State of California – A Natural Resources Agency
Gavin Newsom, Governor

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Caroline Thomas Jacobs, Director

August 19, 2022

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

Subject: Southern California Edison's 2022 Management Self-Assessment

Dear Safety Culture Assessment Stakeholders:

Attached please find Southern California Edison's (SCE'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.

SCE did not provide supporting documentation with its assessment.

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 Pacific Gas & Electric Company. 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

[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).

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SOUTHERN CALIFORNIA EDISON®
Energy for What's Ahead®

Safety Culture Assessment
Management Self-Assessment Report
August 2022

Southern California Edison

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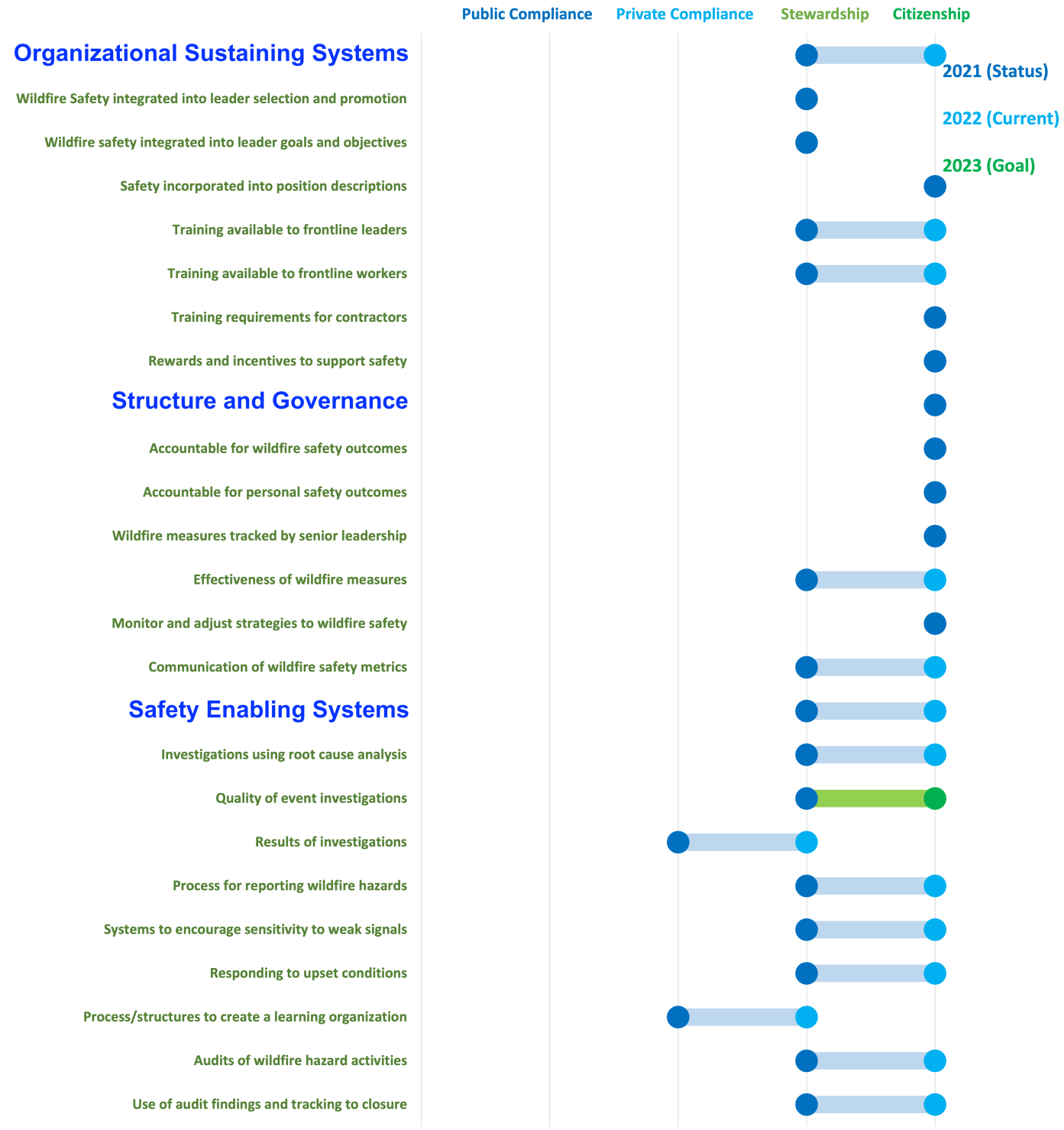
Section 1. Management Self-Assessment Results - 2021, 2022 Status to 2023 Goal

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.



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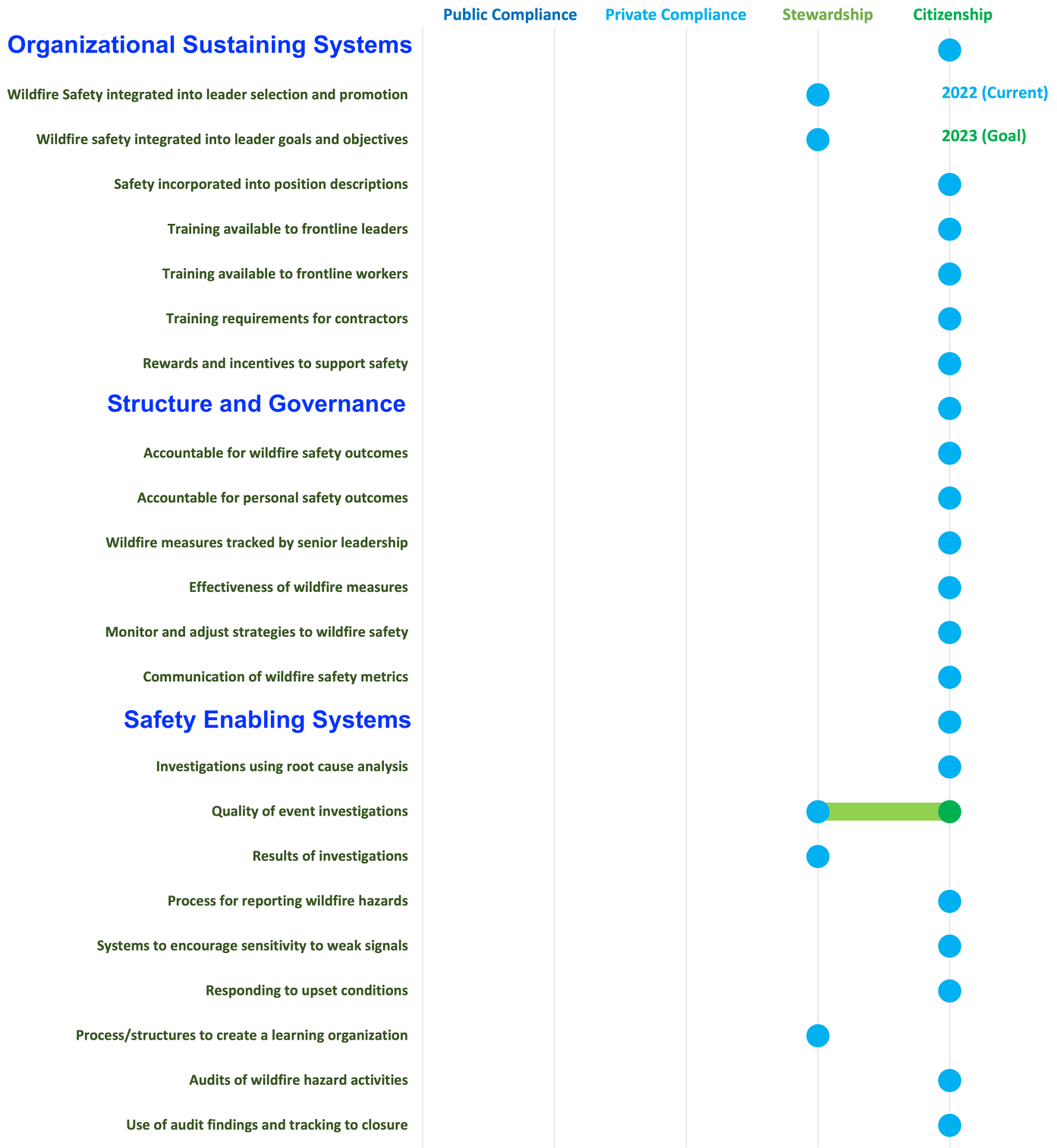
Section 1. Management Self-Assessment Results - 2022 Current Status to 2023 Goal

