

# SAMPLE ORGANIZATIONAL FEEDBACK REPORT

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**NOTE:**

This is an abbreviated version of a feedback report,  
provided solely to give you some ideas for how to structure and format your OFR.

Your feedback report will be much more detailed  
and may contain more sections than shown in this report.  
Therefore, only use this as a guide, not a crutch, when creating your own OFR.

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## Section I: Background

In October of 2003, Washington State University Vancouver researchers visited Company X and administered a detailed workplace environment survey (see attached). The purpose of this survey was to collect data in order to better understand the working environment at Company X, in particular to gather information about and make recommendations regarding the safety environment within Company X.

The data collected from 136 employees were analyzed by the researchers and any statistically significant findings are summarized within this feedback report.

## Participant Demographics

Total Number of Participants: N = 136

- Gender
  - Male: N = 106
  - Female: N = 21
  - Unspecified: N = 9
- Mean Age Category: 35-39 yrs.
- Level of Education
  - Less than high school: N=13
  - High School/GED: N = 49
  - High school w/ tech.: N=23
  - Some college: N=18
  - Bachelor's degree: N=4
  - Graduate/professional degree: N=1
- Racial Composition
  - American Indian: N=2
  - Asian/Pacific Islander: N=18
  - African American: N=4
  - Caucasian/White: N = 99
  - Hispanic /Latino/a: N=7
  - Other: N = 6
- Mean Organizational Tenure: 4.45 years (range: 0-20 yrs.)
- Manager Status
  - Non-manager: N = 119
  - Manager: N = 13
    - Avg. # direct reports: 11.33 (range 2-45)
- Employee Status
  - Permanent: N = 112
  - Temporary: N = 22
- Departments
  - Fabrication: N = 24
  - Welders: N = 11
  - Assembly: N = 48
  - Materials: N = 18
  - Other: N = 35

## Section II: Descriptive Statistics

The following table presents the average scores on each of the survey scales. In addition, the percentile rank and z-score indicates how Company X compares to other similar organizations on these variables. A z-score indicates the number of standard deviations above or below the mean Company X is compared to other companies. The percentile rank indicates the percentage of companies that score lower than Company X on the variables of interest. Taken together, these data can pinpoint areas of improvement and areas of current success for Company X.

Variable	Mean	SD	Possible Range	%ile Rank	z-score
Safety Climate	4.98	1.05	1 - 7	23	-0.80
Safety Knowledge	5.98	.97	1 - 7	32	-0.10
Safety Motivation	6.39	.74	1 - 7	37	0.01
Safety Compliance	4.45	.76	1 - 5	42	-0.13
Supervisor Enforcement	4.15	1.16	1 - 7	12	-1.21
Number of Accidents*	.84	2.12	0 - 15	71	0.52
Number of Unreported Accidents	1.20	4.35	0 - 27	80	1.03
Number of Near Misses	1.35	3.03	0 - 25	62	-0.24
Work-related Injuries	1.27	3.58	0 - 25	11	-1.18

\*The four accidents and injuries variables indicate the average number per employee per year.

Variables that are highlighted in light grey indicate areas of success at Company X, indicating that employees have positive or satisfactory attitudes and/or behaviors in this area. Variables that are highlighted in dark grey indicate areas where Company X may want to focus future efforts.

### Safety Climate

While the overall perception regarding the safety climate at Company X was positive (i.e., above the scale mid-range), Company X's safety climate is lower than typically seen in other organizations. Company X's safety climate is at the 23<sup>rd</sup> percentile, indicating that more than 75% of other companies have more positive safety climates.

### Safety Knowledge, Motivation and Compliance

Employees were asked to indicate how often they complied with a variety of established safety practices at Company X. In general, reported compliance with these practices was high – ranging from Often to Constantly in compliance. In addition, employee levels of safety-related knowledge and motivation were also high. These scores fall at or slightly below the average of other organizations.

### **Supervisor Enforcement**

Although falling slightly above the mid-range, perceptions of supervisor enforcement are nonetheless much lower at Company X than at other organizations. Company X scored more than 1 standard deviation below other companies on this variable and stands at the 12<sup>th</sup> percentile (i.e., only 12% of all companies score at or below the level of Company X). Therefore, this represents an area for improvement.

