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Gavin Newsom, Governor

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November 24, 2026

To: Stakeholders for the Safety Culture Assessment Guidelines

Subject: Safety Culture Assessment Guidelines Version 2.0

The Draft Safety Culture Assessment (SCA) Guidelines Version 2.0 was published on October 2, 2026, with a public comment period deadline of October 22.[1] Public comments were received from the Joint Utilities: Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric (SDG&E), and Southern California Edison (SCE).[2] No other comments were received. The reply comment period deadline was November 2, 2026, and no reply comments were received.

Energy Safety hereby adopts the Safety Culture Assessment Guidelines Version 2.0. Enclosed is the adopted Safety Culture Assessment Guidelines Version 2.0.

Energy Safety made non-substantive revisions to the adopted Safety Culture Assessment Guidelines Version 2.0. A redline copy of the adopted Safety Culture Assessment Guidelines Version 2.0 that identifies the non-substantive revisions will be published to the Safety Culture Assessment Guidelines docket (SCA-Guidelines).

Sincerely,

/s/ Suzie Rose

Suzie Rose
Program Manager | Electrical Undergrounding and Culture Division
Office of Energy Infrastructure Safety

[1] Draft Safety Culture Assessment Guidelines Version 2.0 (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=61392&docket=SCA-Guidelines&shareable=true, accessed November 4, 2026).
[2] Joint Utilities' Comments on the Draft SCA Guidelines Version 2.0 (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=61524&docket=SCA-Guidelines&shareable=true, accessed November 4, 2026).



OFFICE OF ENERGY INFRASTRUCTURE SAFETY

SAFETY CULTURE ASSESSMENT GUIDELINES FOR ELECTRICAL CORPORATIONS VERSION 2.0

November 2026

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Introduction

The Office of Energy Infrastructure Safety (Energy Safety) conducts a biennial Safety Culture Assessment (SCA) to examine the safety culture of each electrical corporation pursuant to Public Utilities Code section 8386.2(b).[1] Energy Safety reviews the relative strengths and areas where there are opportunities for growth in the electrical corporation's safety culture and provides specific, actionable recommendations based on those findings. Energy Safety's Safety Culture Assessment Guidelines for Electrical Corporations v.2 (SCA Guidelines) outlines the specific requirements for electrical corporations participating in the SCA process.

Energy Safety's SCA focuses on the safety culture present in the electrical corporation relevant to identifying and managing wildfire risks.[2] Energy Safety assesses safety culture outcomes and continuous learning over time against the five High Reliability Organization (HRO) principles: (1) Preoccupation with failure; (2) Reluctance to oversimplify; (3) Sensitivity to operations; (4) Commitment to resilience; and (5) Deference to expertise.[3]

Energy Safety's SCA process is distinct from, and complementary to, the California Public Utilities Commission's (CPUC's) safety culture assessment process established under Public Utilities Code section 8386.2(b). Energy Safety's assessment does not replace each electrical corporation's responsibility to continuously assess and improve its own safety culture.

The SCA Guidelines are divided into the following sections: 1) Methodology; 2) SCA Process; 3) Workforce Survey; 4) Management Self-Assessment; 5) Objectives, Lessons Learned, and Progress on the Previous Energy Safety SCA Recommendations; 6) Interviews, Observational Visits, Document Review, and Supporting Documentation.

Energy Safety gathers information on how safety culture is experienced, understood, implemented, and sustained within the electrical corporation. Energy Safety considers these sources collectively and uses the information to identify consistent themes, strengths, and opportunities for growth, which informs the overall assessment of the electrical corporation's safety culture.

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[1] Pub. Util Code, § 8386.2(b).

[2] Energy Safety's SCA is limited to an electrical corporation's electrical operations' employees and contractors engaged in wildfire mitigation activities. It does not include an assessment of gas operations for corporations with both gas and electric operations.

[3] Karl E. Weick and Kathleen M. Sutcliffe, *Managing the Unexpected: Resilient Performance in an Age of Uncertainty*, 2nd ed. San Francisco, CA: Jossey-Bass, 2007; Karl E. Weick and Kathleen M. Sutcliffe, *Managing the Unexpected: Sustained Performance in a Complex World*, 3rd ed. Hoboken, NJ: John Wiley & Sons, Inc, 2015.

The results of the SCA will be consolidated into electrical corporation specific reports that present Energy Safety's findings, which may include recommendations. Agreeing to implement the Energy Safety SCA recommendations satisfies one of the conditions required for a Certificate per Public Utilities Code section 8389(a)(2).[4]

[4] Pub. Util Code, § 8389(a)(2).

1. Methodology

The Energy Safety SCA methodology uses evidence to assess each electrical corporation's safety culture. The information Energy Safety uses in its SCA includes workforce surveys, management self-assessments, organizational safety culture objectives, lessons learned, progress on the previous Energy Safety SCA recommendations, interviews, focus groups, observational visits, and document review.

The SCA identifies positive aspects of safety culture and areas for improvement.

1.1 SCA Evaluation Framework

Energy Safety's SCA framework uses the five High Reliability Organization (HRO) principles as a normative model for evaluating the safety culture of each electrical corporation.[3] The principles describe the cultural characteristics associated with organizations that strive to maintain reliable performance and effective risk management under conditions of complexity, uncertainty, and changing operational demands.

Energy Safety will evaluate the information gathered through the process described in Section 2 of these guidelines against the five HRO principles, which are defined as:

- **Preoccupation with Failure**: The electrical corporation maintains continual vigilance to anticipate and identify potential indicators that existing conditions, assumptions, or practices may increase risk or produce emerging failure. The electrical corporation treats small failures, near misses, and anomalies as valuable information about system vulnerabilities before they produce significant consequences.
- **Reluctance to Oversimplify**: The electrical corporation understands risk and failures as products of complex interactions rather than reducing them to simple explanations. The electrical corporation maintains openness to multiple interpretations of conditions and events, recognizes that simplified explanations, categories, and assumptions can obscure important differences and unexpected conditions, contradictions, or emerging threats.
- **Sensitivity to Operations**: The electrical corporation maintains continuous awareness of and understanding of actual operational conditions, and how changing conditions, interactions, imperfections, and emerging pressures may affect its ability to perform safely and reliably.
- **Commitment to Resilience**: The electrical corporation develops and maintains the capabilities, resources, knowledge, and adaptive capacity necessary to recognize, contain, respond to, recover from, and learn from unexpected conditions and events.
- **Deference to Expertise**: The electrical corporation enables decision-making authority, regardless of organizational hierarchy, to shift toward individuals or groups possessing the most relevant knowledge and expertise for the situation when conditions are unexpected, complex, or rapidly changing.

Energy Safety uses the HRO principles to interpret information collected during the assessment to evaluate the quality and characteristics of an electrical corporation's safety culture practices.