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.



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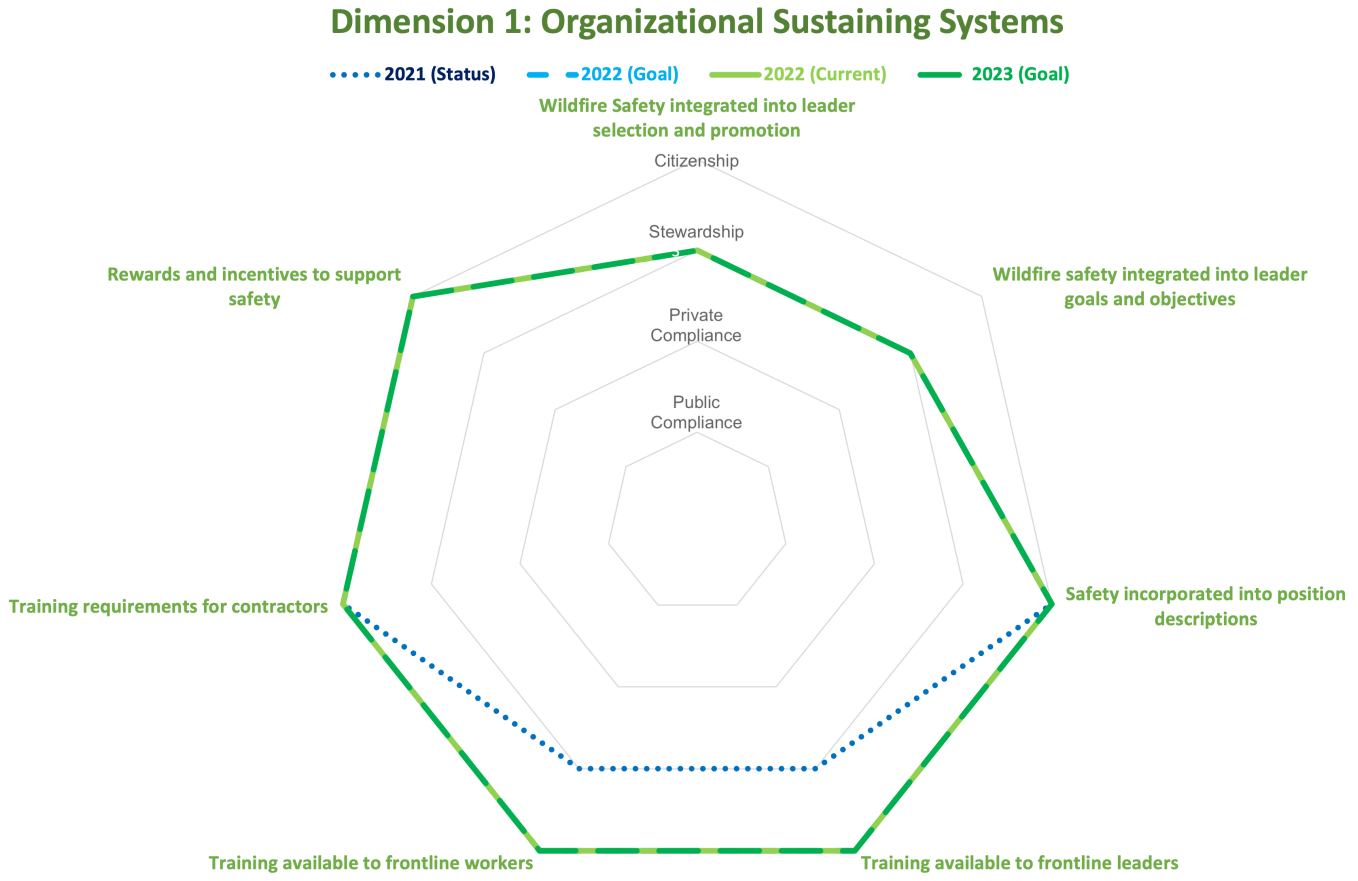
SCE
Management Self-Assessment 2022 Analysis

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.



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SCE
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.

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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 corporation, presented without revision.*

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

Public Compliance

Not considered

Private Compliance

Personal and wildfire safety performance are considered in selection/promotion decisions but are not the primary factors

Stewardship

Personal and wildfire safety performance are heavily weighted primary factors in hiring / promotion decisions

Citizenship

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	0	1	0
2023: Organization's Projected Status	0	0	1	0

1.1.1 Justification

Wildfire safety performance is a component of broader safety performance and is one of several factors in determining selection or promotion. Safety is a core competency and is a component of performance management and career planning for leaders. Candidates are evaluated on safety values and performance. There is also a menu of standardized safety interview questions that must be used for selection/candidate differentiation. Passing a Leader Assessment that evaluates safety is a requirement for all new-to-role leaders (either through internal promotion or external hire). For existing leaders, SCE has talent planning and performance management processes that account for safety performance in leadership advancement that are continuing to mature and evolve.

