State of California – A Natural Resources Agency

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Gavin Newsom, Governor

Caroline Thomas Jacobs, Director

August 19, 2022

To: 2022 Safety Culture Assessments (SCAs) (#2022-SCAs)

Subject: Pacific Gas & Electric Company's 2022 Management Self-Assessment

Dear Safety Culture Assessment Stakeholders:

Attached please find Pacific Gas & Electric Company's (PG&E's) 2022 Management Self-Assessment, a component of its 2022 Safety Culture Assessment (SCA).

This assessment was submitted to the 2022 SCA third-party assessor, the National Safety Council (NSC), on August 15, 2022. NSC created the attached document, correcting minor spelling and punctuation errors.

PG&E's supporting documentation, submitted with this assessment, will be posted to the 2022-SCAs service list separately.

The Office of Energy Infrastructure Safety (Energy Safety) will hold a public workshop on August 30, 2022, to discuss this assessment and the assessments of San Diego Gas & Electric and Southern California Edison. More information on that workshop can be found on the Energy Safety Upcoming Events webpage.[1]

The 2022 Management Self-Assessments will inform the final 2022 SCA reports, which Energy Safety expects to publish at the end of the year.

Sincerely,

Melissa Semcer
Deputy Director | Electrical Infrastructure Directorate
Office of Energy Infrastructure Safety

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[1] Event web page for the Aug. 30, 2022, SCA Public Workshop: https://energysafety.ca.gov/events-and-meetings/events/2022-safety-culture-assessment-public-workshop/ (accessed Aug. 19, 2022).
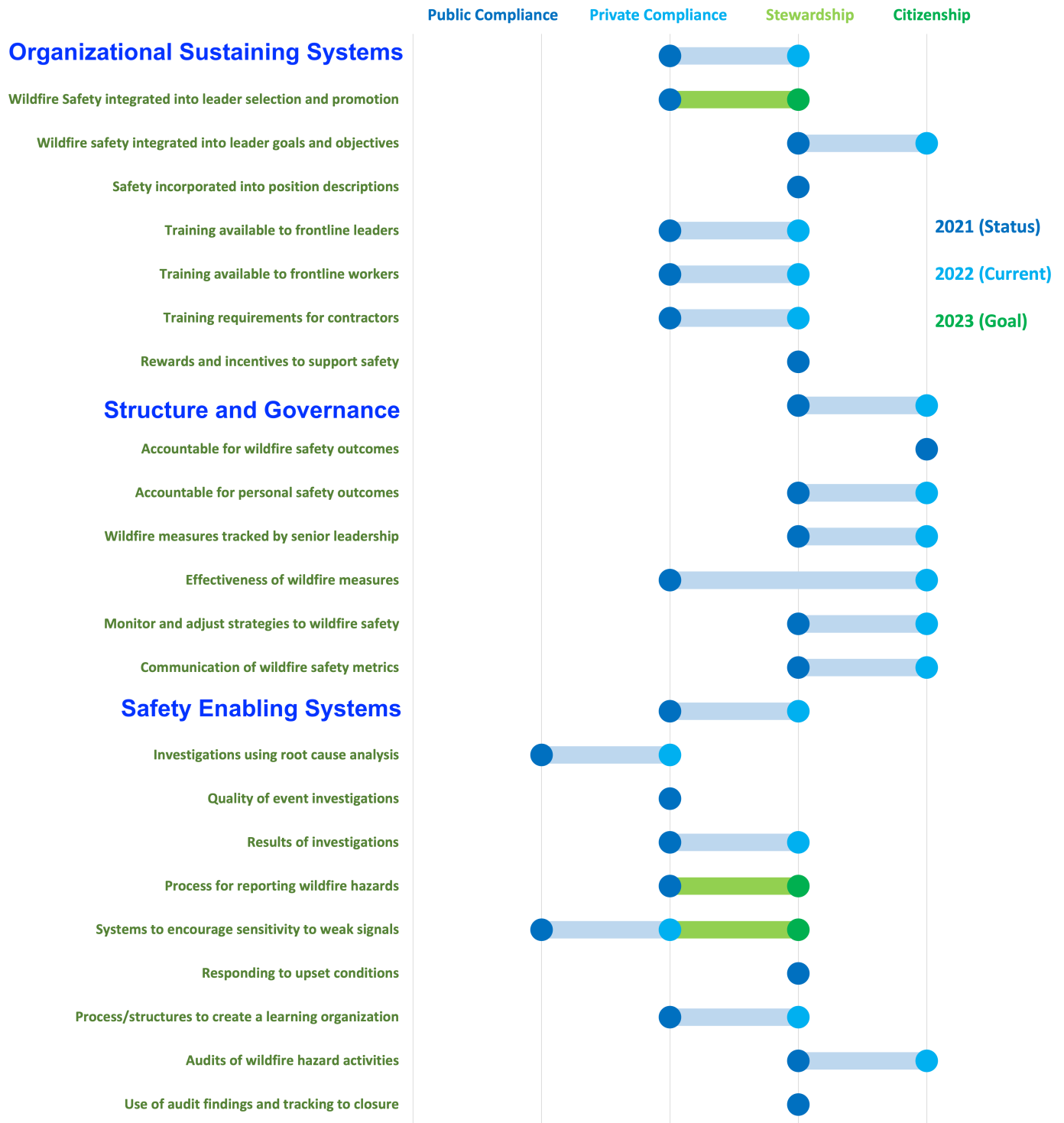
Safety Culture Assessment

Management Self-Assessment Report
August 2022

Pacific Gas and Electric Company

Section 1. Management Self-Assessment Results - 2021, 2022 Status to 2023 Goal

The dark blue dots represent the corporation's self-ranking in May 2021. The light blue dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The green dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.