2. SCA Process

Energy Safety collects information using multiple assessment elements to identify insights into an electrical corporation's safety culture.

2.1 SCA Element Applicability by Electrical Corporation Category

The SCA process includes up to seven elements and is applied to three categories of electrical corporations. The three electrical corporation categories and their respective utilities are:

- **Large electrical corporations:**[5]
  Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric (SDG&E), and Southern California Edison Company (SCE).
- **Small and multijurisdictional utilities (SMJUs):**
  Bear Valley Electric Service, Inc (BVES), Liberty Utilities, and PacifiCorp
- **Independent transmission owners (ITOs):**
  Horizon West Transmission, LS Power, and Trans Bay Cable.

Not every SCA element applies to every electrical corporation. The following table sets forth the specific SCA requirements for each category of electrical corporation:

Table 1 SCA Elements Application

Element	Applicable Electrical Corporation Category	Commentary
Workforce survey	Large electrical corporations, SMJUs	Energy Safety uses the workforce survey results to assess key workforce perceptions and behaviors at the large and small electrical corporations, but not the ITOs, where the workforces are too

[5] Pub. Util. Code, § 8385(a)(4).

Element	Applicable Electrical Corporation Category	Commentary
		small to ensure the anonymity of respondents.
Management self-assessment with summary plan for the next 24 months	SMJUs	Energy Safety uses the management self-assessment as one element of its broader evaluation of the SMJUs.
Safety culture objectives, summary of lessons learned, and progress on the previous Energy Safety SCA recommendations	Large electrical corporations, SMJUs, ITOs	
Interviews	Large electrical corporations, SMJUs	Interviews may be required of ITOs as determined by Energy Safety during the assessment period.
Focus groups	Large electrical corporations, SMJUs	
Observational visits	Large electrical corporations, any electrical corporation at Energy Safety's discretion	
Document review	Large electrical corporations	
Supporting documentation	Large electrical corporations, SMJUs, and any electrical corporation at Energy Safety's discretion	Supporting documentation is required of large electrical corporations as part of the document review. SMJUs are required to submit supporting documentation as a part of the management self-assessment.

Element	Applicable Electrical Corporation Category	Commentary
		Electrical corporations may submit additional supporting documentation at their discretion.

2.2 Data Analysis Methodology

Energy Safety's data analysis methodology is based on the International Atomic Energy Agency's (IAEA) approach to analyzing data collected during safety culture assessments information analysis,[6] with the HRO principles described in Section 1.1 as the framework for comparative analysis.

The data analysis is conducted through a structured five step process that progresses from the examination of data within each assessment element to an overarching analysis against the HRO principles.

1. **Cultural Facts Identification**
   The data collected from each assessment element is examined to identify cultural facts. Cultural facts are evidence-based observations derived from the assessment data that describe what an electrical corporation does, how it operates, and how employees perceive and experience safety practices.

2. **Conclusion**

   Cultural facts within each assessment element are analyzed to identify themes. Themes are conclusions drawn from patterns, characteristics or relationships from cultural facts. Themes describe what the data from each assessment element indicates about the electrical corporation's safety culture.

3. **Overarching Themes Identification**

   The themes and supporting data from each assessment element are compared to identify overarching themes. Overarching themes are broader conclusions that emerge from relationships, consistencies, or contradictions across multiple assessment elements and represent significant characteristics of the electrical corporation's safety culture.

[6] IAEA OSART Independent Safety Culture Assessment (ISCA) Guidelines, (https://www-pub.iaea.org/MTCD/Publications/PDF/SVS-32_web.pdf, accessed Sep. 16, 2026).

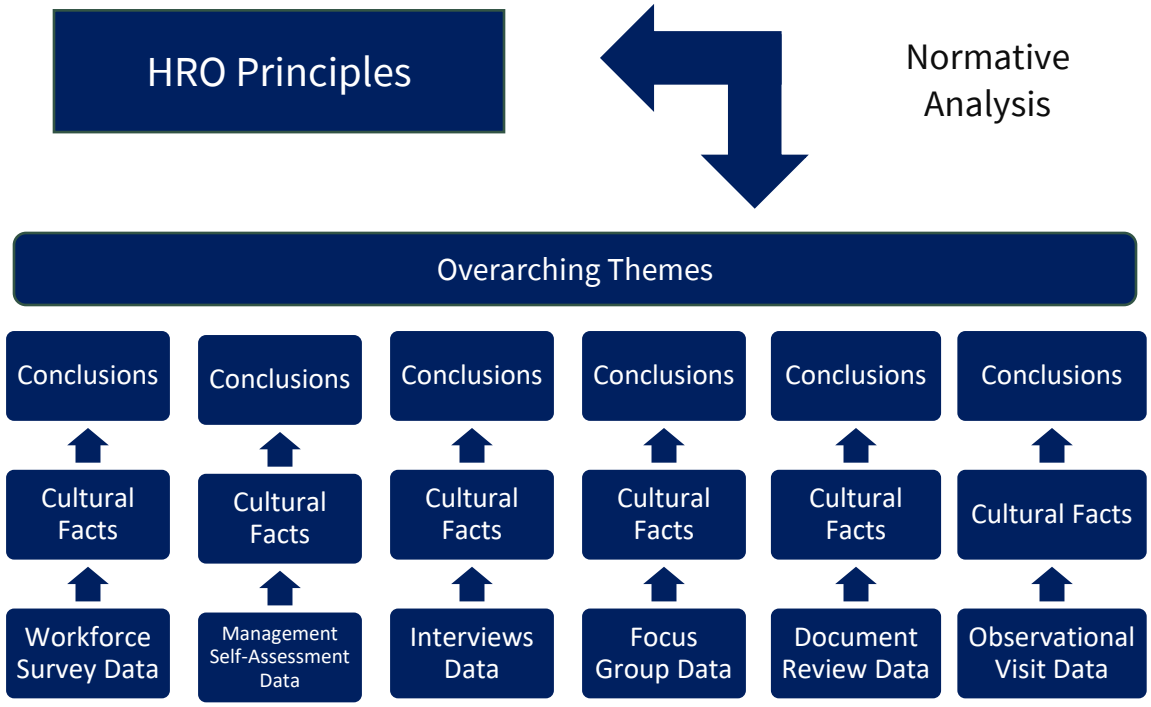
4. **Normative Analysis**

   The overarching themes are compared against the HRO principles in Section 1.1 to determine the extent the observed culture reflects the cultural characteristics associated with the HRO principles.

5. **Findings and Recommendations**

   The results of the normative analysis are used to develop findings that describe the electrical corporation's demonstrated safety culture. This includes positive aspects and areas for improvement. Recommendations may be developed from identified areas for improvement. Each recommendation establishes clear improvement goals to address the underlying conditions contributing to the identified issue, and outcome-based measures as verification methods that demonstrate the intended cultural improvement.

