17.	People go out of their way to help someone do a job safely	3.75	-1.3%
18.	Safety is never compromised to address production demands	3.76	-1.0%
19.	Our workplace is free from drugs and alcohol	4.17	9.7%
20.	Supervisors are good safety role models	4.02	5.7%
21.	It is clear my manager prioritizes safety concerns	3.91	2.7%
22.	Supervisors are willing to act on my safety concerns	3.94	3.6%
23.	My manager provides clear feedback on my job performance	4.07	7.0%
24.	Safety polices are enforced	3.71	-2.5%
25.	There are consequences for violating safety rules	3.46	-8.9%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.62	-4.7%
27.	Employee safety is a priority for management in this company	3.71	-2.4%
28.	My company's safety goals and results are clearly communicated	3.39	-10.8%
29.	There is an expectation that work will be performed safely	3.92	3.2%
30.	Production demands and safety conflicts are addressed properly	3.62	-4.7%
31.	Managers are concerned with my safety	3.99	5.1%
32.	Safety performance is considered in performance appraisals and promotions	3.21	-15.5%
33.	Employees are effectively trained to do their job safely	3.64	-4.3%
34.	New employees are effectively trained on safety rules and procedures	3.37	-11.2%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.50	-7.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.28	-13.6%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.63	-4.5%
38.	This company is a good place to work	4.15	9.3%
39.	I enjoy my work responsibilities and tasks	4.17	9.8%
40.	My work contribution is recognized, valued and appreciated	3.98	4.7%
41.	I have an opportunity to learn and use new skills in this company	3.69	-2.8%
42.	There are reasonable rewards in the work I perform	3.51	-7.6%
43.	I usually have enough time to perform my job in a quality manner	3.64	-4.2%
44.	When injured on the job, employees return to work as quickly as possible	3.33	-12.3%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.70	-2.7%

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Work Group Level Survey Results – Bargaining Unit

MMA

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.46	17.4%
2.	My opinion is valued by my supervisor	4.42	16.4%
3.	Leaders in this company solicit safety ideas from employees	3.65	-3.9%
4.	Leaders use safety suggestions made by employees	3.88	2.2%
5.	Adequate company information is shared with employees	3.62	-4.9%
6.	A team approach is valued in this company	4.00	5.2%
7.	Our safety meetings are effective	3.15	-17.0%
8.	My work environment is safe	4.27	12.3%
9.	The equipment and tools I use are safe	4.19	10.3%
10.	I am provided with proper safety equipment	3.88	2.2%
11.	My company properly evaluates the risk of tasks we perform	3.62	-4.9%
12.	Our work procedures are safe	4.08	7.3%
13.	Unsafe conditions are corrected in a timely manner	3.85	1.2%
14.	Bringing up safety issues is accepted in this organization	4.23	11.3%
15.	My co-workers work safely	4.15	9.3%
16.	It is OK to remind or encourage people to work safely	4.19	10.3%
17.	People go out of their way to help someone do a job safely	3.92	3.2%
18.	Safety is never compromised to address production demands	3.96	4.2%
19.	Our workplace is free from drugs and alcohol	4.23	11.3%
20.	Supervisors are good safety role models	4.19	10.3%
21.	It is clear my manager prioritizes safety concerns	4.15	9.3%
22.	Supervisors are willing to act on my safety concerns	4.31	13.3%
23.	My manager provides clear feedback on my job performance	4.35	14.3%
24.	Safety polices are enforced	3.85	1.2%
25.	There are consequences for violating safety rules	3.42	-9.9%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.69	-2.9%
27.	Employee safety is a priority for management in this company	3.92	3.2%
28.	My company's safety goals and results are clearly communicated	3.54	-6.9%
29.	There is an expectation that work will be performed safely	4.12	8.3%
30.	Production demands and safety conflicts are addressed properly	3.65	-3.9%
31.	Managers are concerned with my safety	4.23	11.3%
32.	Safety performance is considered in performance appraisals and promotions	3.04	-20.1%
33.	Employees are effectively trained to do their job safely	3.85	1.2%
34.	New employees are effectively trained on safety rules and procedures	3.58	-5.9%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.77	-0.8%
36.	Lessons learned from accident investigations are used to make our work place safer	3.58	-5.9%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.81	0.2%
38.	This company is a good place to work	4.19	10.3%
39.	I enjoy my work responsibilities and tasks	4.35	14.3%
40.	My work contribution is recognized, valued and appreciated	4.15	9.3%
41.	I have an opportunity to learn and use new skills in this company	4.00	5.2%
42.	There are reasonable rewards in the work I perform	3.81	0.2%
43.	I usually have enough time to perform my job in a quality manner	3.38	-11.0%
44.	When injured on the job, employees return to work as quickly as possible	3.46	-8.9%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.88	2.2%

