State of California – A Natural Resources Agency

OFFICE OF ENERGY INFRASTRUCTURE SAFETY
715 P Street, 20th Floor | Sacramento, CA 95814
916.902.6000 | *www.energysafety.ca.gov*

Gavin Newsom, Governor

Caroline Thomas Jacobs, Director

May 8, 2023

Jordan Parrillo
Senior Analyst, Rates and Regulatory Affairs
Liberty Utilities
701 National Ave
Tahoe Vista, CA 96148
Jordan.Parrillo@libertyutilities.com

Subject: Office of Energy Infrastructure Safety Issuance of Liberty Utilities' 2022 Safety Culture Assessment per Public Utilities Code Section 8389(d)(4)

Dear Mr. Parrillo:

Enclosed is the 2022 Safety Culture Assessment (SCA) report for Liberty Utilities, LLC, (Liberty) presenting the findings (including recommendations) of the assessment conducted by the National Safety Council (NSC) on behalf of the Office of Energy Infrastructure Safety (Energy Safety) pursuant to Public Utilities Code Section 8389(d)(4).

Energy Safety provided Liberty a draft of the report on March 24, 2023, for factual review and correction. Liberty did not submit a response.

Liberty can satisfy the "good standing" requirement in Public Utilities Code section 8389(e)(2) by agreeing to implement the findings (including recommendations) of its most recent SCA performed pursuant to Public Utilities Code section 8386.2 and section 8389(d)(4), if applicable. This may be done by submitting a letter to this effect via the e-filing system on the 2022 Safety Culture Assessments docket (Docket #2022-SCAs).[1]

Sincerely,

Lucy C. Morgans

Lucy Morgans
Program Manager, Electric Safety Policy Division
Office of Energy Infrastructure Safety

---

[1] See the 2022 Safety Culture Assessments docket
(https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2022-SCAs, accessed March 20, 2023).

The Office of Energy Infrastructure Safety's 2022 Safety Culture Assessment

Liberty Utilities

Prepared by the National Safety Council

Published May 2023

Table of Contents

Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety's) second annual Safety Culture Assessment of electrical corporations in California took place from July to November 2022. Energy Safety directed the process pursuant to the requirements of Public Utilities Code section 8389(d)(4). The process was carried out by Energy Safety's Safety Culture Assessment contractor. In 2022, Energy Safety's Safety Culture Assessment contractor was the National Safety Council.

This report contains the assessment of Liberty Utilities' (Liberty's) inputs to the 2022 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on Liberty's inputs including its safety culture objectives, lessons learned, progress on 2021 recommendations, and a workforce survey targeted at those who spend at least 10 percent of their time engaged in wildfire mitigation activities.

Respondents to the 2022 workforce survey generated positive results, with ten of thirty statements showing year-over-year improvements. The statement "People focus on one task at a time and avoid distractions" demonstrated the greatest improvement since 2021.

Liberty's 2022 safety culture objectives, lessons learned, and progress on 2021 recommendations demonstrate a company that has taken actions to advance its safety culture. Liberty implemented a safety observations program, updated its PSPS playbook, and established safety metrics.

However, scores on 20 of the 30 statements on the 2022 workforce survey declined since 2021, especially in the overall culture category. The following three overall culture statements had the most notable decrease in score since 2021:

- "The company cares about my opinions."

National Safety Council

- "I believe managers apply the same rules for all workers."

- "People in my workgroup treat each other with respect."

To drive consistent improvement in its safety culture throughout the organization, Liberty should act on the recommendations listed below.

- Improve interpersonal interactions and establish Liberty as a learning organization by:

  - Ensuring that leaders are demonstrating key leadership skills, especially when conducting safety observations and safety meetings.

  - Establishing a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action regarding declines in overall culture.