Figure 1. Data Analysis Approach



2.3 Submissions

Each electrical corporation must provide information to Energy Safety consistent with the assessment elements identified in Section 2.1 on a two-year cycle. Energy Safety will notify each electrical corporation when the information will be required through a letter to the

relevant cycle's docket on E-Filing, consistent with Energy Safety most recent applicable Process Guidelines.[7]

3. Workforce Survey

The large electrical corporations and the SMJUs are required to participate in the safety culture workforce survey.

3.1 Target Population

The target population for the workforce survey consists of those employees, supervisors, managers, and contractors who are engaged in wildfire mitigation activities. This includes any electrical corporation employee or contractor employee who conducts work related to the electrical corporation's most recent wildfire mitigation plan as defined by any initiative listed within that plan. One example of this type of employee is a lineperson who is working to install system hardening infrastructure.

If the Energy Safety workforce survey is combined and administered with a CPUC safety culture assessment workforce survey, the target population of the Energy Safety workforce survey will include all employees, supervisors, managers, and contractors working in the electric line of business of the electrical corporation.

Energy Safety acknowledges that smaller number of respondents from SMJUs may affect the survey results and will take the survey population into account in its evaluation.

3.2 Survey Planning

Energy Safety, each electrical corporation to be surveyed, and a third-party contractor selected by Energy Safety, will discuss the work units and contractor firms to be included in the target population before the administration of the survey. This discussion may occur in a planning meeting or by correspondence. Additionally, before the administration of the survey, Energy Safety, the electrical corporation, and the third-party contractor will define deadlines, identify additional languages needed for the survey, finalize demographic questions,[8] identify strategies to encourage target population participation, and ensure there

[7] As of time of publication, the most recent version of the relevant process guidelines is "Energy Safety Policy Division Process Guidelines," (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=58022&docket=SCA-Guidelines&shareable=true, accessed Sep. 23, 2026)

[8] Demographic questions: as used in this document, questions that are part of the workforce survey that are used to analyze the survey results according to common groups within the organization while maintaining anonymity. For example, a common demographic question is to ask respondents to indicate which level their position is in the organization with options including executive, management, supervisor, and frontline worker.

is understanding on next steps and responsibilities. Results will be segmented by demographic categories, provided such categorization does not compromise respondent anonymity. The results may be segmented by:

- Whether the respondent is an electrical corporation employee or contractor employee.
- Organizational level (executive, management, supervisor, or frontline worker).
- Type of wildfire mitigation activity (asset inspection, community engagement, grid operations, vegetation management, etc.).
- Location (where applicable: this varies by electrical corporation— for example, Liberty Utilities' locations are North Lake and South Lake).
- Business unit.
- Length of tenure.
- Organizational level with length of tenure (this shows, for example, if executives who have been in their jobs longer gave more positive responses than new executives).

Below are examples of demographic questions; the terminology used in the question and the response options may vary by electrical corporation so that respondents are best able to recognize where they fit among the options.

- In which organizational function do you primarily work?
    - Response Options: Field Services, Transmission, Distribution, Environment, Health & Safety, Subcontractor, etc.
- What is your primary work location?
    - Response Options: List of company locations.
- What is your position within the company?
    - Response Options: Executive, Manager, Supervisor, Frontline Worker.
- Mark the wildfire mitigation activities in which you spend at least 10 percent of your time (check all that apply):
    - Response Options: Risk Assessment & Mapping, Situational Awareness and Forecasting, Grid Design and System Hardening, Vegetation Management, etc.

Representatives from the electrical corporation (including employee representatives and human resources staff), Energy Safety, and the third-party survey administrator will participate in survey implementation planning.

3.3 Workforce Survey Communication, Administration, and Collection

3.3.1 Overview

The workforce survey must be administered in an unbiased manner so that the survey output reflects a true representation of worker perceptions of their work environment, not influenced by the employer or any other party. Third-party contractor survey administrators and the electrical corporations must adhere to the following communication guidelines in all survey communication, administration, and data collection to maximize the survey output's accuracy.

3.3.2 Workforce Survey Communication

To achieve an effective response rate, the electrical corporation must communicate the purpose for the workforce survey and the positive value of participation to the target population. In communicating with the target population about the survey, the third-party contractor and the electrical corporations must:

- Encourage the survey population to participate in the survey and be honest in their responses.
- Indicate that the survey fulfills a state requirement for a safety culture assessment.
- Indicate that survey responses will inform a plan for improvement.
- Ensure that management communication supports survey participation and encourage labor leadership to do the same.
- Refrain from implying that responses to the survey could have repercussions for the electrical corporation's ability to obtain a Certificate or other adverse regulatory consequences.
- Indicate that the electrical corporation is interested in worker perceptions and is invested in improvement.
- Make it clear that responses are anonymous, and worker survey responses will have no bearing on performance reviews or compensation packages (e.g., salary, benefits, incentives).

3.3.3 Workforce Survey Administration

In the administration of the workforce survey, the third-party contractor and the electrical corporations must:

- Ensure the privacy and anonymity of all survey responses, regardless of the method of submission.

- Ensure only applicable workers participate in the survey and use the best available data for employee and contractor population estimates.
- Ensure participants have a private place to complete the survey for those workers who may lack a private workspace. For example:
    - If respondents are completing the survey at a shared workstation (i.e., a workstation used by multiple people), provide instructions for accessing the survey link, responding, and then submitting the survey such that there is no need for a supervisor to be involved with submitting the survey or resetting the computer.
    - Ensure that no supervisors or co-workers are near the survey respondent.
    - If a paper version of the survey is used, ensure that no supervisors are in the room while respondents are completing the survey and that completed surveys are placed in a sealed envelope before they are handled further.
- Provide all workers in the target population with the opportunity to complete the survey.
- Accommodate accessibility and health-related needs (e.g., provide assistive technology, translation, and other reasonable accommodations).

3.3.4 Workforce Survey Data Collection

In the collection of data from the workforce survey, electrical corporations must cooperate with and support the third-party contractor as needed to:

- Ensure the survey and responses are stored securely on the third-party contractor's server.
- Prohibit respondents from viewing or changing survey responses after submission.
- Prevent all forms of surveys from being reviewed or handled by any supervisors or managers in the electrical corporation.
- Ensure all paper survey responses are placed in pre-addressed and stamped envelopes and sent directly to the third-party contractor for processing.

3.4 Workforce Survey Statements

The workforce survey measures critical aspects of safety culture within the wildfire mitigation work setting.

The survey consists of statements that respondents evaluate on a five-point scale ranging from "strongly disagree" to "strongly agree." Respondents must be encouraged to respond to

each statement[9] based on their personal observations and experiences in the organization, and with supervisors and fellow workers. Respondents must be instructed to refrain from evaluating statements if they are unable to respond based on personal observations or experiences.