	Public Compliance	Private Compliance	Stewardship	Citizenship
Organizational Sustaining Systems				
Wildfire Safety integrated into leader selection and promotion				
Wildfire safety integrated into leader goals and objectives				
Safety incorporated into position descriptions				
Training available to frontline leaders				
Training available to frontline workers				
Training requirements for contractors				
Rewards and incentives to support safety				
Structure and Governance				
Accountable for wildfire safety outcomes				
Accountable for personal safety outcomes				
Wildfire measures tracked by senior leadership				
Effectiveness of wildfire measures				
Monitor and adjust strategies to wildfire safety				
Communication of wildfire safety metrics				
Safety Enabling Systems				
Investigations using root cause analysis				
Quality of event investigations				
Results of investigations				
Process for reporting wildfire hazards				
Systems to encourage sensitivity to weak signals				
Responding to upset conditions				
Process/structures to create a learning organization				
Audits of wildfire hazard activities				
Use of audit findings and tracking to closure				

2021 (Status)

2022 (Current)

2023 (Goal)

Section 1. Management Self-Assessment Results - 2022 Current Status to 2023 Goal

The light blue dots represent where the corporation ranks itself at the time of the self-assessment (August 2022), and the green dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.

	Public Compliance	Private Compliance	Stewardship	Citizenship
Organizational Sustaining Systems			●	**2022 (Current)**
Wildfire Safety integrated into leader selection and promotion		●━━━━━●		**2023 (Goal)**
Wildfire safety integrated into leader goals and objectives				●
Safety incorporated into position descriptions			●	
Training available to frontline leaders			●	
Training available to frontline workers			●	
Training requirements for contractors			●	
Rewards and incentives to support safety			●	
Structure and Governance				●
Accountable for wildfire safety outcomes				●
Accountable for personal safety outcomes				●
Wildfire measures tracked by senior leadership				●
Effectiveness of wildfire measures				●
Monitor and adjust strategies to wildfire safety				●
Communication of wildfire safety metrics				●
Safety Enabling Systems			●	
Investigations using root cause analysis		●		
Quality of event investigations		●		
Results of investigations			●	
Process for reporting wildfire hazards		●━━━━━●		
Systems to encourage sensitivity to weak signals		●━━━━━●		
Responding to upset conditions			●	
Process/structures to create a learning organization			●	
Audits of wildfire hazard activities				●
Use of audit findings and tracking to closure			●	

PG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 1: Organizational Sustaining Systems

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

Dimension 1: Organizational Sustaining Systems

PG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 1: Organizational Sustaining Systems

The *dark blue* dots represent the corporation's self-ranking in May 2021. The *light blue* dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The *green* dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.

Section 1. Management Self-Assessment and Justification
Dimension 1: Organizational Sustaining Systems

*The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is at it was received from the electrical corporation, presented without revision.*

1.1.1 To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?

Public Compliance	Private Compliance	Stewardship	Citizenship
Not considered	**Personal and wildfire safety performance are considered in selection/promotion decisions but are not the primary factors**	**Personal and wildfire safety performance are heavily weighted primary factors in hiring / promotion decisions**	Excellent personal and wildfire safety performance are necessary for advancement; poor safety performance eliminates leader from selection/promotion

1.1.1 To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	0	1	0

1.1.1 Justification

Published Purpose, Virtues and Stands, including that catastrophic wildfires shall stop. Those have been added to postings and communications and are being included in selection and promotions decisions. Specific performance on wildfire safety is not a primary factor for every position. For new positions, interviewees provide a candidate rating for "Puts Safety First."

Leaders in the company were selected to lead the Wildfire Risk organization in 2021. When the operational segments of wildfire risk got moved back into operation those leaders were promoted into officer positions.

1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?

Public Compliance	Private Compliance	Stewardship	Citizenship
No annual goals or objectives related to wildfire safety	Goals and objectives focus only on 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	**Goals and objectives contain a mix of leading and lagging indicators including a focus on the quality of each frontline supervisor's visible engagement in and support of wildfire and personal safety programs and initiatives**

1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

1.1.2 Justification

Goals and objectives contain both 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.

A daily operating review visual management board is updated daily and reviewed to ensure that key metrics are visible. Supporting those changes, the goal categories have been modified to include safety goals and specific wildfire safety goals.

For example, for the supervisors in Electric and Wildfire, in addition to safety goals, 70% have specific wildfire safety goals. Of those, 98% of Electric Distribution supervisors have specific wildfire safety goals.

1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?

Public Compliance	Private Compliance	**Stewardship**	Citizenship
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

1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

1.1.3 Justification

As noted in last year's response, job descriptions may include safety related responsibilities, but not all job descriptions do so. However, the expectation for safety was clearly communicated and expanded through the company's newly developed Purpose, Virtues and Stands, which include that everyone and everything is always safe and catastrophic wildfires shall stop. Supporting the Stands, the company has implemented a lean management process to identify issues or unmitigated risks and escalate them to appropriate levels for resolution.

1.2.1 To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills?

Public Compliance	Private Compliance	Stewardship	Citizenship
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 initiatives), and leadership training (giving feedback, accountability, etc.)**	All criteria in "Stewardship" option are met; In addition, training includes advanced safety topics such as exposure management, and human performance reliability

1.2.1 To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

1.2.1 Justification

New frontline supervisor and crew leads in workgroups at high-risk of SIF participate in the Safety Leadership Development program. A broader Leadership Development program is being developed for all leaders.

Keys to Life are the rules to live by to keep us safe. They were designed in partnership with frontline leaders and grassroots. We are conducting a 100-days of KTL communication campaign to integrate KTL as part of PG&E culture and all safety processes and tools.

Specific to wildfire safety, training includes SAFE-1503WBT, Fire Danger Precautions.