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

Public Compliance
No annual goals or objectives related to wildfire safety

Private Compliance
Goals and objectives focus only on lagging indicators for wildfire or personal safety related to wildfire mitigation work

Stewardship
Goals and objectives contain a mix of leading and lagging indicators for wildfire and personal safety related to wildfire

Citizenship
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	1	0
2023: Organization's Projected Status	0	0	1	0

1.1.2 Justification

Safety, which includes wildfire safety and personal safety, is included in the values and competencies ratings of all leaders and employees as well as SCE's organizational goals (e.g., lagging indicators such as DART and Serious Injuries are tracked at the corporate goal level, while leading indicators such as safety observations are tracked at the department level). Wildfire safety-specific goals and objectives for leaders of frontline employees include both leading and lagging indicators and are discussed in operational performance meetings. Wildfire safety leading indicators encompass WMP implementation/deployment of mitigations (e.g., covered conductor miles), and wildfire safety lagging indicators include CPUC reportable ignitions and PSPS customer minutes of interruption.

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

Public Compliance

No mention of safety

Private Compliance

Focus is on compliance with rules and dismissal if found out of compliance

Stewardship

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

Citizenship

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	0	1
2023: Organization's Projected Status	0	0	0	1

1.1.3 Justification

Safety is one of SCE's corporate values, which sets foundational performance expectations for all employees, and demonstrates an unwavering commitment to safety. Safety performance expectations are included in our competency model and all position descriptions and incorporated into annual goals. We reinforce expectations for leaders to create an environment where employees can speak up through ongoing company-wide discussions (e.g., Safety Stand Ups). All employees, including Officers, are held accountable for safety outcomes exemplified through impacts to compensation and annual performance ratings. Executive leadership is informed of incidents and accountable to ensure corrective actions are implemented and adhered to.

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

Public Compliance

No training available

Private Compliance

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)

Stewardship

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.)

Citizenship

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	0	1
2023: Organization's Projected Status	0	0	0	1

1.2.1 Justification

SCE provides job-specific wildfire training (e.g., hot work restrictions) and technical training for our workers to safely perform their job tasks. Safety culture training was also deployed to all employees and leaders, providing practical tools for leaders to support a strong safety culture, influence safe behaviors aligned with our values, and inspire employees to take ownership of their safety. In 2022, SCE implemented Human and Organizational Performance (HOP) training for our Substation Construction and Maintenance group, which continued our journey of providing a human performance foundation across our safety culture and wildfire mitigation efforts. SCE is also providing skill practice and practical tools and resources to frontline leaders to build capabilities for coaching conversations to improve safety performance. SCE will continue to expand the HOP training audience and provide training focused on hazard identification and mitigation skills for frontline leaders.

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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	0	1
2023: Organization's Projected Status	0	0	0	1

1.2.2 Justification

SCE provides job-specific wildfire training (e.g., hot work restrictions) and technical training to our workers to safely perform their job tasks. Safety culture training was also deployed to all employees and leaders, providing practical tools for leaders to support a strong safety culture, influence safe behaviors aligned with our values, and inspire employees to take ownership of their safety. SCE has also provided safety observation training to frontline workers coupled with paired safety observations to provide on-the-job coaching for leaders. HOP training was launched in 2022 with plans to expand the audience in 2023 onward.

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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**

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	0	1
2023: Organization's Projected Status	0	0	0	1

1.2.3 Justification

Training is not provided to our contract workforce but [there are] set requirements for training and documentation of safety culture leadership, wildfire-specific, and safety orientations. Training courses prepare contractors to perform their job based on site-specific requirements. Programs including Work Restrictions During Elevated Fire Conditions, Hazard Assessment, and Safety Plan provide wildfire hazard awareness and mitigation requirements for which contractors are responsible for training their employees and subcontractors. SCE provides standardized Wildfire Prevention requirements for contractors to ensure employees are trained and in compliance with SCE’s High Fire Risk Areas Hot Work Restrictions & Mitigation Measures Program. Contractor Safety and Supply Management groups ensure consistent requirements are in place across tier one contractors and conducts observations to ensure compliance with all safety requirements including fire plans implementation and protocols.

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

Public Compliance

No rewards or incentives specific to safety or wildfire safety

Private Compliance

Rewards and incentives only focus on lagging indicators such as achieving no injuries or wildfires

Stewardship

Rewards and incentives emphasize lagging indicators for personal and wildfire safety and some leading indicators related to wildfire mitigation activities

Citizenship

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	0	1
2023: Organization's Projected Status	0	0	0	1

1.3.1 Justification

Safety performance, which includes worker and wildfire safety, is one of several factors in determining selection, promotion, and rewards/incentives. Employees are rewarded for impactful actions or observations and may receive rewards/recognition through our enterprise-wide programs (such as Safety Recognition, Xchange, spot bonuses and Operational Excellence Catalyst). As described in 1.1.1 above, wildfire safety and safety are reflected in annual goals and strong performance results in greater short-term incentive opportunities; additionally, there is a corporate multiplier for strong organizational safety performance.

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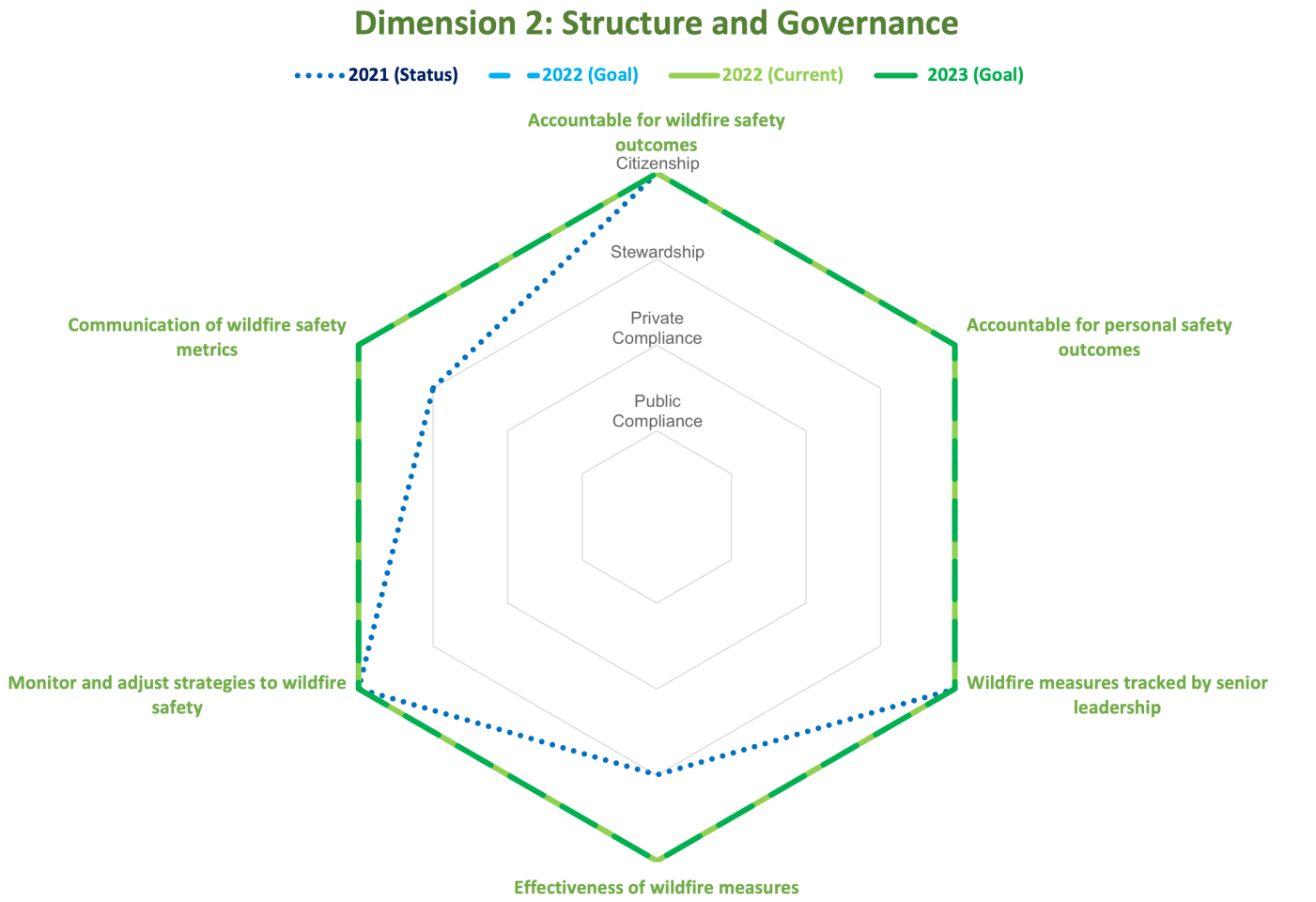
SCE
Management Self-Assessment 2022 Analysis