1 Safety Culture Assessment

1.1 Safety Culture Assessment Framework

The Office of Energy Infrastructure Safety's (Energy Safety's) Safety Culture Assessment (SCA) process is described in the Safety Culture Assessment Guidelines for Electrical Corporations (SCA Guidelines).[1] The SCA Guidelines are built on the SCA framework adopted by the California Public Utilities Commission (CPUC) in Resolution WSD-011 on November 19, 2020,[2] and the update adopted by the CPUC in Resolution M-4860 on December 2, 2021.[3] This framework, depicted in Figure 1, is rooted in the belief that safety culture affects both personal and wildfire safety outcomes and by extension its study provides insights into strengths and key opportunities for improvement.

---

[1] Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

[2] Resolution WSD-011 "Resolution implementing the requirements of Public Utilities Code Sections 8389(d)(1), (2) and (4), related to catastrophic wildfire caused by electrical corporations subject to the Commission's regulatory authority" (2020) (https://energysafety.ca.gov/wp-content/uploads/docs/misc/docket/352490594.pdf, accessed Feb. 8, 2023);

Resolution WSD-011 Attachment 4 "Annual Safety Culture Assessment Process Proposal" (2020), p. 9 (https://energysafety.ca.gov/wp-content/uploads/docs/wmp-2021/docs/352460864.pdf, accessed Jan. 18, 2023).

[3] Resolution M-4860 "Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389(d)(1), (2), (3) and (4), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission's Regulatory Authority (2021) (https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF, accessed Feb. 8, 2023);

Resolution M-4860 Attachment 4 "2022 Safety Culture Assessment Process" (2021) (https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf, accessed Feb. 8, 2023).

National Safety Council

Figure 1: Framework for Energy Safety's Safety Culture Assessment
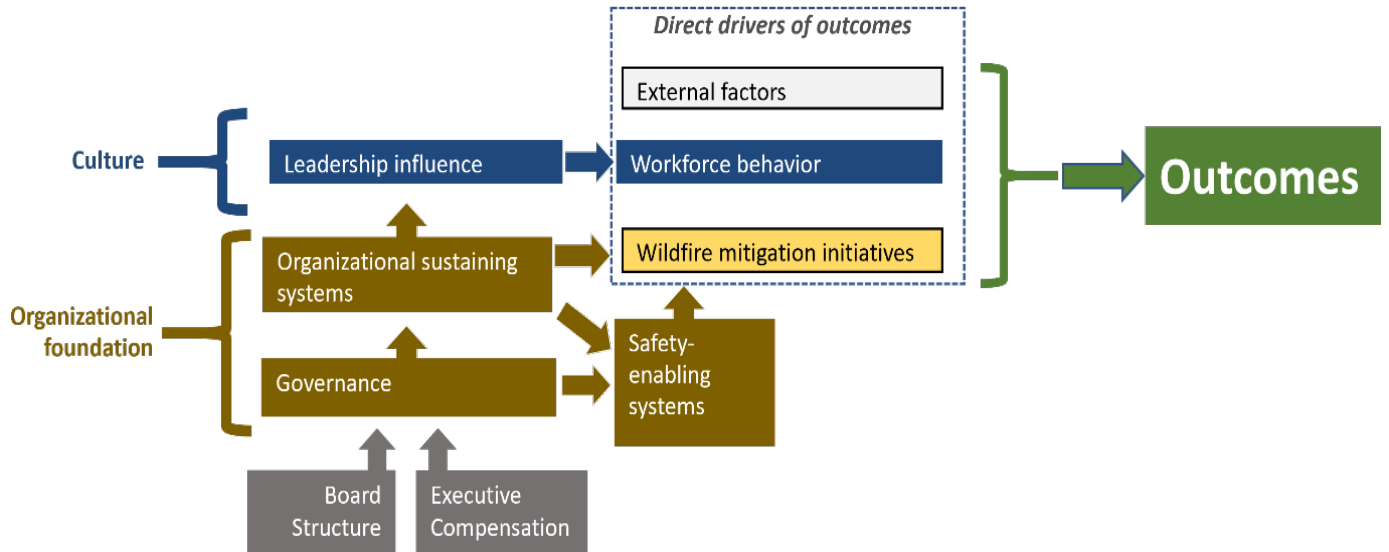
The SCA framework illustrates that safety outcomes are driven by leadership influence and organizational sustaining systems. Governance impacts these factors and also safety-enabling systems. These elements all impact workforce behavior and wildfire mitigation initiatives, which most directly drive safety outcomes.