1.2.2 To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?

Public Compliance	Private Compliance	Stewardship	Citizenship
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

1.2.2 To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

1.2.2 Justification

PG&E has job-specific wildfire training for employees involved directly in wildfire mitigation. Safety topics included in those trainings are physical safety as it pertains to the job and work environment and emotional safety centered around the "Speak Up" culture. The PSPS Emergency Operations training has gone through significant updates since 2021 and is a more robust training program now, which includes defensibility measures, trackability and knowledge assessments/checks.

PG&E has wildfire-safety related trainings that are more broadly assigned. For example, SAFE-1503WBT: Fire Danger Precautions in Hazardous Fire Areas and SAFE-3002WBT: Wildfire Smoke Exposure Protection.

1.2.3 What are the personal safety and wildfire-specific training requirements of contractors?

Public Compliance	**Private Compliance**	**Stewardship**	**Citizenship**
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

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1.2.3 What are the personal safety and wildfire-specific training requirements of contractors?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

1.2.3 Justification

Contractors are required to train their coworkers to perform work safely in accordance with local, state, and federal safety regulations, and PG&E specific safety standards and procedures outlined in the PG&E Master Service and Contract Work agreements. This includes PG&E's utility standard: TD-1464S, Preventing and Mitigating Fires While Performing PG&E Work, and Utility Standard: SAFE-3001S, Contractor Safety Standard.

We have further developed our wildfire safety training through the Vegetation Management Competency Assessment Team to ensure that contract tree crew workers are assessed to perform PG&E work safely and competently. The ensures the quality of the wildfire mitigation work performed.

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

Public Compliance	Private Compliance	Stewardship	Citizenship
No rewards or incentives specific to safety or 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

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

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

1.3.1 Justification

Our compensation philosophy ties compensation for base salary increase and Short Term Incentive Plan (STIP) bonus eligibility to performance on goals and demonstration of competencies and behaviors consistent with PG&E's culture and values. STIP is designed to incent and reward eligible employees for performance in core areas that drive our business and is a variable/at-risk compensation. Goals have been updated and are tied to Wildfire Risk Reduction, Quality Pass Rate, and Core Commitment Completion among other goals. The STIP incentive weight for System Hardening is 20% and Enhanced Vegetation Management Effectiveness is 20%.

PG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 2: Structure and Governance

The dark blue dotted line represents the corporation's self-ranking in May 2021. The light blue dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The light green solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the dark green dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

Dimension 2: Structure and Governance

• • • • • **2021 (Status)** — — **2022 (Goal)** ——— **2022 (Current)** ——— **2023 (Goal)**
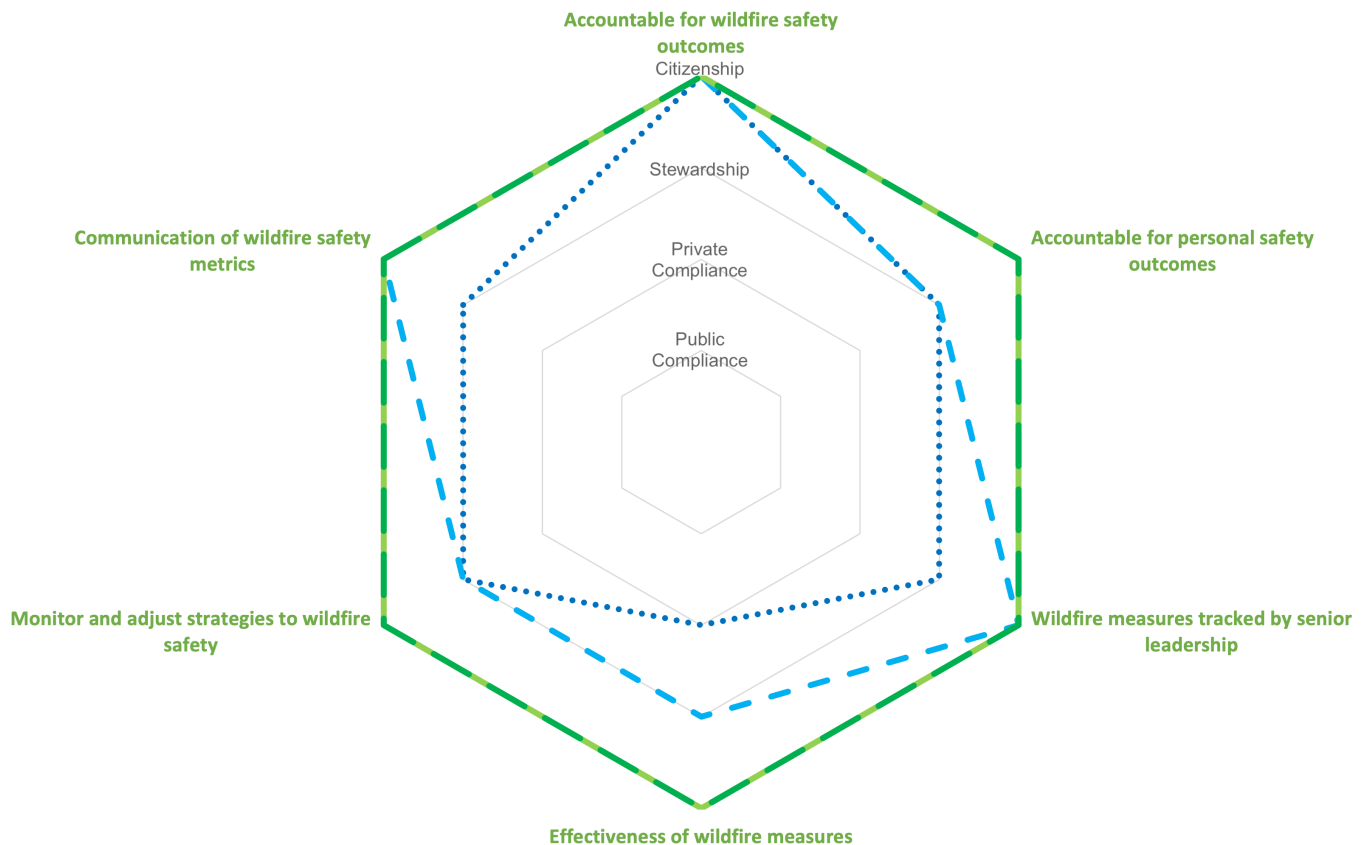
PG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 2: Structure and Governance