### **Workplace Accidents and Injuries**

In general, the number of reported, unreported and near miss accidents was high. Nearly 30% of all employees experienced and reported at least one accident in the prior 12 months (representing an average accident rate of .84 per employee). The number of unreported accidents was even higher (an average of 1.2 unreported accidents per employee). This level of unreported accidents is much higher than experienced by other organizations. Interestingly, the number of employee injuries (while consistent with the number of accidents) was lower compared to other organizations. This may be due to differential hazard exposures within different companies and industries.

## Section III: Departmental Comparisons

### Departmental Comparisons

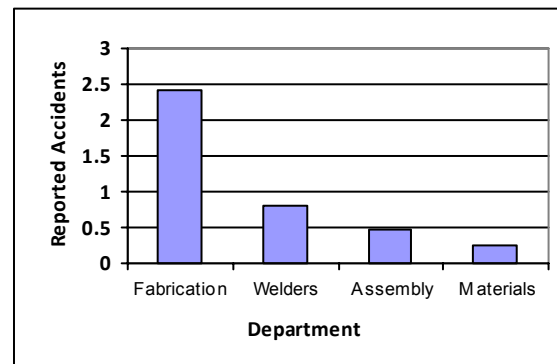
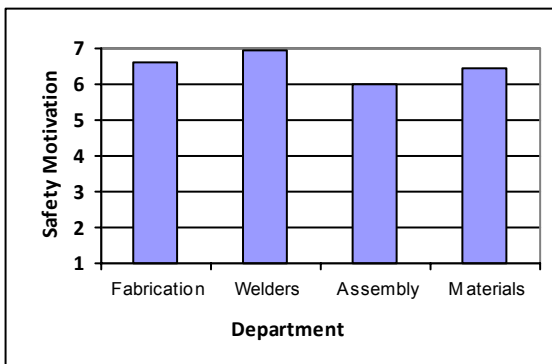
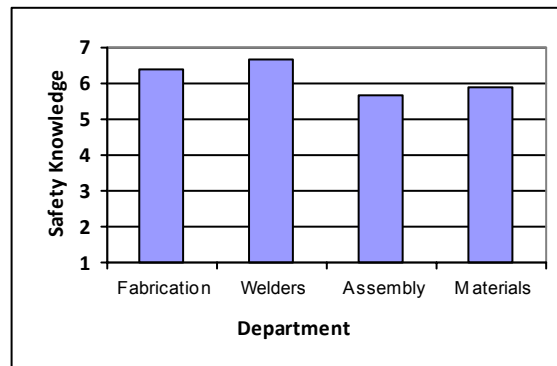
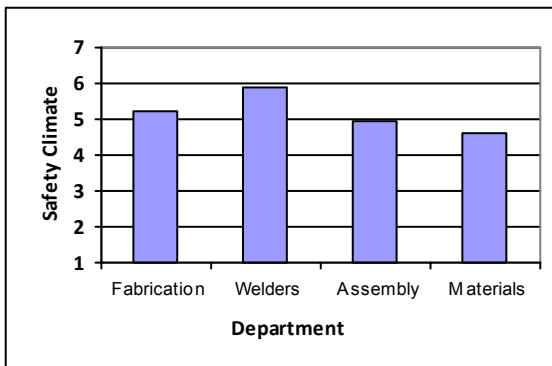
There were four departments with enough respondents to analyze the data and retain respondent anonymity. Those departments were Fabrication, Welders, Assembly, and Materials.

Welders reported the highest levels of safety climate, safety knowledge, and safety motivation.

Materials employees reported the most negative perceptions of the safety climate, and lower levels of safety knowledge, but the fewest reported accidents. These seemingly contradictory findings may be explained by differences in the inherent dangers present in their work environments.

Assembly employees reported the lowest levels of safety motivation and safety knowledge.

Although the indicated high levels of safety knowledge and motivation, Fabrication had the highest number of reported accidents.