This framework helps assess the value of safety at different levels of an organization. A strong safety culture exhibits the value of safety at all levels of the organization, from the highest levels of leadership to the frontline employee and through all facets of job performance and the factors that influence job performance like work environment, training, tools, and resources. Additionally, a strong safety culture maintains the priority of safety as it relates to production or job performance outcomes, without exception. Measures of safety culture like Energy Safety's SCA are essential for understanding, managing, and making the necessary interventions to improve safety culture to benefit both workers and the public.

1.2 Overview

Pursuant to Public Utilities Code Section 8389(d)(4),[4] Energy Safety must conduct an annual SCA for each California electrical corporation.[5] The first SCA took place in May and June 2021. Energy Safety contracted the National Safety Council (NSC)[6] to conduct the second annual SCA. This took place between July and November 2022.

1.2.1 Focus of Energy Safety's SCA

Energy Safety's SCA is distinct and complimentary to other safety culture assessments required elsewhere in the Public Utilities Code. Energy Safety's SCA is not a replacement for ongoing work to improve safety culture at each electrical corporation. Energy Safety's SCA specifically focuses on the safety culture present in the wildfire mitigation work setting: the setting most pertinent to risks faced by the wildfire mitigation workforce in terms of personal risk and risks faced by the public in terms of wildfire risk. Energy Safety's goal is to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps. Energy Safety seeks to understand outcomes over time and incorporate continuous learning into the assessment process.

---

[4] The full text of Public Utilities Code section 8389 (https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, accessed November 15, 2022).

[5] In 2022, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company (Liberty), San Diego Gas & Electric Company (SDG&E), Southern California Edison Company (SCE), Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, and Trans Bay Cable.

[6] The National Safety Council is a nonprofit, mission-based organization focused on eliminating the leading causes of preventable death and injury, from the workplace to anyplace.

1.2.2 Energy Safety's SCA Components

Energy Safety published the 2022 SCA Guidelines in March 2022.[7] The SCA Guidelines outline the SCA framework, components, and requirements for each category of electrical corporation. The SCA Guidelines categorize electrical corporations as follows:

- **Large electrical corporations, also called investor-owned utilities[8] (Large IOUs):** Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company (SDG&E), and Southern California Edison Company (SCE).
- **Small and multijurisdictional utilities (SMJUs):** Liberty Utilities (Liberty), PacifiCorp, and Bear Valley Electric Service, Inc. (BVES).
- **Independent transmission operators (ITOs)**: Horizon West Transmission (HWT) and Trans Bay Cable (TBC).

The 2022 SCA process included a management self-assessment with a summary plan for 2023, 12-month and 3-year safety culture objectives, lessons learned, progress on the 2021 SCA recommendations, a workforce survey, and follow-up interviews to give context and clarity to the management self-assessment (one interview) and workforce survey (three interviews in the form of focus groups). See below for more details about each of these components. The SCA Guidelines require different kinds of electrical corporations to complete different components of the SCA as follows:[9]

---

[7] Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022). For more information, see Energy Safety's Safety Culture Assessments web page (https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-safety/safety-culture-assessments/, accessed Dec. 22, 2022).

[8] In this document, "utility" should be understood to mean "electrical corporation."

[9] See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

Component	Electrical corporations that must complete this component	Commentary
Workforce survey	Large IOUs, SMJUs	Energy Safety uses the workforce survey to assess key workforce perceptions and behaviors at the large and small electrical corporations, but not the independent transmission operators, where the workforces are too small to ensure the anonymity of respondents.
Management self-assessment with summary plan for the coming year	Large IOUs	Energy Safety uses the management self-assessment, a detailed assessment of organizational systems, to evaluate the larger, more complex electrical corporations.
Safety culture objectives and summary of lessons learned (including reporting on implementation of recommendations)	Large IOUs, SMJUs, ITOs	Energy Safety uses the safety culture objectives and summary of lessons learned in the evaluation of all electrical corporations. This is the only requirement for ITOs, which are small organizations with a lower risk profile than the large IOUs and SMJUs.
Interviews	To be determined by Energy Safety upon review of submissions	Interviews may be required of any electrical corporation. In 2022, they will be required of the large IOUs.