The dark blue dots represent the corporation's self-ranking in May 2021. The light blue dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The green dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.
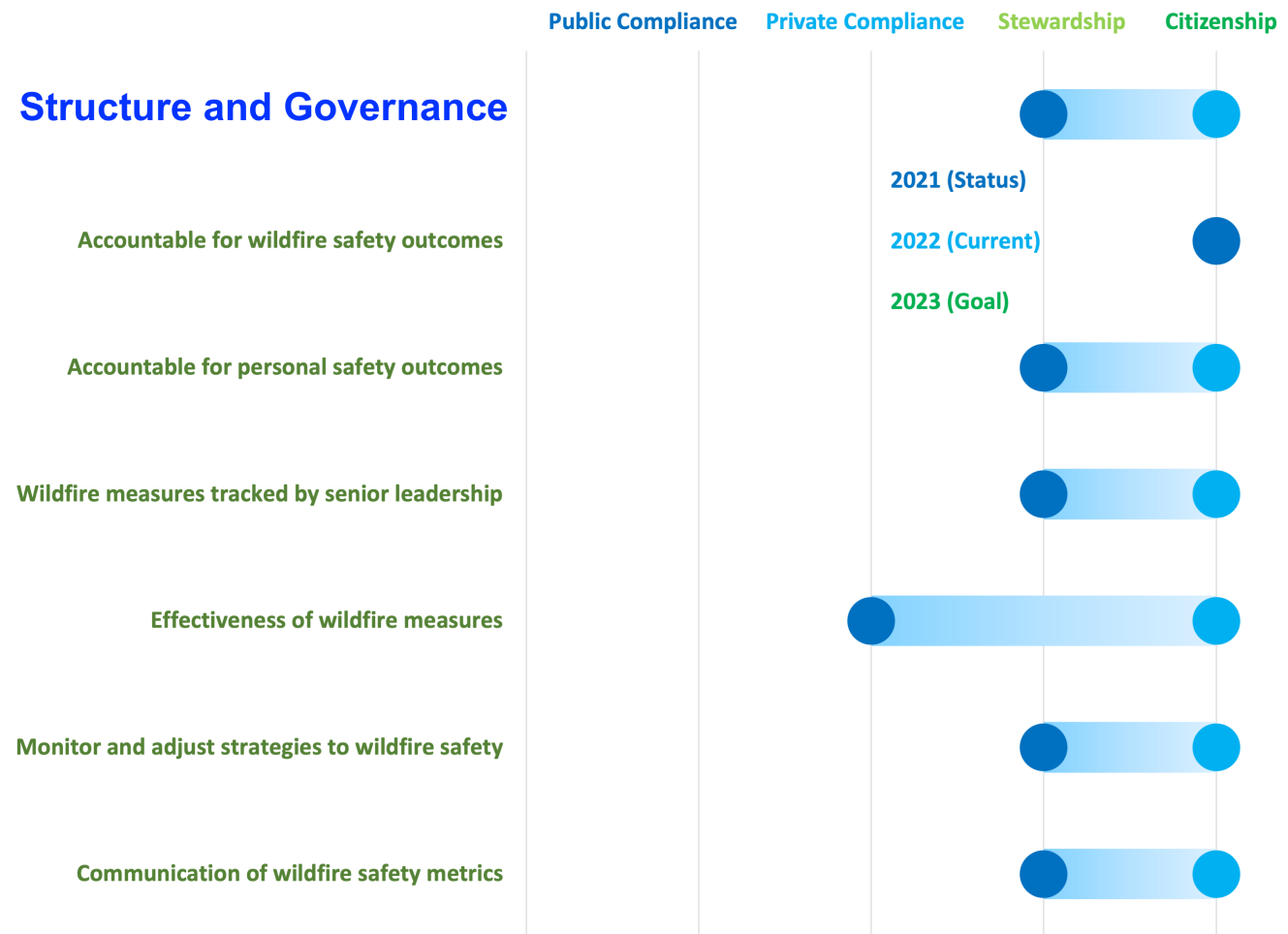
Section 1. Management Self-Assessment and Justification
Dimension 2: Structure and Governance

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2.1.1 Who is accountable for wildfire safety outcomes?

Public Compliance	Private Compliance	Stewardship	Citizenship
Not defined	Safety department	Operational leadership and Safety Department	**Executive leadership with Safety Department as trusted advisor**

2.1.1 Who is accountable for wildfire safety outcomes?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.1.1 Justification

Our CEO and Executive Officer team attend the wildfire risk weekly operating review at the wildfire command center and are accountable for driving results. Our Chief Risk Officer and Safety Officer are in attendance. The Regional Directors occasionally attend but there's an opportunity to increase participation. If folks from Energy Safety would like to attend we would love to give you a tour of the wildfire command center.

2.1.2 Who is accountable for personal safety outcomes?

Public Compliance	**Private Compliance**	**Stewardship**	**Citizenship**
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?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.1.2 Justification

The Senior Leadership team attends the Safety Weekly Operating Review and engages in personal safety performance dialogue with the safety and operational teams. The Senior Leadership team is accountable for these outcomes with the safety department as a trusted advisor.