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.



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SCE
Management Self-Assessment 2022 Analysis

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

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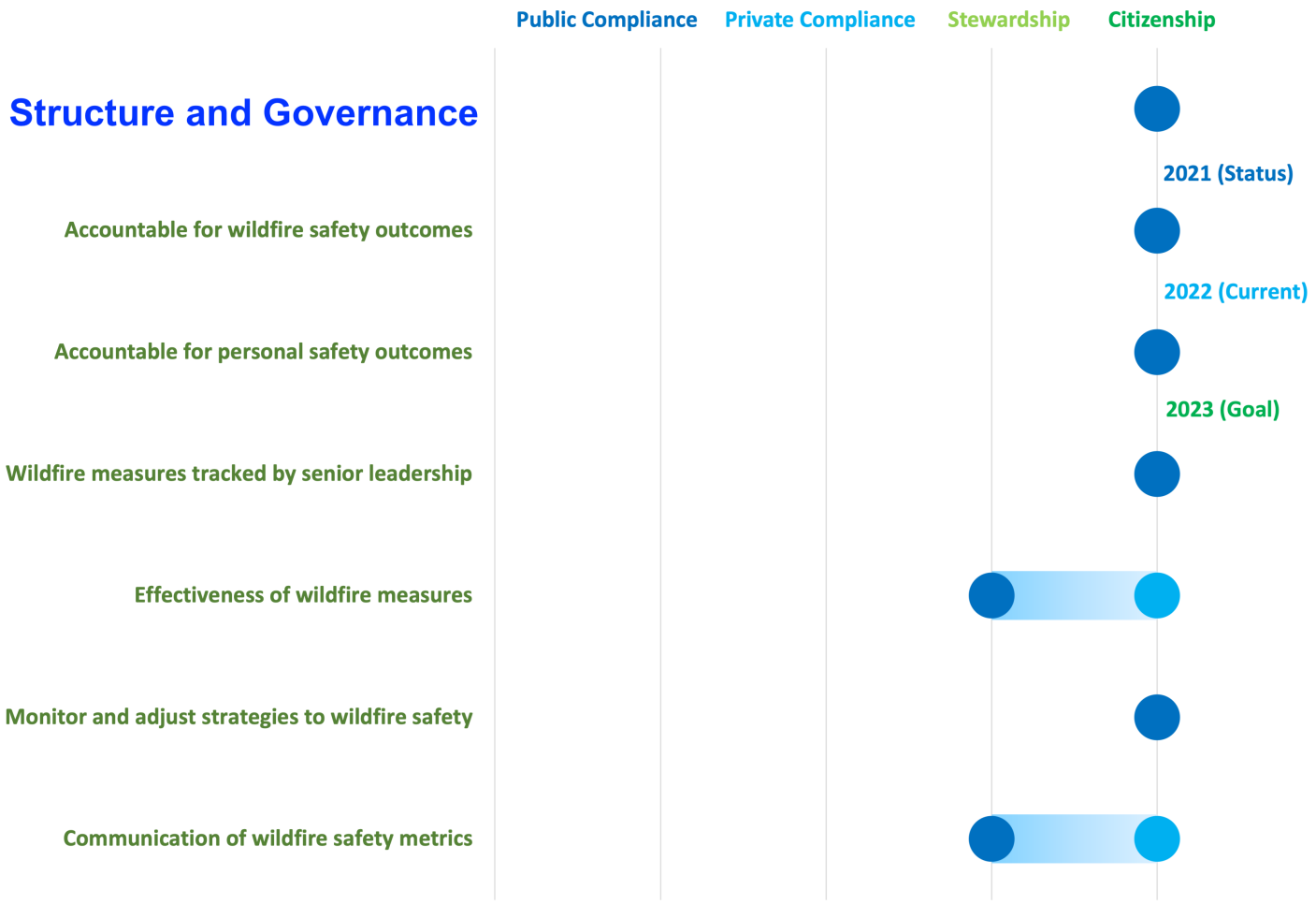

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Section 1. Management Self-Assessment and Justification

Dimension 2: Structure and Governance

*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.*

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

SCE’s portfolio of wildfire mitigation activities is designed to reduce wildfire risks and improve associated safety outcomes. Goals and targets related to operational deployment of these activities are established at the corporate and organizational unit levels and assigned to a responsible executive. Specific safety goals for employee, contractor, and public safety are also established at the corporate level. Performance against these goals is reviewed throughout the year by management with periodic reporting to the Board. Regularly executive leadership forums, comprised of SCE officers, specifically focus on monitoring wildfire mitigation action plans and strategies through a systematic risk-informed perspective to proactively mitigate risk for the public and our workers. SCE's maturity model reinforces personal safety ownership and accountability progressing to Stewardship, building on our foundation of workers proactively sharing knowledge of hazards and shared safety ownership.

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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

SCE's Safety Culture Maturity model reinforces personal safety ownership and accountability through programs, training, and resources to anchor our safety culture in Private Compliance, where employees are inherently motivated to make safe choices to protect themselves for who and what they value. All employees, including Officers, are held accountable for safety outcomes via impacts to compensation and annual performance ratings. Operational leadership and Edison Safety are accountable by ensuring incidents are assessed (e.g., investigations, root cause evaluations) and comprehensive corrective actions are identified and deployed. Executive leadership is informed of incidents and accountable to ensure corrective actions are implemented and adhered to.