The following terms are used within the survey statements:

- "Leaders" and "management" are people in managerial responsibilities in the organization above the respondent's level.
- "My supervisor" refers to the respondent's immediate manager.
- "People" are other individuals around the worker such as other work colleagues, contractors, or workers in peer groups.
- "People in my work group" and "my work group" refer specifically to the respondent's work team.

4. Management Self-Assessment

The SMJUs must submit a management self-assessment with target status projections for the 24-month period following submission of the management assessment and a summary plan to achieve the target status planned actions during that period.

This component requires each SMJU to report on the current state of its safety culture elements listed in Appendix, Section 1.1 and identify its projected target status at end of the 24-month period following submission, and the summary plan to achieve the target status.

4.1 How SMJUs Must Complete the Management Self-Assessment

Energy Safety uses the management self-assessment to identify insights into how the electrical corporation's management understands its safety culture, risks, and effectiveness over time. Each SMJU must:

- Provide the most appropriate response to each management self-assessment question based on the presently employed practices and capabilities of the electrical corporation, including a description of why the corporation has rated the company at that level.
- Summarize its plan to realize each target through its work in the coming 24-month period between assessments. The actions listed in the summary plan must include a

[9] For the online version of the survey, responses to all statements are mandatory; for any paper versions of the survey used, respondents can only be encouraged to respond to each statement.

description of the planned action or activity, the planned completion date of the action or activity, and the management self-assessment question the action or activity is linked to. The EC must use the summary plan template provided in Appendix Section 1.1.5.

- Provide the electrical corporation's expected response to each question at the end of the 24-month period, based on the actions planned for that period.

The management self-assessment rating scale and structure are presented in Appendix Section 1.1.

5. Objectives, Lessons Learned, and Progress on Prior Energy Safety SCA Recommendations

Each large electrical corporation, SMJU, and ITO must submit 12-month, and 2-year safety culture objectives and lessons learned since the electrical corporation's last Energy Safety SCA. Additionally, each electrical corporation must report on the implementation of findings, including any recommendations, from the previous Energy Safety SCA reports and any results observed to date.

Energy Safety will use each electrical corporation's safety culture objectives, summary of lessons learned, and report on the implementation of findings, including any recommendations, from the previous Energy Safety SCA report in its evaluation of each electrical corporation.

Instructions for completing these required components are listed in Sections 5.1 through 5.3.

5.1 Safety Culture Objectives

Each electrical corporation must provide a description of its objectives with respect to safety culture over the next 12 months, and over the next two years. Safety culture goals and objectives should directly address gaps, contain a mix of leading and lagging indicators, and demonstrate a roadmap for continued safety culture improvement. The template for reporting this set of safety culture objectives is provided in Appendix Section 1.2.

5.2 Summary of Lessons Learned

Each electrical corporation must provide a summary of lessons learned since the most recent Safety Culture Assessment. The template for reporting the summary of lessons learned is provided in Appendix Section 1.3.

5.3 Progress on the Previous Energy Safety SCA Recommendations

Each electrical corporation must provide a report on progress since its most recent Energy Safety SCA. The template for reporting on the implementation of findings, including recommendations, from the previous Energy Safety SCA report is provided in Appendix Section 1.4.

6. Interviews, Observational Visits, Document Review, and Supporting Documentation

Energy Safety will conduct interviews of large electrical corporations and SMJUs, perform observational visits and complete document review of large electrical corporations, and/or require supporting documentation from any electrical corporation. Interviews may be required of ITOs as determined by Energy Safety upon review of submissions.

6.1 Interviews and Observational Visits

Each large electrical corporation and SMJU must participate in workforce survey follow-up interviews in the form of focus groups.

SMJUs must also participate in management self-assessment follow-up interviews with respondents that completed the management self-assessment.

Large electrical corporations must participate in interviews and observational visits. Interviews will take several forms, as appropriate, including written responses to questions and prompts provided by Energy Safety, in-person interviews, and virtual interviews with large electrical corporation personnel and leadership. Interviews may be conducted with personnel across different hierarchal levels, functions, and organizational areas to obtain multiple perspectives on organizational practices and experiences. Large electrical corporations must provide access to interview subjects and provide written responses to interview-related data requests.

Large electrical corporations must coordinate with Energy Safety to conduct observational visits. Large electrical corporations must provide Energy Safety staff with access to their facilities, work locations, and personnel necessary to conduct the observational visits. Observational visits may include, but are not limited to, work activities, operational processes, meetings, briefings, training activities, field activities, control room or other work environments.

The objective of the interviews and observational visits is to provide Energy Safety a better understanding of the results of the workforce survey, and where applicable, the management self-assessment. They also provide insight into the effectiveness of safety culture practices.

6.2 Document Review

Large electrical corporations must provide Energy Safety with safety culture related documents for review. Energy Safety will identify the specific documents required for review. The required documents may include, but are not limited to, policies, procedures, data, records, communications, meeting materials, training materials, design documents, standard operating procedures (SOPs), plans, reports, and other relevant supporting materials.

The document review will focus on areas of operational performance identified in Section 1.5 of the Appendix.

Energy Safety may request additional documents or supporting information through subsequent data requests as needed. Energy Safety will notify each large electrical corporation of the deadline for submitting the information required for the document review. Large electrical corporations must submit requested documents in accordance with Energy Safety's E-filing instructions.[10]

6.3 Supporting Documentation

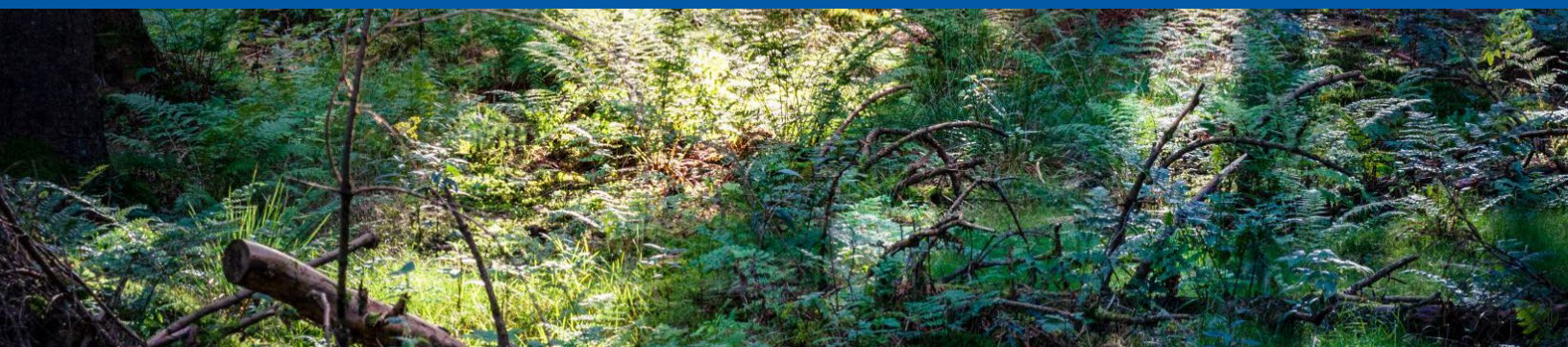
Energy Safety may require an electrical corporation to provide supporting documentation to substantiate its responses, self-ratings, and conclusions in the management self-assessment, safety culture objectives, lessons learned, and report on the implementation of findings and recommendations, from the previous Energy Safety SCA report.