Component	Electrical corporations that must complete this component	Commentary
Observational visits	To be determined by Energy Safety upon review of submissions	Observational visits may be required of any electrical corporation.
Supporting documentation	To be determined by Energy Safety upon review of submissions	Supporting documentation may be required of any electrical corporation.

Below are descriptions of the different components of the 2022 SCA.

1.2.2.1 Workforce Survey

The workforce survey was administered by NSC (via the electrical corporations) and consisted of 30 statements covering three dimensions of safety culture: wildfire safety, personal safety, and overall culture. These were the same statements as those used on the 2021 workforce survey. It was targeted at employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities. Respondents rated the statements on a five-point scale from strongly agree to strongly disagree.[10]

Electrical corporations selected a time period for administration of the workforce survey within the timeframe of August 15 to September 15, 2022. NSC provided electrical corporations with both online and paper survey administration options, as well as Spanish translation upon request.

---

[10] The survey used a Likert scale going from Strongly Agree (5) to Strongly Disagree (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see "What is a Likert Scale – Definition, example, characteristics, & advantages" by Question Pro (https://www.questionpro.com/blog/what-is-likert-scale/, accessed Jan. 18, 2023).

1.2.2.2 Management Self-Assessment with 2023 Summary Plan

The management self-assessment was only completed by the large electrical corporations in the 2022 SCA process; it was not completed by the SMJUs.

1.2.2.3 Safety Culture Objectives, Lessons Learned, and Progress On 2021 Recommendations

Unlike some components of the SCA that are only applicable to some electrical corporations (see Section 1.2.2), each electrical corporation is required to submit its safety culture objectives, summary of lessons learned, and progress on 2021 recommendations.[11] Electrical corporations submitted these using an online survey administered by NSC.

In this component the electrical corporations presented their 12-month and 3-year safety culture objectives, target and progress metrics, and a description of how the objectives will reduce wildfire risk.

Electrical corporations also presented their lessons learned and a description of progress made on their 2021 SCA recommendations.

1.2.2.4 Interviews

Follow-up interviews were only conducted with the large electrical corporations in the 2022 SCA process; they were not conducted with the SMJUs.

1.2.2.5 Observational Visits

The 2022 SCA process did not include observational visits due to time constraints.

---

[11] See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

1.2.2.6 Supporting Documentation

The SCA Guidelines provide that Energy Safety may ask for supporting documentation.[12] For example, Energy Safety may require documentation to support justifications given for electrical corporations' self-ratings in the management self-assessment.

The online survey used to elicit safety culture objectives, summary of lessons learned, and progress on 2021 recommendations permitted electrical corporations to upload additional supporting documentation as attachments to illustrate actions taken since the 2021 SCA.

1.2.3 Changes from 2021

The SCA process did not change significantly from 2021 to 2022.[13] There were three key differences. Firstly, in 2022 Energy Safety's SCA contractor could assess each electrical corporation's progress against the baseline data gathered in 2021 and the extent to which the electrical corporation had implemented the 2021 recommendations. Secondly, in 2022 Energy Safety introduced a public workshop to allow the large electrical corporations the opportunity to present information about their safety culture and the public the opportunity to ask questions.[14] Thirdly, in 2022 the invitees to the

---

[12] See the Safety Culture Assessment Guidelines for Electrical Corporations Section 5.2 for more information about supporting documentation Energy Safety may require at its discretion (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Jan. 23, 2023).

[13] Resolution M-4860 "Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389(d)(1), (2), (3) and (4), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission's Regulatory Authority (2021)
(https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF, accessed Feb. 8, 2023);
Resolution M-4860 Attachment 4 "2022 Safety Culture Assessment Process" (2021)
(https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf, accessed Feb. 8, 2023).