## Section IV: Safety Drivers

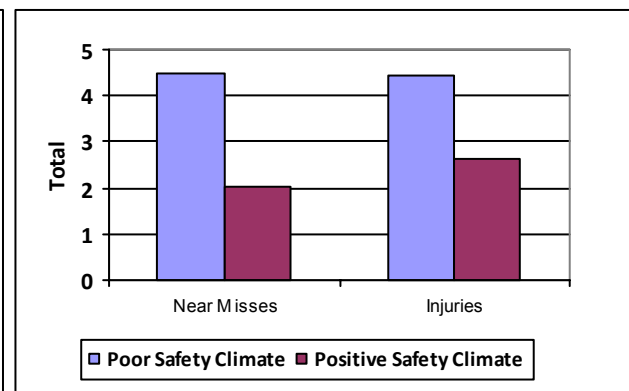
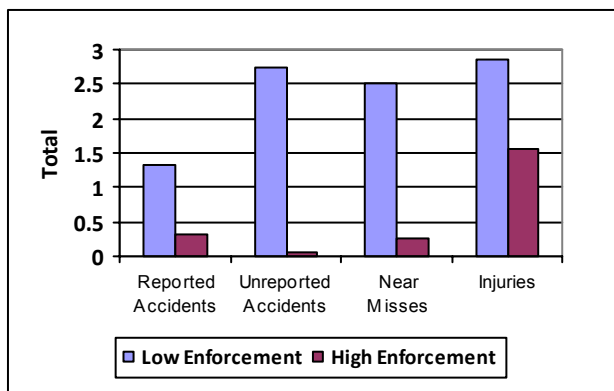
The following graphs are based on correlation and regression analyses to determine the most important predictors of safety outcomes (i.e., injuries and accidents) among Company X employees. Predictors analyzed included: safety knowledge, safety motivation, supervisor enforcement, and safety climate.

Based on these analyses, supervisor safety enforcement was shown to be the best predictor of the number of employee injuries, the number of near misses, and the number of reported and unreported accidents. Thus, the #1 variable to focus on when trying to improve the safety outcomes of employees at Company X would be direct supervisor enforcement.

In addition, the organization's safety climate was related to near misses and injuries as well. However, as noted above, these were most directly related to their supervisor's enforcement of safety policies.

Finally, employee safety knowledge was only significantly related to employee injuries. This is not to say that knowledge doesn't matter, but rather is likely an indication that employees already have a high level of knowledge. Thus, any differences in employee safety outcomes are most likely influenced by other factors.

Interestingly, employee safety motivation was unrelated to their safety outcomes.



## Recommendations

Suggested recommendations fall into 2 primary categories:

- Re-evaluate supervisor safety enforcement at Company X
- Develop a strategy for dealing with under-reporting of accidents

### **1) Re-evaluate the level of supervisory safety enforcement at Company X.**

The best consistent predictor of employee safety attitudes and behavior was not safety knowledge or training, but rather the perceived extent to which direct supervisors enforced safety rules and regulations. In addition, this was one of the areas that Company X scored the lowest on relative to other companies. Employees who reported lax enforcement had consistently more negative safety-related outcomes at work. If employees do not have supervisors that reward for safe practices and/or punish for safety violations, employees will see little incentive for complying with safety. In general, rewards may be more effective than punishments, since punishments may lead to further under-reporting of accidents.

### **2) Develop a strategy for dealing with under-reporting of accidents.**

The following are the best predictors explaining why employees choose not to report an accident:

- Necessity of compromising safety in order to meet production demands.
- Supervisor threat of firing if production demands are not met.
- Fear of reporting on-the-job accidents or injuries.

Removing these threats and/or fears may improve accident reporting.

## Conclusions

Although there were several areas of potential growth and improvement at Company X, it is also important to note that there were many areas of current success within the company. Company X, overall, has a highly satisfied staff, which clearly enjoys the work that they do. With respect to safety, Company X appears to be providing employees with high quality safety training, as employee levels of safety knowledge are high. In addition, their self-reported levels of safety motivation and compliance are also high. However, if employee supervisors do not reward safe behavior (or punish unsafe behavior), then employee safety outcomes are adversely affected despite positive scores in these areas.

Areas of potential improvement were detailed in the previous section, and it can be expected that implementation of these simple recommendations would further solidify Company X as a quality place to work.