Examples of the types of documentation Energy Safety might request and the management self-assessment questions that might relate to each example of supporting documentation are provided in Appendix, Section 1.1.6. All electrical corporation submissions containing confidential information may be submitted using the confidential submission process in Energy Safety's E-Filing system.[10]

[10] For more information, see the Energy Safety E-Filing System User Guide (https://efiling.energysafety.ca.gov/Help.aspx, accessed Sep. 22, 2026).



GLOSSARY



Glossary

Term	Definition
CPUC reportable ignition	A fire-related event meeting the following conditions: (1) A self-propagating fire of material other than electrical and/or communication facility, (2) The resulting fire traveled greater than one linear meter from the ignition point, (3) The electrical corporation has knowledge that the fire occurred. Electrical corporations must submit to the California Public Utilities Commission (CPUC) information about this event that is useful in identifying operational and/or environmental trends relevant to the event (See CPUC Decision 06-04-055 and Resolution E-4184).
Document review	A review of documents that may include, but are not limited to, policies, procedures, data, records, communications, meeting materials, training materials, design documents, standard operating procedures (SOPs), plans, reports, and other relevant supporting materials.
Drills	Coordinated, supervised activities designed to test work team responses to various planned upset conditions.
Event learning	An approach to understanding incidents and events that evaluates the entire system leading to an event to better understand the causes of actions. The focus of event learning is primarily on how to alter the system to make it less likely for the factors that caused the event to recur rather than to assign blame or define a single root cause factor.
Executive leadership	The highest level of leadership in an organization, including the chief executive officer (CEO) and other senior executives responsible for directing the organization's strategy, policy, and operations.
Exposure	The extent to which people, infrastructure, livelihoods, environmental services and resources, and other assets are subject to a hazard or risk.
Exposure management training	Training that emphasizes a proactive approach to safety through identifying and controlling exposure for self and others and is

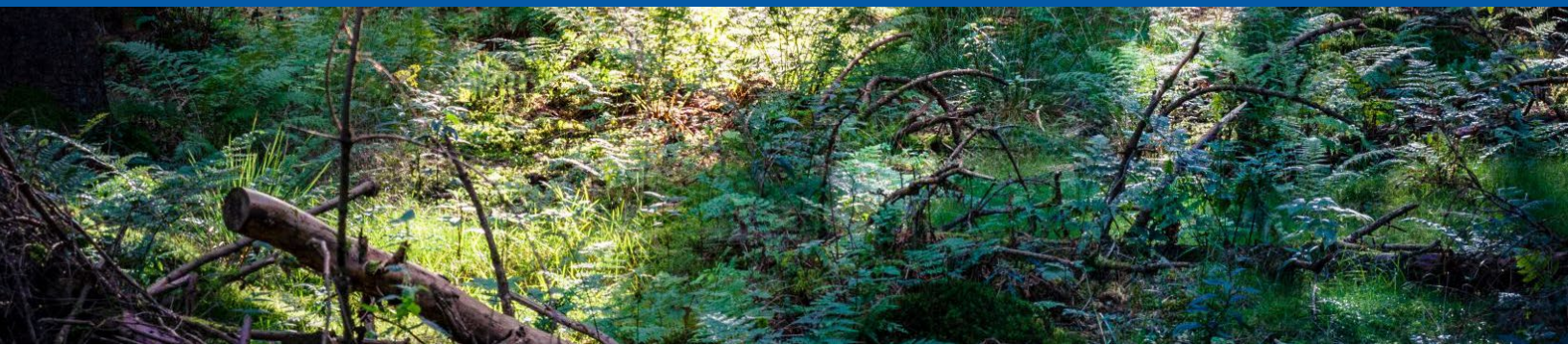
Term	Definition
	foundational for leaders to move beyond the traditional and reactive incident management approach to safety.
Frontline supervisor	The first level of leadership that has direct oversight of employees within operational units of the organization.
Frontline worker	An employee who does not have any other employees reporting directly to them.
High reliability	A characteristic of an organization that consistently demonstrates safe and reliable performance in complex, high risk environments by anticipating and managing potential failures, recognizing weak signals, responding effectively to unexpected events, and learning from experience.
High risk situations	Work activities or situations that have previously been shown in incident data to be associated with serious or fatal incidents.
High value controls	The hierarchy of controls consists of five layers of defenses used to protect against hazards in the workplace ranging from the most effective (Elimination) to the least effective (personal protective equipment or PPE). The layers are Elimination, Substitution, Engineering, Administrative, and PPE. High value controls are Elimination, Substitution, and Engineering because the effectiveness of the control is not susceptible to human error.
Human performance reliability	A characteristic demonstrated through the consistent application of human capabilities and behaviors that safely and effectively anticipate, control, and respond to unplanned issues and error.
Incident	An unplanned, undesired event that adversely affects safety or normal operations, including, but not limited to, CPUC reportable ignitions.
Individual contributor	An employee that does not have any other employees directly reporting to them.
ITO	Independent transmission owner.
Lagging indicator	A measure that is backward-looking and provides evidence of the effects of organizational behavior, practices and conditions.

Term	Definition
Leading indicator	A proactive measure of behaviors, practices, and organizational conditions that may influence future safety outcomes.
Learning organization	An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.
Near miss	An unplanned event that did not result in injury, illness, or damage, but had the potential to do so. Note that in other contexts, Energy Safety uses the term “risk event” instead of “near miss” but uses “near miss” in this document as it is a more commonly understood term in the safety culture context.
Operations	For the purposes of this assessment, electrical operations, field services, transmissions, substations, and distribution are considered part of operations, but generation is not.
Operational leaders	Supervisors working in the levels of management within operations ranging from frontline supervisors (who have direct oversight of employees) to executive level senior operational leaders (e.g., chief operating officer [COO]).
OSHA reportable incidents	Fatal and extremely serious injuries or illnesses, such as amputation, eye loss, in-patient hospitalization, or fatality, required to be reported to OSHA within defined time periods. OSHA stands for the Occupational Safety and Health Administration of the United States Department of Labor.
Psychological safety	Psychological safety refers to a quality in a work environment where employees feel safe to voice ideas, willingly seek feedback, provide honest feedback, collaborate, take risks, and experiment.
Root cause analysis	A systematic process for identifying root causes of problems or events and an approach for responding to them.
Safety audit	A structured process whereby information is collected relating to the efficiency, effectiveness, and reliability of a company’s total health and safety management system.
SCA elements	The methods of inquiry Energy Safety uses to evaluate information on electrical corporation’s safety culture.