2.1.3 Rate the types of wildfire safety measures and objectives tracked by senior operational leadership.

Public Compliance	Private Compliance	Stewardship	Citizenship
No wildfire safety objectives	Leading and lagging wildfire safety measures required to be reported for regulatory purposes	Required safety measures for regulatory purposes. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives	**Required safety indicators. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives at each level of the organization**

2.1.3 Rate the types of wildfire safety measures and objectives tracked by senior operational leadership.

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.1.3 Justification

Outcome indicators tracked by senior leadership include fires over 100 acres, reportable fire ignitions as outcomes of all the work being done to prevent catastrophic wildfires. The leading indicators are based on the metrics in each of the major programs. For EPSS, circuits activated, outage response time, ignitions that occur on EPSS circuits, and fire size of ignitions that occur on EPSS circuits. For PSPS, number of locations where damage has been found after a PSPS event and ETOR of the PSPS event after the all clear. All the indicators are covered in the Wildfire Risk Command Center.

2.2.1 How effective are wildfire safety metrics in providing insight into critical areas of risk?

Public Compliance	Private Compliance	Stewardship	Citizenship
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, critical exposure area trends, and actionable insights**

2.2.1 How effective are wildfire safety metrics in providing insight into critical areas of risk?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.2.1 Justification

Leading indicator Fire Potential Index, provides the daily guidance on the two key operational practices of Enhanced Powerline Safety Settings and Public Safety Power Shutoff. FPI also provides guidance to teams conducting work in conditions of elevated fire risk. The TD-1464S Standard uses the FPI rating to guide operational actions. The Wildfire Distribution Risk Model provides guidance to the planned work like system hardening, based on outage and ignition data that gets used as inputs into the models. The investigations of ignitions that occur in HFTD during the year is guidance to any additional measure that may need to be taken.

2.2.2 How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety?

Public Compliance	Private Compliance	Stewardship	Citizenship
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	**Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments**

2.2.2 How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.2.2 Justification

EVP of Safety & Risk meets with leaders across the organization as part of the Wildfire Risk Weekly Operating Review in the Wildfire Command Center to review performance related to wildfire safety and mitigation activities and discuss strategies to close gaps to target. All decisions that have potential to result in a change to wildfire mitigation strategy or priority require the approval of the Wildfire Governance Steering Committee.

One example of a mitigation strategy is partial voltage detection which is not included in the Wildfire Mitigation Plan but was developed and tested, brought forth to the Steering Committee, and operationalized.

2.2.3 To what extent are wildfire safety metrics communicated throughout the organization?

Public Compliance	Private Compliance	Stewardship	Citizenship
Safety metrics are not shared	Lagging indicators for wildfire outcomes are posted at local/site operations	Lagging and leading measures 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**

2.2.3 To what extent are wildfire safety metrics communicated throughout the organization?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.2.3 Justification

"Lagging and leading indicators for wildfire safety are discussed on daily, weekly and monthly operating reviews by teams that are responsible for delivering on them. When teams hit a milestone with a program or in delivering on a particular leading indicator, those successes are shared through our Daily Digest which reaches the entire enterprise, including contractors and our PG&E Currents which is shared publicly.

Additionally, the Wildfire Risk team hosts a Wildfire Learning Series that is available to the entire enterprise. Anyone can attend to learn about wildfire mitigation topics and efforts.
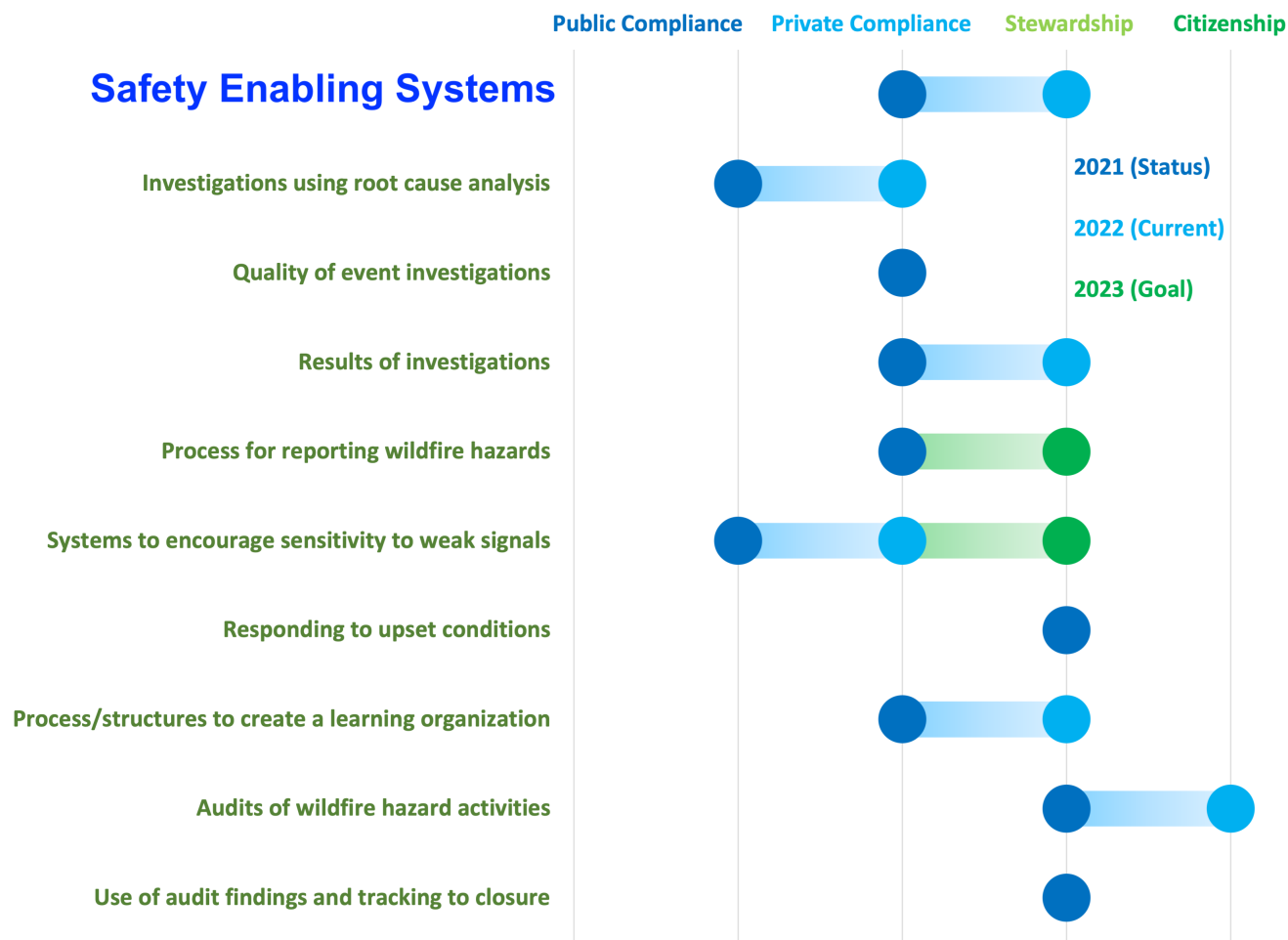
**PG&E
Management Self-Assessment
2022 Analysis**