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Work Group Level Survey Results – Bargaining Unit

SRSEA

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.43	16.5%
2.	My opinion is valued by my supervisor	4.29	12.8%
3.	Leaders in this company solicit safety ideas from employees	3.43	-9.8%
4.	Leaders use safety suggestions made by employees	3.86	1.5%
5.	Adequate company information is shared with employees	3.86	1.5%
6.	A team approach is valued in this company	3.71	-2.3%
7.	Our safety meetings are effective	3.29	-13.6%
8.	My work environment is safe	3.86	1.5%
9.	The equipment and tools I use are safe	4.14	9.0%
10.	I am provided with proper safety equipment	3.86	1.5%
11.	My company properly evaluates the risk of tasks we perform	4.00	5.2%
12.	Our work procedures are safe	4.00	5.2%
13.	Unsafe conditions are corrected in a timely manner	3.57	-6.0%
14.	Bringing up safety issues is accepted in this organization	4.14	9.0%
15.	My co-workers work safely	4.14	9.0%
16.	It is OK to remind or encourage people to work safely	4.29	12.8%
17.	People go out of their way to help someone do a job safely	4.14	9.0%
18.	Safety is never compromised to address production demands	3.71	-2.3%
19.	Our workplace is free from drugs and alcohol	4.57	20.3%
20.	Supervisors are good safety role models	4.14	9.0%
21.	It is clear my manager prioritizes safety concerns	4.00	5.2%
22.	Supervisors are willing to act on my safety concerns	4.00	5.2%
23.	My manager provides clear feedback on my job performance	3.86	1.5%
24.	Safety polices are enforced	4.14	9.0%
25.	There are consequences for violating safety rules	3.86	1.5%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.86	1.5%
27.	Employee safety is a priority for management in this company	3.71	-2.3%
28.	My company's safety goals and results are clearly communicated	4.00	5.2%
29.	There is an expectation that work will be performed safely	4.14	9.0%
30.	Production demands and safety conflicts are addressed properly	3.57	-6.0%
31.	Managers are concerned with my safety	3.86	1.5%
32.	Safety performance is considered in performance appraisals and promotions	3.57	-6.0%
33.	Employees are effectively trained to do their job safely	4.00	5.2%
34.	New employees are effectively trained on safety rules and procedures	3.14	-17.3%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.71	-2.3%
36.	Lessons learned from accident investigations are used to make our work place safer	3.71	-2.3%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.14	9.0%
38.	This company is a good place to work	4.29	12.8%
39.	I enjoy my work responsibilities and tasks	4.57	20.3%
40.	My work contribution is recognized, valued and appreciated	4.00	5.2%
41.	I have an opportunity to learn and use new skills in this company	4.14	9.0%
42.	There are reasonable rewards in the work I perform	4.00	5.2%
43.	I usually have enough time to perform my job in a quality manner	4.00	5.2%
44.	When injured on the job, employees return to work as quickly as possible	3.29	-13.6%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.71	-2.3%

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Work Group Level Survey Results – Bargaining Unit