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

Public Compliance
No wildfire safety objectives

Private Compliance
Leading and lagging wildfire safety measures required to be reported for regulatory purposes

Stewardship
Required safety measures for regulatory purposes. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives

Citizenship
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

Leading and lagging wildfire safety indicators are tracked through our councils and routine reporting. All levels of teams have goals anchored to concrete activities that are tracked/cascaded at multiple levels of the organization

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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

Established regular review and trend analysis of inspection findings, in addition to fire investigations, provide potential insights for new and refined mitigations. SCE is continuously refining its wildfire risk models to be more granular and precise. SCE also leverages other models to validate its existing models and provide different perspectives. This enables SCE to identify priority areas for deployment (e.g., Areas of Concern), which further allows SCE to take actionable insights in the higher risk areas. Going forward, SCE will continue seeking to improve its ability to capture wildfire data and trends.

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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

SCE has regularly scheduled (e.g., weekly and monthly) wildfire-specific forums with senior officers, which include key members of the Executive Safety Council and Senior Safety Council, to review data and trends, develop strategic and actionable plans, and resolve emergent issues associated with wildfire safety

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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

Both leading and lagging wildfire mitigation metrics are discussed regularly in leadership meetings, which include activity leads, supervisors, and executive leadership. In these meetings, metrics and performance against the metrics are reviewed on a regular basis. Individuals and teams are recognized in these meetings for contributions that meet and exceed wildfire mitigation targets. Furthermore, SCE highlights major wildfire mitigation achievements and progress in its regular public digests/newsletters (e.g., Edison Energized). Going forward, SCE will continue seeking to expand the forums where team and individual contributions are recognized.

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SCE
Management Self-Assessment 2022 Analysis

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

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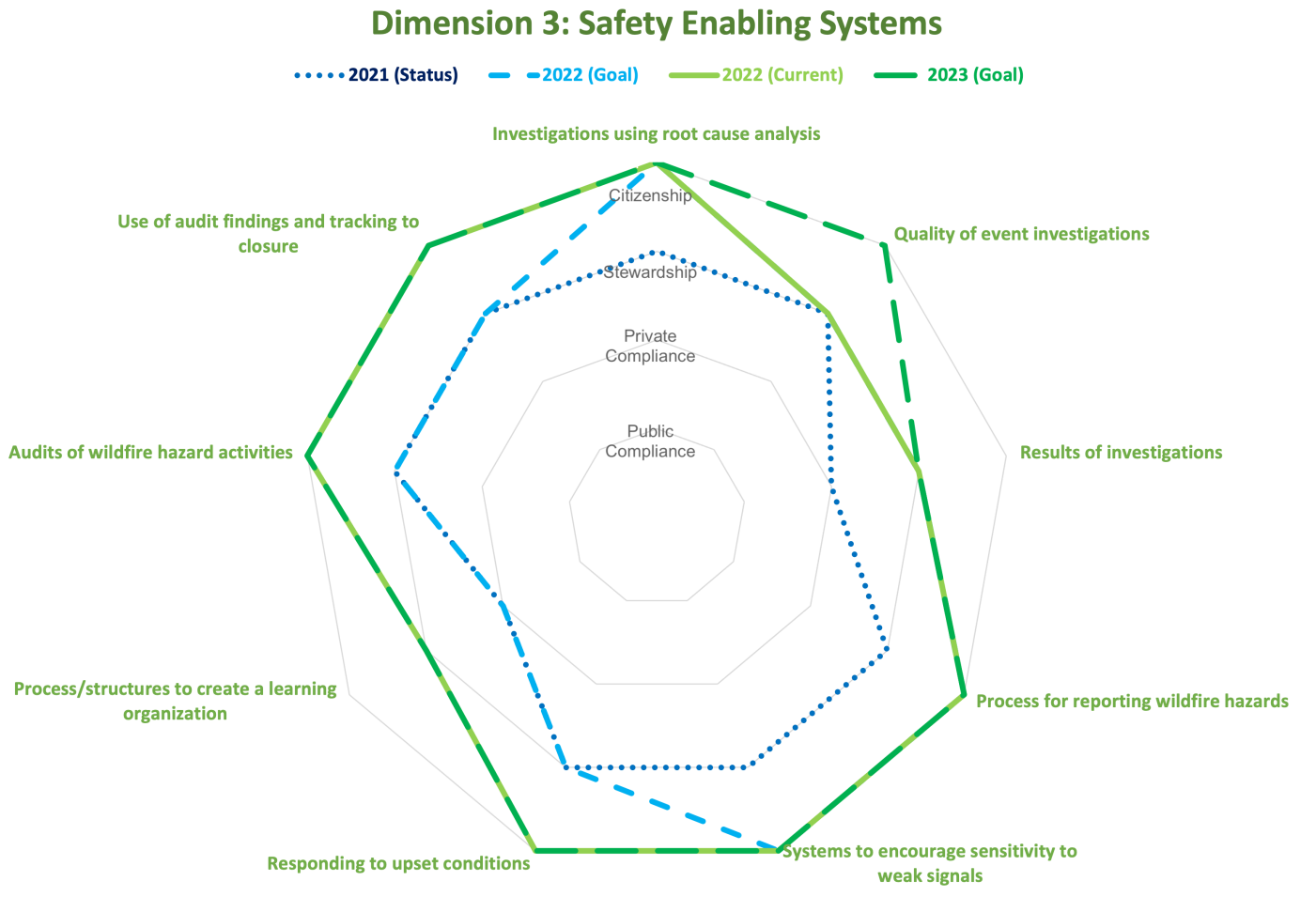

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SCE
Management Self-Assessment 2022 Analysis