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 3: Safety Enabling Systems

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022),and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

Dimension 3: Safety Enabling Systems

PG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 3: Safety Enabling Systems

The dark blue dots represent the corporation's self-ranking in May 2021. The light blue dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The green dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.

Public Compliance　Private Compliance　Stewardship　Citizenship

Safety Enabling Systems

2021 (Status)

2022 (Current)

2023 (Goal)

Investigations using root cause analysis

Quality of event investigations

Results of investigations

Process for reporting wildfire hazards

Systems to encourage sensitivity to weak signals

Responding to upset conditions

Process/structures to create a learning organization

Audits of wildfire hazard activities

Use of audit findings and tracking to closure

Section 1. Management Self-Assessment and Justification
Dimension 3: Safety Enabling Systems

*The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is at it was received from the corporation, presented without revision.*

3.1.1 What types of adverse events are investigated using root case analysis?

Public Compliance	Private Compliance	Stewardship	Citizenship
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

3.1.1 What types of adverse events are investigated using root cause analysis?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	1	0	0

3.1.1 Justification

"Many investigations (i.e., SIF) are conducted not only on actual events (SIF-actual), but also near misses (SIF-potential).

We are also conducting cause evaluations for electric incidents and ignition events. SIF causal evaluations are privileged and so supporting documents have not been provided.

We continue to improve our cause evaluation and investigations to help reduce future exposure. However, organizational churn (leadership and subject matter experts) may present challenges to near-term improvement and sustainability.

3.1.2 Rate the quality of event investigations.

Public Compliance	Private Compliance	Stewardship	Citizenship
A "fix the employee" mentality is commonplace when addressing incidents or other adverse events	**Investigations primarily focus on identifying exposure and the root cause of the exposure**	Investigations focus on identifying the root cause of the exposure and describing actions to control the exposure	Incidents are regarded as learning events that spur a comprehensive look at culture, processes, and safety systems that led to the event

3.1.2 Rate the quality of event investigations.

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	1	0	0

3.1.2 Justification

"Event investigations do focus on identifying cause and actions to control exposure, however lessons-learned are only well-communicated with the more severe events. We need to continue to focus on controls for all incidents (H/M/L).

3.1.3 What happens with investigation results?

Public Compliance	Private Compliance	Stewardship	Citizenship
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 the organization**	Systemic approach to tracking/closing actions using high value controls; lessons learned leveraged broadly across the organization to effect change and control exposure (e.g., leading to procedural or policy changes throughout organization where applicable)

3.1.3 What happens with investigation results?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

3.1.3 Justification

Causal evaluations include corrective actions to address the issue and reduce likelihood of recurrence. Actions are tracked to closure. However, many actions focus on procedure revisions and training, so corrective action effectiveness still has an opportunity to improve (moving from administrative controls to engineering controls for prevention).

Additionally, leadership support to drive ownership still has room to grow. We continue to have discussions on who's on point to drive improvements, including controls.

However, organizational churn (leadership and subject matter experts) may present challenges to near-term improvement and sustainability.

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

Public Compliance	Private Compliance	Stewardship	Citizenship
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 the organization to spur learning and exposure reduction

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

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	0	1	0

3.2.1 Justification

CAP is the primary issue identification and tracking tool. All are encouraged to utilize CAP. The Report IT app tool can be used by our employees and contractors to identify and report hazards from the field.

Processes have been enhanced and teams have been adequately trained. Continue to work with field personnel to identify hazards - timely.

Organizations have improved their hazard identification process via corrective tags, which is more widely communicated regularly to leadership. There are frequent communications distributed to staff to ensure a broad understanding, including prioritizing high risk work.

3.3.1 What structures, systems, and/or process have been established to encourage sensitivity to weak signals of wildfire hazards?

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal process or structure	Workforce is encouraged to report wildfire hazards as it sees them	System established for reporting and mitigating wildfire hazards; frontline supervisors 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

3.3.1 What structures, systems, and/or processes have been established to encourage sensitivity to weak signals of wildfire hazards?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	1	0	0
2023: Organization's Projected Status	0	0	1	0

3.3.1 Justification

Our ignition investigation process has been established to understand wildfire hazards including weak signals.

Future opportunities include our CAP and Report IT app programs.

3.3.2 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Public Compliance	Private Compliance	**Stewardship**	Citizenship
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

3.3.2 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

3.3.2 Justification

Emergency response activities are managed under the Incident Command System (ICS) which allows employees from multiple departments and outside agencies to work together toward a common goal utilizing a common management structure and commonly understood terminology. Tabletop exercises and drills occur regularly to instill in leaders the "what could go wrong" mentality. The end to end process to prepare, respond and learn from events has ensured the success of the program.