[14] 2022 Safety Culture Assessment Public Workshop: see link for workshop materials and recording (https://energysafety.ca.gov/events-and-meetings/events/2022-safety-culture-assessment-public-workshop/, accessed Dec. 22, 2022).

workforce survey follow-up focus groups included contractors in addition to electrical corporation employees.

2 Liberty Inputs and Findings

2.1 Liberty Inputs to the SCA

The findings and recommendations below are based on Liberty's inputs to the 2022 SCA including its safety culture objectives, lessons learned, progress on 2021 recommendations,[15] and workforce survey[16] targeting those who spend at least 10 percent of their time engaged in wildfire mitigation activities. As an SMJU, Liberty was not required to complete all components of the SCA process.[17]

In 2022, the first step of the SCA process was submission of the safety culture objectives, lessons learned, and progress on 2021 recommendations. Liberty submitted these components on August 22, 2022.

NSC (via Liberty) administered the Liberty workforce survey using an anonymous online survey between August 29 and September 9, 2022. NSC encouraged Liberty to include as many individuals as possible within the target audience of employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities.

A total of 71 Liberty employees and contractors responded to the workforce survey. Liberty achieved a 63 percent overall response rate for the pre-selected wildfire mitigation workgroups (total Liberty employees and contractors), compared to a 45

---

[15] See Section 5.2 for Liberty Utilities' safety culture objectives, lessons learned, and progress on 2021 recommendations.
[16] See Section 5.1 for the workforce survey results.
[17] See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

percent total response rate in 2021.[18] Liberty elicited 10 contractor responses out of a base number of 34 contractors, a 29 percent response rate compared with 9 percent in 2021 (8 contractor responses out of 91).

2.2 Strengths

Through its SCA inputs, Liberty demonstrated a number of safety culture strengths. The following sections identify these strengths. Liberty should continue to build on these strengths to advance its safety culture.

2.2.1 Improved Worker Focus

In 2021 workforce survey, the statement "People focus on one task at a time and avoid distractions" had the lowest average response score[19] of 3.4 (out of possible 5). In 2022, this statement demonstrated the greatest improvement in score, gaining 0.63, with 63 percent of respondents indicating agreement with this statement.

This improvement aligns with the actions taken Liberty provided in its progress on 2021 recommendations. Namely, Liberty reported adding new positions to help workers handle workload and focus on specific tasks in their daily work.[20]

2.2.2 Increased Safety Observation Participation

Liberty's 12-month safety culture objectives, lessons learned, and progress on 2021 recommendations described efforts to improve its safety observation program.

---

[18] In comparison, the 2022 workforce overall survey response rate for Bear Valley was 88 percent (89 percent for employees and 39 percent for contractors). For PacifiCorp the 2022 overall workforce survey response rate was 56 percent (52 percent for employees and 56 percent for contractors).

[19] The workforce survey is comprised of 30 statements rated on a five-point Likert scale from Strongly Agree (5) to Strongly Disagree (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see "What is a Likert Scale – Definition, example, characteristics, & advantages" by Question Pro (https://www.questionpro.com/blog/what-is-likert-scale/, accessed Jan. 18, 2023).

[20] See Section 5.2, 1.4 2021 Recommendations, A2. Recommendation 2.

Liberty incorporated safety observation targets into its corporate scorecard. This means that not meeting safety observation targets should now impact the performance rating of the company.[21] Liberty has also implemented a new tool—environmental, health, and safety reporting software—that makes it easier for employees to report safety observations.[22]

Although, most statements on the workforce survey declined in score since 2021, the following statements that relate to safety observations showed improvement, with 5 percent or less of respondents disagreeing with these statements:

- "I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment."
- "Leaders use mistakes and incidents as learning opportunities."
- "Wildfire and personal safety concerns are communicated openly."
- "People in my workgroup report all wildfire hazards, no matter how minor."
- "Leaders actively seek out signs of potential wildfire hazards."

2.3 Opportunities

Liberty has areas where it can strengthen its safety culture. The following sections describe the areas where Liberty should prioritize improving its safety culture, followed by specific recommendations in Section 3.