Term	Definition
SMJUs	Small and multi-jurisdictional utilities.
Systemic risk	Vulnerabilities that could result in cascading or broad failures across the electrical corporation.
Upset conditions	Interruptions in the regular running of work processes or other planned activity.
Weak signal	An indicator of a potentially emerging issue that may become significant in the future.



APPENDIX



Appendix

1. EC Submission Components

This section identifies the instructions and formatting requirements for the SCA elements an electrical corporation must complete and submit to Energy Safety.

1.1 Management Self-Assessment

1.1.1 Maturity Model Rating Scale

The management self-assessment uses a four-level maturity rating scale.[11] The levels indicate how safety is viewed within the organization as defined by the table below:

2 Public Compliance	3 Private Compliance	4 Stewardship	Citizenship
Safety is viewed as an external requirement. Safety-supporting behaviors are not intrinsically motivated. Also, the company does not incorporate safety-supporting protocols where not required by law. “I need to make sure I’m following safety	Safety is viewed as a personal priority, though may be routinely susceptible to competing pressures. “I choose to be safe: safety procedures are there to protect me. It is my responsibility to follow them.” Supervisors may react to injuries or	Safety citizenship is individually directed. Workers see wellbeing and public safety as having intrinsic worth and take action to make their teams safer. “To stay safe as a team, we need to look out for one another.” Supervisors may seek to understand	Safety citizenship is organizationally directed. Safety is inherent within the organizational identity creating sensitivity to subtle changes in exposure. “Safety is a core part of everyone's job. It is a shared responsibility. We strive to improve ourselves and learn from our collective mistakes."

[11] The four levels of safety culture maturity (Public Compliance, Private Compliance, Stewardship, and Citizenship) are based on research by Burke et al. (2002), (https://psycnet.apa.org/record/2002-15213-006, accessed Sep. 22, 2026) and Hofmann, Morgeson, and Gerras (2003), (https://psycnet.apa.org/record/2003-04931-017, accessed Sep. 22, 2026) and the work of Sentis Pty Ltd (https://sentis.com.au/articles/safety-citizenship, accessed Sep. 22, 2026).

Public Compliance	Private Compliance	Stewardship	Citizenship
procedures when management is looking, even though they are a burden."	incidents rather than focusing on exposure control.	exposures, weak signals, and performance consistency.	The culture is inclusive, caring, and trusting. Safety leadership is broad and learning-oriented, with governance that is highly effective and systematic.

1.1.2 Management Self-Assessment Structure

The management self-assessment assesses nine dimensions across three categories: Organizational Sustaining Systems, Governance, and Safety-Enabling Systems.

1.	Organizational Sustaining Systems
1.1	Performance Management: How the organization drives individual safety performance (3 questions)
1.2	Workforce Development: How employees and contractors are provided with training and continuous learning opportunities (3 questions)
1.3	Rewards and Recognition: The extent to which rewards and incentive systems support safety (1 question)

2.	Governance
2.1	Senior Leadership Safety Accountability: How safety leadership accountability is assigned and reflected through measures and objectives (3 questions)

2.	Governance
2.2	Metrics and Targets: Effectiveness of safety metrics, actions of leadership in response to safety metrics, and the extent to which safety metrics are communicated (3 questions)

3.	Safety-Enabling Systems
3.1	Event Investigation: Types of incidents investigated, quality and results of investigations (3 questions)
3.2	Hazard Recognition: Extent to which hazards are reported and recognized (1 question)
3.3	Anticipation, Resilience, and Learning: How the organization anticipates and learns from incidents and near misses (3 questions)
3.4	Assurance: Safety audit processes used and tracking of findings (2 questions)

1.1.3 Management Self-Assessment Assessment Questions

The MSA questions are organized into three categories: Organizational Sustaining Systems, Governance, and Safety-Enabling Systems.

1. Organizational Sustaining Systems

1.1 Performance Management

Dimension Subsection	Assessment Question

1.1.1	To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?
1.1.2	How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?
1.1.3	To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?

1.2 Workforce Development

Dimension Subsection	Assessment Question
1.2.1	To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills?
1.2.2	To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?
1.2.3	What are the personal safety and wildfire-specific training requirements of contractors?

1.3 Rewards and Recognition

Dimension Subsection	Assessment Question
1.3.1	To what extent do rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards?

2. Governance

2.1 Senior Leadership Accountability

Dimension Subsection	Assessment Question
2.1.1	Who is accountable for wildfire safety outcomes?
2.1.2	Who is accountable for personal safety outcomes?

Dimension Subsection	Assessment Question
2.1.3	Rate the types of wildfire safety indicators and objectives tracked by senior operational leadership.

2.2 Metrics and Targets

Dimension Subsection	Assessment Question
2.2.1	How effective are wildfire safety metrics[12] in providing insight into critical areas of risk?
2.2.2	How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety?
2.2.3	To what extent are wildfire safety metrics communicated throughout the organization?

3. Safety-Enabling Systems

3.1 Event Investigation

Dimension Subsection	Assessment Question
3.1.1	What types of adverse events are investigated using root cause analysis?
3.1.2	Rate the quality of event investigations.
3.1.3	What happens with investigation results?

3.2 Hazard Recognition

Dimension Subsection	Assessment Question

[12] Wildfire safety metrics may include metrics such as inspection findings, ignitions, wire down events, wildfire fatalities, etc.

3.2.1	What kind of process is used by frontline workers to recognize and report wildfire hazards?

3.3 Anticipation, Resilience, and Learning

Dimension Subsection	Assessment Question
3.3.1	What structures, systems, and/or processes have been established to encourage sensitivity to weak signals of wildfire hazards?
3.3.2	What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?
3.3.3	What processes and structures have been established to create a learning organization?

3.4 Assurance

Dimension Subsection	Assessment Question
3.4.1	What types of safety audits are used for activities related to wildfire mitigation?
3.4.2	How are the findings from safety audits of activities related to wildfire mitigation tracked to closure?

1.1.4 Response Options for Management Self-Assessment Questions

The response options for each management self-assessment question are provided below.