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

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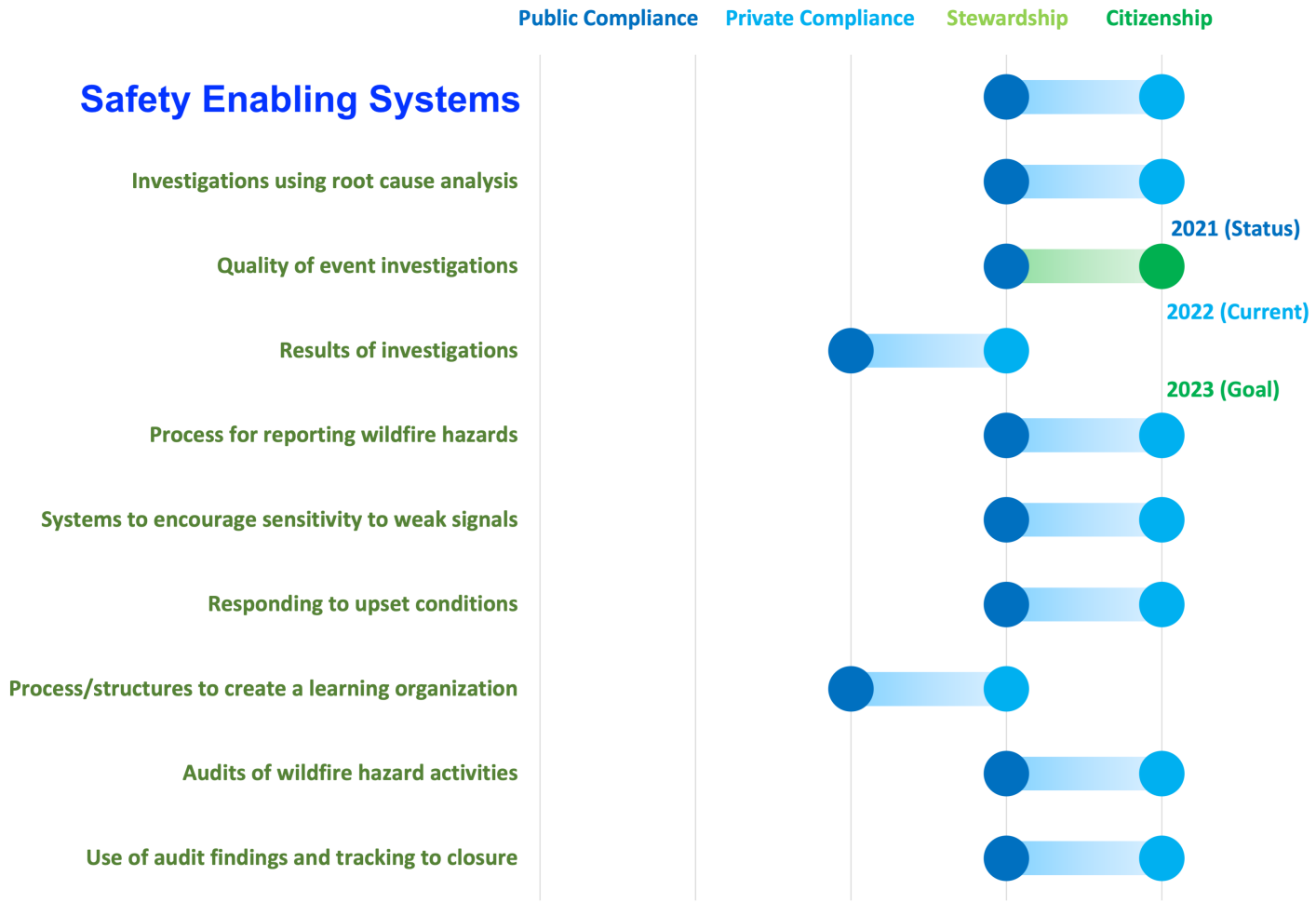

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Section 1. Management Self-Assessment and Justification

Dimension 3: Safety Enabling Systems

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

Public Compliance

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)

Private Compliance

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

Stewardship

All incidents with the potential to be serious or fatal, including near misses

Citizenship

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	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.1.1 Justification

SCE performs root cause analysis on CPUC reportable and non-CPUC reportable ignitions (defined as all high potential events and near misses for fires), wire downs, underground equipment failures, faults attributed to serious injury, fatality, high potential events and/or near misses. SCE has regular forums where root cause findings are shared and evaluated to enhance learning and determine appropriate mitigations to be incorporated into our wildfire mitigation strategy. SCE's approach to personal safety is aligned with the EEI Safety Classification and Learning model. High energy (actual and potential) and low energy serious injuries and all fatalities are evaluated using a rigorous cause evaluation process or learning team. Some days away from work incidents are evaluated using a cause evaluation methodology or learning team. Learning teams are also used to evaluate controls for our highest serious injury and fatality exposures.

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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	0	1	0
2023: Organization's Projected Status	0	0	0	1

3.1.2 Justification

SCE has a rigorous cause evaluation process for investigating actual and potential injury/illness incidents. Evaluations are performed in partnership between the line organization and Edison Safety, and facilitated by a trained evaluator, through a systematic process to determine organizational and programmatic causes and associated corrective actions to control exposure, that are documented in the Incident Management System. Wildfire investigations operate at level 4 and focus on identifying the exposure's root cause and ways to reduce the likelihood of recurrence. SCE reviews ignitions (CPUC reportable and non-CPUC reportable) for lessons learned, effectiveness of deployed mitigations, and develops solutions to drivers in addition to those mitigated by SCE’s mitigation portfolio. SCE is deploying practices aligned with level 4 for personal safety and anticipates continued progression as these practices mature.

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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

Cause Evaluations are performed for significant safety incidents and the resulting actions are developed to prevent repetition of the problem or mitigate consequences to an acceptable level. We have a system in place to track and close actions, and we share learnings from serious incidents, close calls, and cause evaluations continuously throughout the organization. We have seen improvement in the number of corrective actions higher up on the hierarchy of controls and will continue to focus on strengthening our safety culture to drive high value controls. As noted previously in 3.1.2, SCE reviews ignitions (CPUC reportable and non-CPUC reportable) and develops solutions to drivers in addition to those mitigated by SCE’s mitigation portfolio. These solutions are tracked to completion and are incorporated into SCE's Wildfire Mitigation Plan as necessary. SCE’s wildfire mitigation plan is developed with support across SCE.

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

Public Compliance
No formal process

Private Compliance
Process exists to report wildfire hazards but no training or feedback

Stewardship
Process established, workforce is trained in the process, and it is communicated widely; there is consistent follow-up to reduce exposure

Citizenship
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	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.2.1 Justification

SCE has an established process for inspections and remediations (including PSPS pre- and post-patrols). Status and progress are shared broadly for visibility and action. Safety culture efforts also reinforce ownership and discretionary effort to address safety hazards, even when not explicitly performing an assigned job function. For example, SCE’s high-fire inspection forms allow inspectors to provide feedback on the risk of the structure they inspect. Furthermore, inspection teams have proactively communicated structures they feel should be inspected more frequently, demonstrating a positive wildfire safety culture being instilled across our organization. This type of feedback is encouraging and reduces exposure. SCE has started more targeted sessions with execution organizations to provide information on the risk-modeling driving their wildfire work and collect any actionable feedback to modify existing processes and/or mitigations.

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

Public Compliance
No formal process or structure

Private Compliance
Workforce is encouraged to report wildfire hazards as it sees them

Stewardship
System established for reporting and mitigating wildfire hazards; frontline supervisors encourage reporting of weak signals

Citizenship
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	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.3.1 Justification

SCE interprets weak signals and black swans as indicators that are low frequency/high severity that would not historically lead to prediction of a wildfire. As noted above, SCE reviews all ignitions and develops solutions to drivers in addition to those mitigated by SCE’s mitigation portfolio. These reviews can uncover weak signals; for example, when SCE noted an uptick in secondary conductor-caused ignitions, we leveraged data to implement changes, which included modifications to inspection forms and a secondary conductor vegetation pilot. Moreover, our Enterprise Risk Management program has a process to evaluate potential black swans and trains management on how to spot low frequency/high severity and outlier opinions.