2.3.1.1 Organizational Learning

As in the 2021 SCA results, employees scored several survey statements foundational to organizational learning relatively low. These statements include:

---

[21] See Section 5.2, 1.4 2021 Recommendations, B1. Actions Taken.
[22] See Section 5.2, 1.3 Lessons Learned, A3. Major Theme/Lesson Learned 3.

- "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them." (40 percent of respondents disagreed or answered neutrally.)

- "People report mistakes they make, even if others do not notice them." (36 percent of respondents disagreed or answered neutrally.)

- "We have the right tools for the job." (30 percent of respondents disagreed or answered neutrally.)

- "People look for wildfire hazards and risks as work progresses." (23 percent of respondents disagreed or answered neutrally.)

A learning organization is skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.[23] Ensuring workers feel safe to report mistakes or inadequate tools and are encouraged to report hazards and possible solutions is foundational to an organization modifying its behavior to reflect new knowledge and insights. Incorporating lessons from incidents and other behaviors associated with being a learning organization increase the organization's capacity for a robust safety culture.

See the corresponding recommendation in Section 3.1.1.

2.3.2 Overall Workplace Culture

Liberty's 2022 workforce survey showed declines in scores for all ten of the statements in the overall culture category. The overall culture category score fell 0.3 from a score of 4.25 in 2021 to a score of 3.95 in 2022.

The three statements with the greatest declines in score were:

- "The company cares about my opinions."

---

[23] See Glossary, Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

- "I believe managers apply the same rules for all workers."
- "People in my workgroup treat each other with respect."

Interestingly, managers had notably less-positive perceptions about overall culture than individual contributors did, particularly in the three statements listed above. The decline in scores for these statements may indicate that Liberty managers are experiencing new barriers with interpersonal interactions. Safety culture is more robust in an organization where there is a workplace culture of trust, learning, and accountability: interpersonal interactions are the building blocks of a culture of trust.

See the corresponding recommendation in Section 3.1.2.

3 Recommendations

Culture change takes time, dedication, and starts with understanding where a company is on its organizational safety culture journey and the underlying drivers influencing the workforce. The recommendations in this report are based on observations from Liberty's 2022 SCA inputs: safety culture objectives; lessons learned; progress on 2021 recommendations; and the workforce survey. One of the recommendations included here builds on a recommendation from Liberty's 2021 Safety Culture Assessment report[24] while the other is newly introduced based on Liberty's 2022 assessment.

Recommendations for Liberty are outlined below and structured as follows: overall theme of the recommendation; observations from the SCA inputs contributing to the recommendation; goals of the recommendation; and verification method.

3.1 Improve Interpersonal Interactions

Liberty should take action to improve interpersonal interactions related to safety to help improve overall culture and establish Liberty as a learning organization. This two-part recommendation builds upon a 2021 SCA recommendation.

3.1.1 Improve Leadership Engagement

Liberty should ensure that leaders are demonstrating key leadership skills, especially when conducting safety observations and safety meetings, to create a work environment that is conducive for learning. This recommendation builds upon on a 2021 SCA recommendation.

---

[24] Liberty Utilities 2021 Safety Culture Assessment (Oct. 2021)
(https://efiling.energysafety.ca.gov/EFiling/GetPublicDocument.aspx?documentId=51876, accessed Feb. 22, 2023).

As noted in the related 2021 SCA recommendation,[25] setting targets for safety observations and increasing team meetings can have an impact on wildfire and safety culture, but leadership engagement will determine the success of these initiatives. Liberty needs to ensure leadership is setting clear expectations and the proper tone for these interactions. Liberty should train leaders on safety leadership topics such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance or human performance reliability, and diversity, equity, and inclusion.

Furthermore, Liberty senior leadership should further engage managers through listening sessions, focus group, or roundtables to better understand and address issues.

3.1.1.1 Observations

Workforce survey results showed declines in scores for statements related to overall culture. Statements with relatively low scores on the survey in both 2021 and 2022 included those that addressed aspects of organizational learning, such as:

- "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them."
- "People report mistakes they make, even if others do not notice them."
- "We have the right tools for the job."
- "People look for wildfire hazards and risks as work progresses."