Coworkers participate in a yearly full scale PSPS exercise where a practice PSPS event is executed to prepare coworkers for the upcoming PSPS season.

3.3.3 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Public Compliance	Private Compliance	Stewardship	Citizenship
Few processes, training or structures have been established for sharing safety-related lessons learned across the organization	The organization has 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

3.3.3 What processes and structures have been established to create a learning organization?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

3.3.3 Justification

The Blue Sky Playbook provides the management system by which we monitor performance, conduct performance dialogue, problem solve on gaps to target, learn from those gaps, develop standard work and share learning and best practices.

Safety observations are conducted using SafetyNet. The SafetyNet tool includes a Wildfire Mitigation checklist. A Best Practices report is distributed to department safety leaders and posted online where it can be reviewed by all employees. SIF incidents are investigated and include initial and final communication to share root and direct causes and corrective actions and best practices.

3.4.1 What types of safety audits are used for activities related to wildfire mitigation?

Public Compliance	Private Compliance	Stewardship	Citizenship
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**

3.4.1 What types of safety audits are used for activities related to wildfire mitigation?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.4.1 Justification

Systemic audits are performed related to quality verifications, quality control and internal audit are conducted on the wildfire mitigations of Veg Management, Inspections, and System Hardening. We leverage SafetyNet as a tool to document safety observations for various tasks that include wildfire mitigation activities. SafetyNet observation data is leveraged for leading indicators on safety.

3.4.2 How are the findings from safety audits used for activities related to wildfire mitigation tracked to closure?

Public Compliance	Private Compliance	Stewardship	Citizenship
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

3.4.2 How are the findings from safety audits used for activities related to wildfire mitigation tracked to closure?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

3.4.2 Justification

The Internal Audit team provides the leadership team a detailed report on any audit that was conducted or requested. The intent of the report is to identify and report gaps and assess the severity of the gap. These reports trigger the creation of Action Plans that are tracked by Internal Audit. In parallel, if appropriate, CAPs are created and logged into the Corrective Action Program to ensure tracking is in place.

PG&E
Management Self-Assessment
2022 Analysis

Section 2. Summary Plan for 2023

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

A1. Action/Activity 1

1.2.2 - PG&E plans to continue to require job-specific wildfire training for employees directly involved in wildfire mitigation. We also plan to continue the training requirements SAFE-1503WBT and SAFE-3002WBT to the broader target audience described in our justification.

B1. Deadline	C1. Management Self-Assessment Reference(s)
12/31/23	1.2.2

A2. Action/Activity 2

2.2.2 - Regional Safety Directors to begin regularly participating in the Wildfire Weekly Operating review to engage in performance dialogue.

B2. Deadline	C2. Management Self-Assessment Reference(s)
10/1/22	2.2.2

A3. Action/Activity 3

2.2.3 - Periodic updates on progress against Wildfire Mitigation Plan to the public.

B3. Deadline	C3. Management Self-Assessment Reference(s)
12/31/22	2.2.3

A4. Action/Activity 4

3.3.3 - Engage with contractors to get ideas and feedback as it relates to the 2023 Wildfire Mitigation Plan.

B4. Deadline	C4. Management Self-Assessment Reference(s)
12/31/23	3.3.3

PG&E
Management Self-Assessment
2022 Analysis

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.1 Objectives for the Next 12 Months

A1. Objective 1

Continue to work with the CPUC to develop the Safety Culture Assessment Process

B1. Progress Metrics (if applicable)

First quartile Safety Culture Barometer results (once barometer is in place)

C1. 12-Month Target

Complete the design of the Safety Culture Assessment

D1. Description of Objective

Continue to gain insight into employee behaviors and norms that impact wildfire safety performance

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A2. Objective 2

Continued implementation of the 5-year Workforce Safety Strategy (see Workforce Strategy Objectives supporting document)

B2. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI

D2. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.

C2. 12-Month Target

Executer on 2022 tactical implementation plans

A3. Objective 3

Continued implementation of newly added components of 5-year Workforces Strategy which includes: Alignment to PSEMS Framework, SIF Prevention measures, Essential Controls, Keys to Life and Safety Recognition

C3. 12-Month Target

Implementation plans in place for PSEMS for all major LOBs.

B3. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI

D3. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.

PG&E
Management Self-Assessment
2022 Analysis

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.2 Objectives for the Next 3 Years

A1. Objective 1

Continued implementation of the 5-year Workforce Safety Strategy

C1. 3-Year Target

Execute on 2022 tactical implementation plans.

B1. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI.

D1. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.

A2. Objective 2

Continued implementation of newly added components of 5-year Workforces Strategy which includes: Alignment to PSEMS Framework, SIF Prevention measures, Essential Controls, Keys to Life and Safety Recognition

C2. 3-Year Target

Implementation plans in place for PSEMS for all major LOBs.

B2. Progress Metrics (if applicable)

Reduction in Serious Injuries, DART and PMVI.

D2. Description of Objective

Elements of the 5-year Workforce Strategy focus on improving process safety and culture which impact coworkers, contract partners and the public.

PG&E
Management Self-Assessment
2022 Analysis

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

Greater focus needed on process safety

B1. Actions Taken

Added elements to the 5-year Workforce Strategy for Keys to Life, pre-job safety briefing in coordination with essential controls.

A2. Major Theme/ Lesson Learned 2

Greater focus needed on culture.

B2. Actions Taken

Added elements to the 5-year Workforces Strategy for safety recognition and a broader Leadership Development Program.

A3. Major Theme/ Lesson Learned 3

Outcome of incident investigations should focus on engineering controls.

B3. Actions Taken

Developed new metric to measure quality of corrective actions resulting from investigations.

A4. Major Theme/ Lesson Learned 4

Need for robust ignition investigation process.