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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	0	1
2023: Organization's Projected Status	0	0	0	1

3.3.2 Justification

SCE conducts regular training and exercises at multiple levels of the company and with local agencies, incorporating federal and/or state training standards (e.g., FEMA NIMs, Cal OES SEMS), throughout the year. SCE conducts PSPS-specific training and exercises, and routinely conducts exercises on seismic events, windstorms, rainstorms, and wildfires. These exercises result in after-action reports and corrective actions. Field response is supplemented by an Incident Management Team to ensure operations have appropriate access to personnel and material resources to respond to adverse conditions. As noted earlier, Enterprise Risk Management trains leaders to identify and address risk, further cultivating a “what could go wrong” mentality.

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

Public Compliance

Few processes, training or structures have been established for sharing safety-related lessons learned across the organization

Private Compliance

The organization has implemented a knowledge management system for sharing safety-related best practices and incidents throughout the organization

Stewardship

All criteria met in "Private Compliance" option, plus processes exist for systematically using the knowledge management system and implementing safety-related best practices

Citizenship

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

SCE has a collection of systems, including a safety incident management system, processes, structures, and tools to incorporate safety lessons learned and cause evaluations on an ongoing basis in various company-wide learning forums. A cross-functional safety governance structure regularly reviews corrective actions and findings, which are shared broadly across the organization (e.g., operating experiences summarize cause evaluations and corrective actions for leaders to embed best practices with teams). Leaders use safety dashboards that provide real-time safety performance data to inform adjustments and additional actions. SCE also benchmarks and shares safety best practices with IOUs/industry groups (e.g., EEI, NATF, IWRMC). SCE remains committed to cultivating a learning mindset in all employees and has implemented several enterprise-wide forums to solicit, share, and implement safety and work process best practices. This remains a core area of focus through 2023 and beyond.

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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

SCE’s internal audit department is independent, reporting functionally to the Audit and Finance Committees of the Boards of Directors of SCE and EIX. The department’s annual audit plan is risk based and includes wildfire related operations as this is a key risk for the company and the public we serve. The department conducts rigorous and systemic operational, safety, and wildfire audits leveraging a team of engineers and health and safety professionals focused on continuous improvement and proactively identifying and remediating control weaknesses. SCE also uses a co-sourcing strategy to integrate external technical experts in its independent audit team. Audit findings are reviewed by senior management and include deep dives by various Board Committees for identification of broader trends, and all audit observations are tracked to closure.

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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	0	1
2023: Organization's Projected Status	0	0	0	1

3.4.2 Justification

All audit observations are tracked via an audit management system, TeamMate. Management is sent a series of reminders regarding audit observation due dates. Before an observation can be marked as closed, it must be verified by the assigned auditor after reviewing evidence. Follow-up audits are required for all high-rated observations to further evaluate effectiveness of implemented solutions. Senior management and various Board Committees, including the Safety and Operations Committee and the Audit Committee, review findings with an emphasis on high-rated and overdue findings.

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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

Equip management review committee members with a safety culture guide to assess safety culture factors when evaluating incidents.

B1. Deadline	C1. Management Self-Assessment Reference(s)
12/31/2023	3.1.2 Rate the quality of event investigations

A2. Action/Activity 2

Equip learning teams with a safety culture guide to assess safety culture factors when evaluating exposures.

B2. Deadline	C2. Management Self-Assessment Reference(s)
12/31/2023	3.1.2 Rate the quality of event investigations

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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 improving leader ownership of safety focusing on safety culture engagement and safety commitments/plans anchored in triennial safety culture assessment findings

C1. 12-Month Target

1. Increase leader time in field
2. Improve employee perception of quality of supervisor safety engagement
3. Increase number of leaders speaking positively about safety culture
4. Improve employee perception of leader's safety leadership
5. Increase number of leader observations with identified opportunities for improvement

B1. Progress Metrics (if applicable)

Cultural indicators are assessed through a combination of triennial Safety Culture Assessments and regular Safety Culture Pulse Surveys

1. Leader time in field
2. Felt leadership through employee perception of leader engagement
3. Leaders speaking positively about safety culture
4. Safety leadership progress through employee perception of leader engagement
5. Leader safety observation feedback and coaching

D1. Description of Objective

SCE's Safety Programs are focused on driving systematic risk identification and mitigation and are enhanced by safety culture tools which embed consistent shifts in employee safety mindset and behaviors to reduce wildfire and safety risk. Leader safety ownership in conjunction with existing controls and accountability measures will ensure leaders understand and have the tools to fulfill their role in executing and reinforcing our safety and wildfire mitigation programs.

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A2. Objective 2

Increase frequency of intrinsically motivated Safe Worker Behaviors (Safety Ownership)

C2. 12-Month Target

1. Increase number of workers willing to implement safety culture changes
2. Increase number of observations of peers speaking positive about safety culture
3. Increase number of workers who feel comfortable speaking up to address a safety concern

B2. Progress Metrics (if applicable)

1. Worker willingness to implement safety culture changes
2. Workers observing peers speaking positively about safety culture
3. Worker comfort in speaking up when experiencing a safety concern

D2. Description of Objective

SCE's Safety Culture Maturity Model is currently focused on progressing from Public Compliance where employees follow rules primarily as a result of potential consequences, to Private Compliance, where employees are motivated to make safe choices because they inherently value protecting themselves and the public. A private compliance mindset sets the foundation for discretionary effort to execute on all safety goals, including Wildfire Mitigation and SIF prevention efforts currently implemented to systematically identify and reduce risk exposure. SCE's Wildfire Mitigation and Safety Programs drive improved work practices, risk identification and mitigation; intrinsic motivation (safety ownership) drives acceptance and adoption; this integrated approach holistically addresses wildfire and safety risks to the public and our workers.

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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

Anchor safety culture maturity in Private Compliance - where leaders are accountable for safety culture/outcomes, and employees consistently demonstrate safe behaviors

B1. Progress Metrics (if applicable)

1. SCE uses a 25-dimension safety culture maturity model that evaluates safety environment within the company, safety practices, personal accountability, and leadership.

C1. 3-Year Target

1. Continued measurement of safety culture progress and impact through regular safety culture pulse surveys.

D1. Description of Objective

A private compliance mindset sets the foundation for employee discretionary effort and leadership safety ownership and accountability to execute on all safety goals including Wildfire Mitigation and SIF prevention programs currently implemented to systematically identify and reduce risk exposure. SCE's Wildfire Mitigation and Safety Programs drive improved work practices, risk identification and mitigation; employee intrinsic motivation and leadership safety ownership drives acceptance, adoption, and accountability; this integrated approach holistically addresses wildfire and safety risks to the public and our workers.