Unrepresented

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	3.80	0.0%
2.	My opinion is valued by my supervisor	4.00	5.2%
3.	Leaders in this company solicit safety ideas from employees	3.40	-10.5%
4.	Leaders use safety suggestions made by employees	4.00	5.2%
5.	Adequate company information is shared with employees	3.40	-10.5%
6.	A team approach is valued in this company	3.40	-10.5%
7.	Our safety meetings are effective	2.80	-26.3%
8.	My work environment is safe	4.00	5.2%
9.	The equipment and tools I use are safe	4.20	10.5%
10.	I am provided with proper safety equipment	4.00	5.2%
11.	My company properly evaluates the risk of tasks we perform	3.60	-5.3%
12.	Our work procedures are safe	3.80	0.0%
13.	Unsafe conditions are corrected in a timely manner	3.20	-15.8%
14.	Bringing up safety issues is accepted in this organization	3.40	-10.5%
15.	My co-workers work safely	3.60	-5.3%
16.	It is OK to remind or encourage people to work safely	3.40	-10.5%
17.	People go out of their way to help someone do a job safely	3.80	0.0%
18.	Safety is never compromised to address production demands	3.60	-5.3%
19.	Our workplace is free from drugs and alcohol	4.20	10.5%
20.	Supervisors are good safety role models	4.20	10.5%
21.	It is clear my manager prioritizes safety concerns	4.00	5.2%
22.	Supervisors are willing to act on my safety concerns	3.80	0.0%
23.	My manager provides clear feedback on my job performance	4.00	5.2%
24.	Safety polices are enforced	3.80	0.0%
25.	There are consequences for violating safety rules	3.60	-5.3%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.60	-5.3%
27.	Employee safety is a priority for management in this company	3.60	-5.3%
28.	My company's safety goals and results are clearly communicated	3.20	-15.8%
29.	There is an expectation that work will be performed safely	4.00	5.2%
30.	Production demands and safety conflicts are addressed properly	3.40	-10.5%
31.	Managers are concerned with my safety	4.20	10.5%
32.	Safety performance is considered in performance appraisals and promotions	2.80	-26.3%
33.	Employees are effectively trained to do their job safely	3.40	-10.5%
34.	New employees are effectively trained on safety rules and procedures	3.40	-10.5%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.60	-5.3%
36.	Lessons learned from accident investigations are used to make our work place safer	3.20	-15.8%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.40	-10.5%
38.	This company is a good place to work	3.60	-5.3%
39.	I enjoy my work responsibilities and tasks	3.40	-10.5%
40.	My work contribution is recognized, valued and appreciated	3.20	-15.8%
41.	I have an opportunity to learn and use new skills in this company	3.20	-15.8%
42.	There are reasonable rewards in the work I perform	3.00	-21.1%
43.	I usually have enough time to perform my job in a quality manner	3.80	0.0%
44.	When injured on the job, employees return to work as quickly as possible	3.20	-15.8%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.40	-10.5%

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Work Group Level Survey Results – Position