B4. Actions Taken

Assigned dedicated cross-functional team to produce extent of condition, containment and countermeasures on an accelerated timeline.

A5. Major Theme/ Lesson Learned 5

Need to address residual risk not captured by EPSS, PSPS and resiliency programs.

B5. Actions Taken

Engineers at our high voltage labs, which are certified by the State Fire Department, known as Applied Technology Service (ATS), have been designing settings of our EPSS program and performing ignition testing through recreating actual field conditions with energized power lines. As part of this effort, the team identified an opportunity to leverage over 550,000 Smart Meters throughout our high fire risk service area and use Partial Voltage detection to drive additional situational awareness and operating strategies that even further reduces risk for low-current faults that may not be detected by EPSS. Partial voltage detection is now operational.

A6. Major Theme/ Lesson Learned 6

Need to address high impedance faults not detected by EPSS

B6. Actions Taken

Operationalize down conductor detection via Beckwith technology.

A7. Major Theme/ Lesson Learned 7

Additional controls required to validate contractor skills to perform high-risk tasks.

B7. Actions Taken

Piloted Knowledge Skills Assessment for Vegetation Management contractors.

A8. Major Theme/ Lesson Learned 8[

EPSS Enablement criteria has evolved based on lessons learned from our 2021 EPSS pilot program as well as recent ignition incidents across California in 2022

B8. Actions Taken

(1) The 700-acre non-PG&E attributable Colorado Fire ignited due to a burn pile during windy R1 conditions and was the catalyst to review then expand EPSS criteria to include select R1 and R2 conditions.
(2) Shift to summer and fall elevated fire risk criteria to enable EPSS for all High Fire Risk Areas (HFRA) circuits except during select conditions.

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.4 2021 Recommendations

A1. Recommendation 1

Build leadership skills and ensure leaders are demonstrating those skills regularly in the field to improve the work environment for wildfire and personal safety

C1. Results

(1) Program still in development stages. Implementation plan to be completed Q1 2023.
(2) Increased frequency of leaders in the field however lacking a standard way to log and track field engagements.

B1. Actions Taken

(1) Initiated project plan to establish a Leadership Development program aligned with our Purpose, Virtues and Stands including "Every One and Everything is Always Safety" and "Catastrophic Wildfires Shall Stop."
(2) Established enterprise-wide operating cadence designating Monday's for leaders in the field.

A2. Recommendation 2

Establish a governance structure to ensure effective implementation and tracking of the 2025 Workforce Safety Strategy

C2. Results

Timely execution against plan. Catch-back plans established for off-track milestones.

B2. Actions Taken

(1) Safety and Risk lines of business combined under a single Chief Safety and Risk Officer with accountability of Workforce Safety Strategy.
(2) Workforce Safety Strategy refreshed to align to pillars of the PG&E Safety Excellence Management System and incorporate an increased focus on Process Safety and Culture.
(3) Components of the Workforce Safety Strategy added to 2022 Tactical Implementation Plan.

A3. Recommendation 3

Execute the 2025 Workforce Safety Strategy with active leadership by senior executives to ensure implementation

C3. Results

Increased visibility in to progress against plan during weekly operating reviews.

B3. Actions Taken

(1) 2022 Tactical Implementation Plans (including components of the Workforce Safety Strategy) posted as part of the visual management in the Central Command Center and covered as part of the Safety Weekly Operating Review with the Senior Leadership team.

A4. Recommendation 4

Leverage the new safety management system to improve the flow of information up, down, and across the organization and provide a single mechanism for reporting and tracking wildfire concerns

C4. Results

Practical Problem Solving resulted in standard work to share initial and final SIF communication enterprise-wide which detail containment actions and countermeasures. Including SIF incidents immediately after classification as part of the daily safety message which is leveraged by all levels of the enterprise on the Daily Operating Reviews.

B4. Actions Taken

(1) Operating reviews deployed through-out the enterprise.
(2) CAP is the mechanism to enter issues, including wildfire related concerns.
(3) Executed Practical Problem Solving to improve communication of Potential and Actual Serious Injuries & Fatalities to all level of the organization.

A5. Recommendation 5

Increase engagement on the safety culture assessment within the workforce supporting wildfire mitigation initiatives. Our survey response rate was low relative to other large electrical utilities.

C5. Results

Informational sessions hosted for all supervisors and contractors involved in the SCA.

B5. Actions Taken

(1) Start communication plan two weeks in advance of survey start date.
(2) Ask leaders to schedule time during work hours for their teams to complete the survey.
(3) Host events in each region to promote survey participation - "grab a snack, take the survey!"
(4) Assign PG&E liaison as single point of contact for each contractor.
(5) Communication through ISN as direct message from PG&E with read receipts.

A6. Recommendation 6

Recognize and take action to mitigate the risk exposure posed by interactions with certain discontented members of the public.

B6. Actions Taken

(1) Two full time Corporate Security personnel assigned to Wildfire Response/Vegetation Management crews to conduct negotiations with hostile customers and hard refusals. Provide de-escalation training to employees in the field. Training video developed in 2021, "Supporting our Teams in the Field" (Corporate Security Videos [pge.com]), specifically addresses the hostile customers issue.
(2) Corporate Security assigned a full time program manger to track and monitor hostile customer and external threats. The program manager created a procedure and process in monitoring hostile customers and inputting the information into multiple database systems so employees and contractors are forewarned before accessing the property of a potential hostile customer. The program manager provides in-field training on hostile customer/threat database access and use.
(3) When necessary, Corporate Security will respond to known hazard locations with field staff in an attempt to de-escalate before an incident occurs. June to December 2021, the Corporate Security team successfully negotiated with previously hostile customers to safely access over 150 properties.

C6. Results

Reduction in customer to employee violence incidents in June compared to the YTD average. June saw the lowest customer to employee violence incidents YTD.