1.1 Performance Management

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
1.1.1 **To what extent is wildfire safety performance integrated into**	Not considered	Personal and wildfire safety performance are considered in selection/promotion decisions but are	Personal and wildfire safety performance are heavily weighted and are primary factors in	Excellent personal and wildfire safety-performance are necessary for advancement; poor safety performance

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
leadership selection/ promotion decisions?		not the primary factors	selection/promotion decisions	eliminates leader from selection/promotion
1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?	No annual goals or objectives related to wildfire safety	Goals and objectives focus on only lagging indicators for wildfire or personal safety related to wildfire mitigation work	Goals and objectives contain a mix of leading and lagging indicators for wildfire and personal safety related to wildfire mitigation work	Goals and objectives contain a mix of leading and lagging indicators including a focus on the quality of each leader's visible engagement in and support of wildfire and personal safety programs and initiatives
1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?	No mention of safety	Focus is on compliance with rules and dismissal if found out of compliance	Emphasis on more than just compliance with rules, but each employee's position description includes that each employee has to speak up and intervene if unsafe conditions exist, both for wildfire and personal safety	Emphasis on each person's role and the expectation and mechanism to hold the organization accountable if unsafe conditions exist, both for wildfire and personal safety

1.2 Workforce Development

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
1.2.1 To what extent are	No training available	Job-specific wildfire safety training focused on rules compliance,	Job-specific wildfire safety training; in addition, wildfire safety training	All criteria in "Stewardship" option are met; in addition, training

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
training and support resources available to frontline supervisors to improve their safety leadership skills?		procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety-related procedures)	beyond job requirements (e.g., wildfire mitigation strategy and initiatives), and leadership training (giving feedback, accountability, etc.)	includes advanced safety topics such as exposure management, and human performance reliability
1.2.2 **To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?**	No training available	Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety-related procedures)	Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy) and behavior-based safety training (observing safe behaviors, approaching others, etc.)	All criteria in "Stewardship" option are met; in addition, training includes advanced safety topics such as human performance reliability
1.2.3 **What are the personal safety and wildfire-specific training requirements of contractors?**	No safety training required	Site or location-specific general safety introduction and orientation	Electrical corporation-wide standardized safety training in addition to site-specific orientation	Electrical corporation-wide standardized safety training in addition to site-specific orientation and wildfire hazard awareness training

1.3 Rewards and Recognition

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
1.3.1 **To what extent do rewards and incentives for operational leaders and workers to support safety and mitigating wildfire hazards?**	No rewards or incentives specific to safety and wildfire safety	Rewards and incentives only focus on lagging indicators such as achieving no injuries or wildfires	Rewards and incentives emphasize lagging indicators for personal and wildfire safety and some leading indicators related to wildfire mitigation activities	Rewards and incentives focus on leadership activities such as reporting wildfire concerns, generating innovative ideas to reduce wildfire hazards, and approaching others about safety concerns

2.1 Senior Leadership Accountability

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
2.1.1 **Who is accountable for wildfire safety outcomes?**	Not defined	Safety Department	Operational leadership and Safety Department	Executive leadership with Safety Department as trusted advisor
2.1.2 **Who is accountable for personal safety outcomes?**	Not defined	Safety Department	Operational leadership and Safety Department	Executive leadership with Safety Department as trusted advisor
2.1.3 **Rate the types of wildfire safety**	No wildfire safety objectives	Leading and lagging wildfire safety indicators required to be	Required safety measures for regulatory purposes; additional leading	Required safety indicators; additional leading indicators used for

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
indicators and objectives tracked by senior operational leadership.		reported for regulatory purposes	indicators used for wildfire mitigation work that are aligned with actionable initiatives	wildfire mitigation work that are aligned with actionable initiatives at each level of the organization

2.2 Metrics and Targets

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
2.2.1 **How effective are wildfire safety metrics[13] in providing insight into critical areas of risk?**	Not effective	Reasonably effective in providing data and trends across company	Highly effective in providing data and trends in critical exposure areas	Highly effective in providing data and critical exposure area trends, and actionable insight
2.2.2 **How frequently does the senior safety team monitor and adjust actions and strategies related to**	Never	Periodically (at even or uneven intervals; for example, once or twice a year as wildfire season approaches)	Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments	Regularly (at even intervals; for example, monthly) monitors action plans and strategies; conducts real time strategic problem solving focused on systemic risks

[13] Wildfire safety metrics may include metrics such as inspection findings, ignitions, wire down events, wildfire fatalities, etc.

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
wildfire safety?				
2.2.3 **To what extent are wildfire safety metrics communicated throughout the organization?**	Safety metrics are not shared	Lagging indicators for wildfire outcomes are posted at local/site operations	Lagging and leading indicators for wildfire safety are posted and discussed in regular management and supervisor meetings	Lagging and leading indicators for wildfire safety are discussed; individual/ team contributions to leading indicators are highlighted and recognized publicly

3.1 Event Investigation

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
3.1.1 **What types of adverse events are investigated using root cause analysis?**	Only fatal or serious incidents required to be reported to OSHA, CPUC reportable ignitions, or incidents required to be reported to Energy Safety (pursuant to Cal. Code Regs. title 14, section 29301)	All incidents required to be reported; in addition, work-related injuries involving days away from work and fire incidents that do not meet CPUC reporting standards	All incidents with the potential to be serious or fatal, including near misses	All high potential events and near misses; also, event learning teams evaluate high risk situations for proactive opportunities to reduce exposure
3.1.2	A “fix the employee” mentality is commonplace	Investigations primarily focus on identifying exposure and	Investigations focus on identifying the root cause of	Incidents are regarded as learning events that spur a comprehensive look at culture,

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
Rate the quality of event investigations.	when addressing incidents or other adverse events	the root cause of the exposure	the exposure and describing actions to control the exposure	processes, and safety systems that led to the event
3.1.3 What happens with investigation results?	Reported to the regulator if required, but no systemic tracking, corrective actions or closure/sharing of corrective actions	Corrective actions are tracked and are predominantly focused on rule changes, personal protective equipment, and training	Corrective actions are tracked to closure and include more focus on high value controls; lessons learned are shared throughout organization	Systemic approach to tracking/closing actions using high value controls; lessons learned leveraged broadly across organization to effect change and control exposure (e.g., leading to procedural or policy changes throughout organization, where applicable)

3.2 Hazard Recognition

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
3.2.1 What kind of process is used by frontline workers to recognize and report wildfire hazards?	No formal process	Process exists to report wildfire hazards but no training or feedback	Process established, workforce is trained in the process, and it is communicated widely; there is consistent follow-up to reduce exposure	Process established and communicated for wildfire hazard reporting; workforce is trained in the process and encouraged to report wildfire hazards; results broadly shared across organization to spur learning and exposure reduction