Director/Senior Leader

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.75	25.0%
2.	My opinion is valued by my supervisor	4.60	21.0%
3.	Leaders in this company solicit safety ideas from employees	4.10	7.9%
4.	Leaders use safety suggestions made by employees	4.10	7.9%
5.	Adequate company information is shared with employees	3.80	0.0%
6.	A team approach is valued in this company	4.20	10.5%
7.	Our safety meetings are effective	3.25	-14.5%
8.	My work environment is safe	4.35	14.4%
9.	The equipment and tools I use are safe	4.40	15.8%
10.	I am provided with proper safety equipment	4.15	9.2%
11.	My company properly evaluates the risk of tasks we perform	3.85	1.3%
12.	Our work procedures are safe	4.20	10.5%
13.	Unsafe conditions are corrected in a timely manner	4.15	9.2%
14.	Bringing up safety issues is accepted in this organization	4.60	21.0%
15.	My co-workers work safely	4.35	14.4%
16.	It is OK to remind or encourage people to work safely	4.60	21.0%
17.	People go out of their way to help someone do a job safely	4.00	5.2%
18.	Safety is never compromised to address production demands	4.30	13.1%
19.	Our workplace is free from drugs and alcohol	4.45	17.1%
20.	Supervisors are good safety role models	4.45	17.1%
21.	It is clear my manager prioritizes safety concerns	4.50	18.4%
22.	Supervisors are willing to act on my safety concerns	4.55	19.7%
23.	My manager provides clear feedback on my job performance	4.25	11.8%
24.	Safety polices are enforced	4.00	5.2%
25.	There are consequences for violating safety rules	3.60	-5.3%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.55	-6.6%
27.	Employee safety is a priority for management in this company	4.40	15.8%
28.	My company's safety goals and results are clearly communicated	3.70	-2.7%
29.	There is an expectation that work will be performed safely	4.35	14.4%
30.	Production demands and safety conflicts are addressed properly	3.95	3.9%
31.	Managers are concerned with my safety	4.45	17.1%
32.	Safety performance is considered in performance appraisals and promotions	3.25	-14.5%
33.	Employees are effectively trained to do their job safely	3.50	-7.9%
34.	New employees are effectively trained on safety rules and procedures	3.15	-17.1%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.50	-7.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.70	-2.7%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.10	7.9%
38.	This company is a good place to work	4.60	21.0%
39.	I enjoy my work responsibilities and tasks	4.55	19.7%
40.	My work contribution is recognized, valued and appreciated	4.30	13.1%
41.	I have an opportunity to learn and use new skills in this company	4.20	10.5%
42.	There are reasonable rewards in the work I perform	3.90	2.6%
43.	I usually have enough time to perform my job in a quality manner	3.75	-1.3%
44.	When injured on the job, employees return to work as quickly as possible	3.60	-5.3%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.35	14.4%

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Work Group Level Survey Results – Position

Employee

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.21	10.9%
2.	My opinion is valued by my supervisor	4.24	11.5%
3.	Leaders in this company solicit safety ideas from employees	3.45	-9.2%
4.	Leaders use safety suggestions made by employees	3.51	-7.8%
5.	Adequate company information is shared with employees	3.55	-6.7%
6.	A team approach is valued in this company	3.72	-2.2%
7.	Our safety meetings are effective	3.22	-15.2%
8.	My work environment is safe	4.08	7.4%
9.	The equipment and tools I use are safe	4.24	11.6%
10.	I am provided with proper safety equipment	3.80	0.0%
11.	My company properly evaluates the risk of tasks we perform	3.56	-6.3%
12.	Our work procedures are safe	4.02	5.9%
13.	Unsafe conditions are corrected in a timely manner	3.58	-5.9%
14.	Bringing up safety issues is accepted in this organization	3.90	2.5%
15.	My co-workers work safely	4.06	6.9%
16.	It is OK to remind or encourage people to work safely	3.96	4.2%
17.	People go out of their way to help someone do a job safely	3.75	-1.3%
18.	Safety is never compromised to address production demands	3.78	-0.6%
19.	Our workplace is free from drugs and alcohol	4.20	10.5%
20.	Supervisors are good safety role models	3.99	4.9%
21.	It is clear my manager prioritizes safety concerns	3.91	2.7%
22.	Supervisors are willing to act on my safety concerns	3.95	3.8%
23.	My manager provides clear feedback on my job performance	4.06	6.9%
24.	Safety polices are enforced	3.72	-2.1%
25.	There are consequences for violating safety rules	3.50	-8.0%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.60	-5.2%
27.	Employee safety is a priority for management in this company	3.70	-2.7%
28.	My company's safety goals and results are clearly communicated	3.43	-9.8%
29.	There is an expectation that work will be performed safely	3.93	3.5%
30.	Production demands and safety conflicts are addressed properly	3.60	-5.4%
31.	Managers are concerned with my safety	3.95	3.8%
32.	Safety performance is considered in performance appraisals and promotions	3.19	-16.1%
33.	Employees are effectively trained to do their job safely	3.59	-5.5%
34.	New employees are effectively trained on safety rules and procedures	3.31	-13.0%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.49	-8.1%
36.	Lessons learned from accident investigations are used to make our work place safer	3.30	-13.2%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.66	-3.7%
38.	This company is a good place to work	4.15	9.2%
39.	I enjoy my work responsibilities and tasks	4.19	10.1%
40.	My work contribution is recognized, valued and appreciated	3.98	4.7%
41.	I have an opportunity to learn and use new skills in this company	3.74	-1.7%
42.	There are reasonable rewards in the work I perform	3.54	-6.8%
43.	I usually have enough time to perform my job in a quality manner	3.68	-3.1%
44.	When injured on the job, employees return to work as quickly as possible	3.30	-13.3%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.72	-2.1%

