

Employee Feedback: Ask, Listen and Report Back

Todd Jerome Jenkins | v1.0 | Reviewed October 9, 2026 | Discussion + field checks

Why this matters

Asking for feedback creates an expectation of a response. Workers need to know why information is being collected, who will see it and what happens next. Check those arrangements before inviting comments. A useful feedback process produces a clear account of what was heard, decided and changed.

Objective: Check that a planned feedback activity is understandable, usable and connected to a named response and return message.

Key hazards or failure points

Unclear purpose; inaccessible forms; leading questions; promised anonymity the process cannot provide; missing shifts; comments summarized incorrectly; results collected without a response.

Practical controls

- Explain the purpose, intended users of the information and response process. State privacy arrangements accurately. Give a separate route for urgent hazards and personal matters that do not belong in a crew discussion.
- Invite practical observations in a format workers can use. Include affected shifts and temporary workers. Check what a question means to people before using its answers to make decisions.
- Name who reviews the feedback and when the crew will receive an update. Report decisions, reasons and unresolved items. Have proposed changes approved and verified through the actual task process.

Verify It in the Field

Review a blank form or discussion invitation with a worker. Ask them to explain its purpose and who receives the answers. Check required fields, language and access; record any barrier and its correction owner without collecting sensitive practice responses.

With the receiving team's agreement, trace a clearly marked harmless test through the feedback route. Confirm receipt, responsible reviewer and planned response. Record the actual result and time; an advertised contact does not establish a working process.

Take one authorized summary back to affected workers and check whether it reflects their meaning. Trace a resulting action to its decision and required safe field verification. Record the finding, checker and date, then communicate what remains open.

Stop and reassess

Pause the feedback activity if privacy claims are inaccurate, access excludes affected people or the discussion pressures someone to disclose personal information. Act on immediate hazards through the established safety process; do not wait for a survey or scheduled results meeting.

Ask the crew

1. Who will use this feedback, and for what purpose?
2. What could keep a worker from participating honestly?
3. When and how will we hear the response?

Use the task plan and required specialist decisions before exposure.

Sources: DOE-HDBK-1028-2009 Vol. 2, pp. 101–102; OSHA Worker Participation and Program Evaluation.

Free next step: [JHA/JSA planning & field-verification worksheet](#)

Expanded guidance and separate forms: toddjeromejenkins.com/toolbox-talks/employee-safety-feedback-report-back

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