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A2. Objective 2

Begin evolving safety culture mindset and actions to Stewardship level of maturity where all employees collectively engage in and reinforce making safe choices and consistently demonstrate safe behaviors

C2. 3-Year Target

1. Continued measurement of safety culture progress and impact through regular safety culture pulse surveys

B2. Progress Metrics (if applicable)

1. SCE triennial Safety Culture Assessment planned for 2023 will determine specific areas of opportunities to ensure targeted actions and appropriate measures are implemented

D2. Description of Objective

SCE attaining a Stewardship level of safety culture maturity builds on our foundation of Private Compliance, with workers proactively sharing knowledge of hazards and learnings through increased trust and shared safety ownership. There is increased cross-functional safety ownership and good safety performers are recognized as strong exemplars in the organization. These anchors of a Stewardship safety culture contribute to a proactive learning organization where teams go above and beyond to identify and mitigate exposures, including Wildfire and SIF. Teams govern themselves and hold each other accountable for Safety and Wildfire Mitigation outcomes.

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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

Deepen Leadership Safety Ownership & Accountability

B1. Actions Taken

1. Conducted Safety Commitment and Planning Workshops spanning executive to front line leaders to prioritize safety culture assessment themes and build contextualized OU-specific plans to address key findings
2. Refined safety governance structure to include additional operations executives to drive a deeper focus on high hazard safety
3. Provided leaders with leader cognitive behavioral leader safety ownership playbook to build on tools provided in Safety Culture Training
4. Conducted leader-led organizational-wide Safety Stand Ups focused on addressing themes from our latest internal safety culture assessment
5. Implemented a "back to basics" effort to help leaders consistently engagement in hazard identification and control tools with their teams

A2. Major Theme/ Lesson Learned 2

Increase leader visibility and time in field

B2. Actions Taken

1. Operations leadership reinforced expectation of minimum leader time spent in field
2. Measured leadership time in field through safety culture pulse
3. Implemented safety observation enhancements to measure front line leader time spent with crew conducting observations
4. Provided leaders with coaching tools and skills to improve felt leadership when they are in the field

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A3. Major Theme/ Lesson Learned 3

Improve the quantity and quality of safety recognition

B3. Actions Taken

1. Provided all leaders with cognitive behavioral safety culture training to improve recognition skills
2. Launched micro-learnings to provide leaders with ongoing refreshers of core safety leader skills and tools, including safety recognition.
3. Provided leaders with leader cognitive behavioral leader safety ownership playbook to take specific actions using tools provided in safety culture training

A4. Major Theme/ Lesson Learned 4

Increase psychological safety (speaking up & stopping work)

B4. Actions Taken

1. Engaged leaders in broader culture workshops to help them better create an environment for employees to speak up
2. Provided leaders with specific tools through safety culture leadership training and Cultural Differences training to engage employees in psychologically safe discussions and to better foster a psychologically safe work environment
3. Providing front line leaders with real time coaching and peer to peer discussions to further embed skillset and tools to sustain a psychologically safety work environment
4. Conducted leader-led organizational-wide Safety Stand Ups focused on addressing themes from our latest internal safety culture assessment, including cultivating a speak up culture

A5. Major Theme/ Lesson Learned 5

Increase the quantity and quality of safety observations

B5. Actions Taken

1. Conducting paired safety observations with frontline leaders to develop and embed safety observation skillset
2. Implemented safety observation guide to set expectations and provide leaders with tools to successfully conduct safety observations
3. Implemented structured ongoing discussions with leaders to address safety observation trends and feedback.
4. Developed indicators that are regularly discussed in safety governance forums to measure and improve safety observation quality

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A6. Major Theme/ Lesson Learned 6

Improve employee participation in safety

B6. Actions Taken

1. Engaging employees and leaders in enterprise-wide competition to submit grassroots safety projects that drive safety continuous improvements
2. Conducting safety Kaizens with front line employees to develop and implement mitigations for high hazard risks
3. Conducting safety recognition event facilitated by SCE's CEO for employees who demonstrated significant safety engagement and ownership
4. Launched enterprise-wide effort (Operational Excellence Catalyst) to solicit employee ideas on how to improve safety

A7. Major Theme/ Lesson Learned 7

Reduce stress, fatigue, and perceptions of production pressure

B7. Actions Taken

1. Implemented leadership workshops where leaders developed efforts to address 2020 triennial safety culture assessment results
2. Reinforced safe production messaging in all leader safety culture training classes and refreshers
3. Implemented key cultural indicator to measure employee perception of production pressure, stress, and fatigue to provide leaders with actionable data to further target precise opportunities and drive timely actions
4. Launched enterprise-wide Safety Stand Ups to drive focus and targeted actions to address core theme of managing production pressure

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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

Improve safety-related communication. Update current safety leader activities to address issues noted by the workforce concerning wildfire communications, roles and decisions.

B1. Actions Taken

• Completed training and refinement of communication to improve awareness of wildfire safety protocols
• Executed a one-on-one communication engagement strategy that established a dialogue with the frontline workforce to understand employee sentiments, needs, and to improve awareness on wildfire safety protocols and decisions
• Revamping PSPS frontline workforce training based on feedback

C1. Results

• Improvement in awareness of wildfire safety protocols
• Improved communication with frontline workforce on wildfire safety protocols

A2. Recommendation 2

Use Employee Pulse Surveys to evaluate progress of supervisors in engaging frontline workers on wildfire hazards and providing clear communication about wildfire-related procedures.

B2. Actions Taken

• Administering quarterly engagements to monitor effectiveness of PSPS Organizational Change Management (OCM) strategy and wildfire communication improvements

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A3. Recommendation 3

Embed learning organization concepts into the culture via training, incident investigations and corrective action systems.

B3. Actions Taken

• Expanded communications for frontline employees that link root cause, lessons learned and work practices
• Implemented for all Transmission and Distribution a new tiered cause evaluation process which expanded the range of incidents being evaluated. Enterprise wide will be implemented by end of 2022.
• Timely communication broadly sharing SCE incident causes and corrective actions from recently completed incident evaluations, and preliminary information with prevention tips on recent incidents.
• Completed human and organizational performance training for leaders and employees to systematically embed learning organization concepts in SCE's safety culture.

C3. Results

• Increased frequency and audience for sharing lessons learned
• Improved timeliness of developing preliminary lessons learned
• Improved understanding of human and organizational performance concpets

A4. Recommendation 4

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

B4. Actions Taken

• Trending incidents to identify drivers and mitigating actions
• Training employees to proactively mitigate threats from members of the public
• Increased outreach to educate employees on actions to proactively mitigate threats and assaults from members of the public.
• Maintained and distributed records regarding customers who have presented or may present a potential threat to employees. • Provided employees proactive actions to mitigate recurrence
• Provided security escort to aerial inspections at locations where access previously had been denied and/or hostile customers were located. Provided safety training presentations for drone vendors and shared lessons learned at Annual Safety Summit.
• Included safety guidelines and de-escalation tips in PSPS crew member training.

C4. Results

• Mid-year statistics indicate a 13% reduction in reported customer threats in compared to the same time last year.

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