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Work Group Level Survey Results – Position

Seasonal/Temporary

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.50	18.4%
2.	My opinion is valued by my supervisor	4.13	8.5%
3.	Leaders in this company solicit safety ideas from employees	3.25	-14.5%
4.	Leaders use safety suggestions made by employees	3.50	-7.9%
5.	Adequate company information is shared with employees	3.88	1.9%
6.	A team approach is valued in this company	3.63	-4.6%
7.	Our safety meetings are effective	3.50	-7.9%
8.	My work environment is safe	4.13	8.5%
9.	The equipment and tools I use are safe	4.38	15.1%
10.	I am provided with proper safety equipment	3.75	-1.3%
11.	My company properly evaluates the risk of tasks we perform	3.88	1.9%
12.	Our work procedures are safe	4.13	8.5%
13.	Unsafe conditions are corrected in a timely manner	3.25	-14.5%
14.	Bringing up safety issues is accepted in this organization	3.88	1.9%
15.	My co-workers work safely	3.88	1.9%
16.	It is OK to remind or encourage people to work safely	3.75	-1.3%
17.	People go out of their way to help someone do a job safely	3.50	-7.9%
18.	Safety is never compromised to address production demands	3.75	-1.3%
19.	Our workplace is free from drugs and alcohol	4.25	11.8%
20.	Supervisors are good safety role models	4.13	8.5%
21.	It is clear my manager prioritizes safety concerns	3.88	1.9%
22.	Supervisors are willing to act on my safety concerns	3.88	1.9%
23.	My manager provides clear feedback on my job performance	4.13	8.5%
24.	Safety polices are enforced	4.00	5.2%
25.	There are consequences for violating safety rules	3.63	-4.6%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.50	-7.9%
27.	Employee safety is a priority for management in this company	4.00	5.2%
28.	My company's safety goals and results are clearly communicated	3.50	-7.9%
29.	There is an expectation that work will be performed safely	4.13	8.5%
30.	Production demands and safety conflicts are addressed properly	3.50	-7.9%
31.	Managers are concerned with my safety	4.25	11.8%
32.	Safety performance is considered in performance appraisals and promotions	3.38	-11.2%
33.	Employees are effectively trained to do their job safely	4.00	5.2%
34.	New employees are effectively trained on safety rules and procedures	3.63	-4.6%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.88	1.9%
36.	Lessons learned from accident investigations are used to make our work place safer	3.88	1.9%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	4.00	5.2%
38.	This company is a good place to work	4.13	8.5%
39.	I enjoy my work responsibilities and tasks	4.25	11.8%
40.	My work contribution is recognized, valued and appreciated	4.13	8.5%
41.	I have an opportunity to learn and use new skills in this company	4.13	8.5%
42.	There are reasonable rewards in the work I perform	4.00	5.2%
43.	I usually have enough time to perform my job in a quality manner	4.13	8.5%
44.	When injured on the job, employees return to work as quickly as possible	3.38	-11.2%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.00	5.2%

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Work Group Level Survey Results – Position