3.3 Anticipation, Resilience, and Learning

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
3.3.1 **What structures, systems, and/or processes have been established to encourage sensitivity to weak signals of wildfire hazards?**	No formal process or structure	Workforce is encouraged to report wildfire hazards as it sees them	System established for reporting and mitigating wildfire hazards; leaders encourage reporting of weak signals	A cross-functional team is established to proactively look for, track, and mitigate wildfire hazards and potential black swan situations
3.3.2 **What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?**	No formal training or preparation	Common upset conditions have been identified, and response protocols are reviewed regularly	Simulations and drills are conducted regularly to prepare the workforce	Simulations and drills are conducted regularly to practice responses to upset conditions and leaders have instilled a “what could go wrong?” mentality
3.3.3 **What processes and structures have been established to create a learning organization?**	Few processes, training or structures have been established for sharing safety-related lessons learned across the organization	Have implemented a knowledge management system for sharing safety-related best practices and incidents throughout the organization	All criteria met in “Private Compliance” option, plus processes exist for systematically using the knowledge management system and implementing safety-related best practices	All criteria met in “Stewardship” option, plus these processes for tapping best practices in knowledge management system are used routinely and by nearly everyone

3.4 Assurance

Assessment Question	(1) Public Compliance	(2) Private Compliance	(3) Stewardship	(4) Citizenship
3.4.1 What types of safety audits are used for activities related to wildfire hazard mitigation?	No formal self-audits conducted	Site-specific self-audits required; internal audits occur only after an incident has occurred	Site-specific self-audits required; internal audits occur based on level of wildfire risk present	Systemic and rigorous self, independent, and internal audits conducted and used for alignment, calibration, and learning
3.4.2 How are the findings from safety audits of activities related to wildfire mitigation tracked to closure?	No formal tracking mechanism	Self-tracking of closures; no verification	Audit findings tracked and verified to closure	Audits tracked, implementation verified to closure, and effectiveness validated

1.1.5 Summary Plan for the Coming 24 Month Period

The template for the Summary Plan for the Coming 24 Month Period submission is provided below.

A. Action/Activity	B. Planned Completion Date	C. Management Self-Assessment Reference(s) Indicate which question(s) this activity links to.
[Action or activity - brief description]	[Date]	[Question number, e.g., 1.1.1]

1.1.6 Supporting Documentation Examples for Management Self-Assessment Questions

A non-exhaustive list of supporting documentation for each management self-assessment question is provided below.

Supporting documentation that Energy Safety might request (not an exhaustive list)	Management Self-Assessment Questions
Evaluation and/or summary decision forms (containing the date, department, current job title, new job title, and decision criteria) used to make 3-4 leadership selection or promotion decisions (deleting any personal identifying information). The 3-4 examples must be operational leaders and a mix of levels from frontline supervisors to senior operational leaders.	1.1.1
A sample of performance goals and objectives used in personal annual performance reviews from 2-3 frontline supervisors.	1.1.2
Position descriptions for one frontline worker, supervisor, and senior operational leader.	1.1.3
A list of safety training required by frontline supervisors (do not include training required for specialty certifications or licenses such as cardiopulmonary resuscitation [CPR] certification).	1.2.1
A list of safety training required by frontline workers (do not include training required for specialty certifications or licenses such as a lineperson's International Brotherhood of Electrical Worker certification).	1.2.2
A list of safety and wildfire hazard training required by contractors to perform work onsite (do not include training required for specialty certifications or licenses). This is training provided by the electrical corporation.	1.2.3
A summary of safety-related incentives (for example, financial, career development, recognition, etc.) used by the organization for operational leaders and workers. Include how the incentives are tracked, measured, and distributed and who is eligible for these incentives.	1.3.1
Examples of the wildfire metrics and reports reviewed by senior operational leadership beyond those required by the Wildfire Mitigation Plan process.	2.1.3, 2.2.1
Minutes, notes, and action items from the last 3-4 highest level operational safety meetings for wildfire management (the senior team charged with monitoring wildfire mitigation actions).	2.2.2

Supporting documentation that Energy Safety might request (not an exhaustive list)	Management Self-Assessment Questions
Examples of how wildfire metrics are shared with frontline supervisors and workers. Describe how these are communicated.	2.2.3
Root cause analysis reports from the 3-5 most recent incident investigations that were not required to be reported to the CPUC or other regulatory body. Include corrective actions taken and the status of those actions.	3.1.1, 3.1.2, 3.1.3
A description of the process used for wildfire hazard recognition and the system used for tracking and communication. Describe actions taken as a result of hazards that surfaced over the past 6 months.	3.2.1
A spreadsheet of the last 50 wildfire hazard incidents (or potential incidents) recorded in the incident database including all demographic information (location, date, departments involved), type of incident (near miss, recordable, equipment damage, etc.) and actions taken.	3.3.1
A description of the systems, processes, and/or structures that are used to capture, share, and implement best practices and lessons learned from incidents.	3.3.3
A description of the audit processes used for activities related to wildfire mitigation, detailing how they are conducted, their frequency, and how audit findings are tracked to closure.	3.4.1
The most recent audit conducted of a site or department on activities related to wildfire mitigation. Include the site or department's action plan based on the audit.	3.4.2

1.2 Safety Culture Objectives

The following format is required for Safety Culture Objectives submissions and provided below.

Objectives for the next 12 months:

A. Objective	B. Progress metrics or cultural indicators, if applicable, used to track progress against this objective	C. Target for 12 months from submission	D. Description of how this objective will reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work
[Objective]	[Metrics]	[12-month target]	[Description]

Objectives for the next two years:

A. Objective	B. Progress metrics or cultural indicators, if applicable, used to track progress against this objective	C. Target for two years from submission	D. Description of how this objective will reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work
[Objective]	[Metrics]	[2-year target]	[Description]

1.3 Summary of Lessons Learned

The Summary of Lessons Learned submission template is provided below.

Description of lessons learned since the most recent Energy Safety SCA:

Describe how the electrical corporation's objectives and priorities with respect to safety culture have evolved over the past year. Outline any major themes and lessons learned over the past 24 months and subsequent actions taken.

A. Major Themes or Lessons Learned	B. Actions Taken
[Theme, lesson in brief]	[Actions taken in response to lesson learned]

1.4 Progress on the Previous Energy Safety SCA Recommendations

The template for reporting on the implementation of findings, including recommendations, from the previous Energy Safety SCA report is below.

Description of implementation of recommendations from the most recent Energy Safety SCA:

Describe the steps taken by the electrical corporation in response to the recommendations from its most recent Energy Safety SCA. Include any results observed to date.

A. Recommendation	B. Actions Taken	C. Results (if any)
[Exact or paraphrased recommendation from the last Energy Safety SCA]	[Actions taken in response to recommendation]	[Any results]

1.5 Focus Areas for Large Electrical Corporations

For the SCA cycle beginning in 2027, the following areas of safety culture operational practice will of particular interest in the assessment of large electrical corporations:

- Near miss reporting systems
- Hazard reporting systems
- Corrective action programs

DATA DRIVEN
FORWARD-THINKING
INNOVATIVE
SAFETY FOCUSED

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