Supervisor/Manager

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.52	18.8%
2.	My opinion is valued by my supervisor	4.52	18.8%
3.	Leaders in this company solicit safety ideas from employees	3.73	-1.9%
4.	Leaders use safety suggestions made by employees	3.76	-1.1%
5.	Adequate company information is shared with employees	3.61	-5.1%
6.	A team approach is valued in this company	4.03	6.0%
7.	Our safety meetings are effective	3.18	-16.3%
8.	My work environment is safe	4.24	11.6%
9.	The equipment and tools I use are safe	4.27	12.4%
10.	I am provided with proper safety equipment	3.91	2.8%
11.	My company properly evaluates the risk of tasks we perform	3.61	-5.1%
12.	Our work procedures are safe	4.09	7.6%
13.	Unsafe conditions are corrected in a timely manner	3.79	-0.3%
14.	Bringing up safety issues is accepted in this organization	4.18	10.0%
15.	My co-workers work safely	4.18	10.0%
16.	It is OK to remind or encourage people to work safely	4.21	10.8%
17.	People go out of their way to help someone do a job safely	3.91	2.8%
18.	Safety is never compromised to address production demands	3.94	3.6%
19.	Our workplace is free from drugs and alcohol	4.36	14.8%
20.	Supervisors are good safety role models	4.27	12.4%
21.	It is clear my manager prioritizes safety concerns	4.24	11.6%
22.	Supervisors are willing to act on my safety concerns	4.36	14.8%
23.	My manager provides clear feedback on my job performance	4.36	14.8%
24.	Safety polices are enforced	3.97	4.4%
25.	There are consequences for violating safety rules	3.48	-8.3%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.67	-3.5%
27.	Employee safety is a priority for management in this company	4.03	6.0%
28.	My company's safety goals and results are clearly communicated	3.48	-8.3%
29.	There is an expectation that work will be performed safely	4.09	7.6%
30.	Production demands and safety conflicts are addressed properly	3.73	-1.9%
31.	Managers are concerned with my safety	4.21	10.8%
32.	Safety performance is considered in performance appraisals and promotions	2.97	-21.9%
33.	Employees are effectively trained to do their job safely	3.88	2.0%
34.	New employees are effectively trained on safety rules and procedures	3.55	-6.7%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.76	-1.1%
36.	Lessons learned from accident investigations are used to make our work place safer	3.61	-5.1%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.76	-1.1%
38.	This company is a good place to work	4.24	11.6%
39.	I enjoy my work responsibilities and tasks	4.33	14.0%
40.	My work contribution is recognized, valued and appreciated	4.15	9.2%
41.	I have an opportunity to learn and use new skills in this company	4.12	8.4%
42.	There are reasonable rewards in the work I perform	4.00	5.2%
43.	I usually have enough time to perform my job in a quality manner	3.39	-10.7%
44.	When injured on the job, employees return to work as quickly as possible	3.45	-9.1%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.03	6.0%

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Work Group Level Survey Results – Tenure

< 1 Year

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.51	18.7%
2.	My opinion is valued by my supervisor	4.74	24.8%
3.	Leaders in this company solicit safety ideas from employees	3.79	-0.2%
4.	Leaders use safety suggestions made by employees	3.69	-2.9%
5.	Adequate company information is shared with employees	3.95	3.9%
6.	A team approach is valued in this company	4.38	15.4%
7.	Our safety meetings are effective	3.54	-6.9%
8.	My work environment is safe	4.44	16.7%
9.	The equipment and tools I use are safe	4.51	18.7%
10.	I am provided with proper safety equipment	4.03	5.9%
11.	My company properly evaluates the risk of tasks we perform	3.92	3.2%
12.	Our work procedures are safe	4.36	14.7%
13.	Unsafe conditions are corrected in a timely manner	3.92	3.2%
14.	Bringing up safety issues is accepted in this organization	4.38	15.4%
15.	My co-workers work safely	4.44	16.7%
16.	It is OK to remind or encourage people to work safely	4.38	15.4%
17.	People go out of their way to help someone do a job safely	3.95	3.9%
18.	Safety is never compromised to address production demands	4.26	12.0%
19.	Our workplace is free from drugs and alcohol	4.51	18.7%
20.	Supervisors are good safety role models	4.36	14.7%
21.	It is clear my manager prioritizes safety concerns	4.23	11.3%
22.	Supervisors are willing to act on my safety concerns	4.28	12.7%
23.	My manager provides clear feedback on my job performance	4.44	16.7%
24.	Safety polices are enforced	4.13	8.6%
25.	There are consequences for violating safety rules	3.82	0.5%
26.	Supervisors have effective coaching skills that result in a safer workplace	4.05	6.6%
27.	Employee safety is a priority for management in this company	4.23	11.3%
28.	My company's safety goals and results are clearly communicated	3.79	-0.2%
29.	There is an expectation that work will be performed safely	4.38	15.4%
30.	Production demands and safety conflicts are addressed properly	3.97	4.6%
31.	Managers are concerned with my safety	4.38	15.4%
32.	Safety performance is considered in performance appraisals and promotions	3.72	-2.2%
33.	Employees are effectively trained to do their job safely	3.97	4.6%
34.	New employees are effectively trained on safety rules and procedures	3.51	-7.6%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.85	1.2%
36.	Lessons learned from accident investigations are used to make our work place safer	3.49	-8.3%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.79	-0.2%
38.	This company is a good place to work	4.59	20.8%
39.	I enjoy my work responsibilities and tasks	4.46	17.4%
40.	My work contribution is recognized, valued and appreciated	4.51	18.7%
41.	I have an opportunity to learn and use new skills in this company	4.44	16.7%
42.	There are reasonable rewards in the work I perform	3.87	1.9%
43.	I usually have enough time to perform my job in a quality manner	4.05	6.6%
44.	When injured on the job, employees return to work as quickly as possible	3.28	-13.7%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	4.26	12.0%

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Work Group Level Survey Results – Tenure

1-5 Years

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.33	14.0%
2.	My opinion is valued by my supervisor	4.33	14.0%
3.	Leaders in this company solicit safety ideas from employees	3.53	-7.2%
4.	Leaders use safety suggestions made by employees	3.59	-5.5%
5.	Adequate company information is shared with employees	3.56	-6.4%
6.	A team approach is valued in this company	3.82	0.4%
7.	Our safety meetings are effective	3.26	-14.3%
8.	My work environment is safe	4.18	10.0%
9.	The equipment and tools I use are safe	4.28	12.6%
10.	I am provided with proper safety equipment	3.84	1.0%
11.	My company properly evaluates the risk of tasks we perform	3.65	-4.1%
12.	Our work procedures are safe	4.08	7.2%
13.	Unsafe conditions are corrected in a timely manner	3.73	-1.8%
14.	Bringing up safety issues is accepted in this organization	4.09	7.5%
15.	My co-workers work safely	4.19	10.3%
16.	It is OK to remind or encourage people to work safely	4.01	5.5%
17.	People go out of their way to help someone do a job safely	3.85	1.3%
18.	Safety is never compromised to address production demands	3.83	0.7%
19.	Our workplace is free from drugs and alcohol	4.35	14.6%
20.	Supervisors are good safety role models	4.20	10.6%
21.	It is clear my manager prioritizes safety concerns	4.12	8.3%
22.	Supervisors are willing to act on my safety concerns	4.14	8.9%
23.	My manager provides clear feedback on my job performance	4.19	10.3%
24.	Safety polices are enforced	3.85	1.3%
25.	There are consequences for violating safety rules	3.49	-8.1%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.72	-2.1%
27.	Employee safety is a priority for management in this company	3.87	1.8%
28.	My company's safety goals and results are clearly communicated	3.46	-8.9%
29.	There is an expectation that work will be performed safely	4.03	6.1%
30.	Production demands and safety conflicts are addressed properly	3.77	-0.7%
31.	Managers are concerned with my safety	4.18	10.0%
32.	Safety performance is considered in performance appraisals and promotions	3.17	-16.5%
33.	Employees are effectively trained to do their job safely	3.68	-3.3%
34.	New employees are effectively trained on safety rules and procedures	3.32	-12.6%
35.	Knowledge and skills gained through training programs are enforced in our work practices	3.58	-5.8%
36.	Lessons learned from accident investigations are used to make our work place safer	3.43	-9.8%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.76	-1.0%
38.	This company is a good place to work	4.32	13.7%
39.	I enjoy my work responsibilities and tasks	4.23	11.2%
40.	My work contribution is recognized, valued and appreciated	4.09	7.5%
41.	I have an opportunity to learn and use new skills in this company	3.97	4.4%
42.	There are reasonable rewards in the work I perform	3.76	-1.0%
43.	I usually have enough time to perform my job in a quality manner	3.77	-0.7%
44.	When injured on the job, employees return to work as quickly as possible	3.39	-10.9%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.95	3.8%

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Work Group Level Survey Results – Tenure

> 5 Years

	Question	Avg. Score	% Deviation from Overall Average of 3.80
1.	I am comfortable raising safety issues	4.22	10.9%
2.	My opinion is valued by my supervisor	4.16	9.5%
3.	Leaders in this company solicit safety ideas from employees	3.45	-9.1%
4.	Leaders use safety suggestions made by employees	3.53	-7.0%
5.	Adequate company information is shared with employees	3.51	-7.8%
6.	A team approach is valued in this company	3.62	-4.7%
7.	Our safety meetings are effective	3.14	-17.4%
8.	My work environment is safe	4.01	5.5%
9.	The equipment and tools I use are safe	4.19	10.3%
10.	I am provided with proper safety equipment	3.79	-0.3%
11.	My company properly evaluates the risk of tasks we perform	3.49	-8.2%
12.	Our work procedures are safe	3.96	4.2%
13.	Unsafe conditions are corrected in a timely manner	3.51	-7.8%
14.	Bringing up safety issues is accepted in this organization	3.82	0.5%
15.	My co-workers work safely	3.95	4.0%
16.	It is OK to remind or encourage people to work safely	3.95	3.9%
17.	People go out of their way to help someone do a job safely	3.70	-2.6%
18.	Safety is never compromised to address production demands	3.73	-1.8%
19.	Our workplace is free from drugs and alcohol	4.11	8.1%
20.	Supervisors are good safety role models	3.90	2.6%
21.	It is clear my manager prioritizes safety concerns	3.85	1.3%
22.	Supervisors are willing to act on my safety concerns	3.91	2.9%
23.	My manager provides clear feedback on my job performance	3.99	4.9%
24.	Safety polices are enforced	3.65	-3.9%
25.	There are consequences for violating safety rules	3.44	-9.4%
26.	Supervisors have effective coaching skills that result in a safer workplace	3.44	-9.4%
27.	Employee safety is a priority for management in this company	3.65	-4.1%
28.	My company's safety goals and results are clearly communicated	3.37	-11.3%
29.	There is an expectation that work will be performed safely	3.87	1.7%
30.	Production demands and safety conflicts are addressed properly	3.48	-8.5%
31.	Managers are concerned with my safety	3.84	1.1%
32.	Safety performance is considered in performance appraisals and promotions	3.05	-19.7%
33.	Employees are effectively trained to do their job safely	3.52	-7.3%
34.	New employees are effectively trained on safety rules and procedures	3.30	-13.3%
35.	Know ledge and skills gained through training programs are enforced in our work practices	3.44	-9.6%
36.	Lessons learned from accident investigations are used to make our work place safer	3.32	-12.7%
37.	I have a clear understanding of workplace hazards and how to avoid injury at work	3.66	-3.8%
38.	This company is a good place to work	4.03	6.0%
39.	I enjoy my work responsibilities and tasks	4.17	9.8%
40.	My work contribution is recognized, valued and appreciated	3.88	2.0%
41.	I have an opportunity to learn and use new skills in this company	3.60	-5.3%
42.	There are reasonable rewards in the work I perform	3.50	-7.9%
43.	I usually have enough time to perform my job in a quality manner	3.52	-7.3%
44.	When injured on the job, employees return to work as quickly as possible	3.32	-12.7%
45.	I am confident my company will handle any workers' compensation claim fairly and timely	3.62	-4.7%

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DEPARTMENT OF EDUCATION

Dear Mr. Steller,

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SWIFT work order contract #124602 tied to PO #3-15344 MDE had with the vendor PMA Management Corp. The title of this project is "Agency specific survey report and in-person results presentation and action plan development." Tammy Funk is the MDE authorized representative for this project. The duration of this project was from 6/2/17-6/30/17 and State funding was used for a grand total of $4,600.00.

Sincerely,

Jennifer Bury

MDE Contract Unit

9/6/17

651-582-8482