---

[25] See 4.1 "Ensure the supervisor safety observation target is met and quarterly operations field team meetings are held to improve employee engagement on wildfire hazards and address safety culture gaps," Liberty Utilities 2021 Safety Culture Assessment (Oct. 2021) (https://efiling.energysafety.ca.gov/EFiling/GetPublicDocument.aspx?documentId=51876, accessed Feb. 22, 2023).

3.1.1.2 Goals of Recommendation

The goals of this recommendation are to establish a better sense of trust, respect, and cooperation between and among employees and leadership and increase perceptions of support and commitment from leadership, which will enhance organizational learning.

3.1.1.3 Verification Method

Liberty's 2023 progress report on 2022 recommendations must include:

1. A description of how Liberty incorporated leadership training on topics such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance or human performance reliability, and diversity, equity, and inclusion.

2. A leadership training plan with dates of execution.

3. Any new initiatives to address wildfire mitigation or other safety efforts—or improvements to existing initiatives—resulting from listening sessions, focus groups, or roundtable meetings with managers.

Progress must also be evident on future workforce surveys in an increase in agreement with the statements addressing aspects of organizational learning.

3.1.2 Establish a Culture Committee

Liberty should establish a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action regarding declines in workforce survey scores for statements related to overall culture, specifically relating to interpersonal interactions. The culture committee should review the workforce survey results, candidly discuss the results, brainstorm, prioritize actions, and implement a SMART[26] action plan to address workplace culture issues over the coming year.

---

[26] SMART: specific, measurable, action-oriented, realistic, and time-bound.

3.1.2.1 Observations

Liberty's 2022 workforce survey showed declines in scores for all ten of the statements in the overall culture category. The overall culture category had the greatest decline in score since 2021. Managers had notably less-positive perceptions about overall culture than individual contributors did, particularly in the three statements listed above.

3.1.2.2 Goals of Recommendation

The goals of this recommendation are for Liberty to gather insights on its culture and find opportunities for a positive, collaborative approach to planning for improvements to its overall workplace culture.

3.1.2.3 Verification Method

Liberty's 2023 progress report on 2022 recommendations must include a description of activities and actions taken by the culture committee to improve interpersonal interactions and build trust.

4 Conclusion

This report provides the findings and recommendations from Liberty's second SCA under Public Utilities Code section 8389(d)(4). This report includes a year-over-year assessment of Liberty's safety culture based on the results of the first SCA in 2021. Following the publication of this report, Liberty may agree to implement its findings to demonstrate "good standing" per Public Utilities Code section 8389(e)(2).

This process is intended to be complementary to, and not a replacement for, ongoing work to improve safety culture at Liberty. Energy Safety seeks to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps, along with an understanding of Liberty's relative strengths and opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.

5 Data Attachments

Energy Safety Workforce Survey 2022: Overall Results and 30 Standard Statements

*This page contains average response scores and percent distributions of response categories for the overall survey, the three performance categories, and the 30 **Energy Safety Workforce Survey** standard Statements.*

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
Response Categories: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Average Response Scores by Year

	2021	2022
Wildfire Safety	4.31	4.29
Personal Safety	4.23	4.23
Overall Workplace Culture	4.25	3.95
OVERALL	4.26	4.16
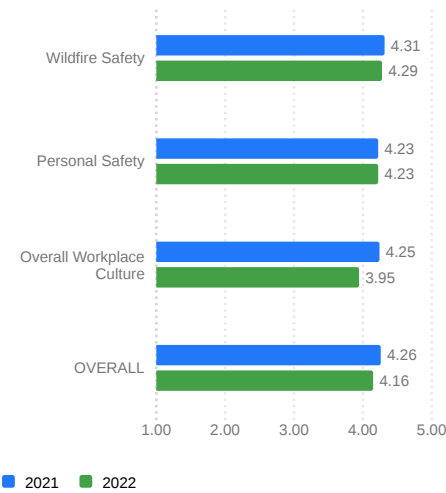
Average Response Score 2022

4.16 Overall
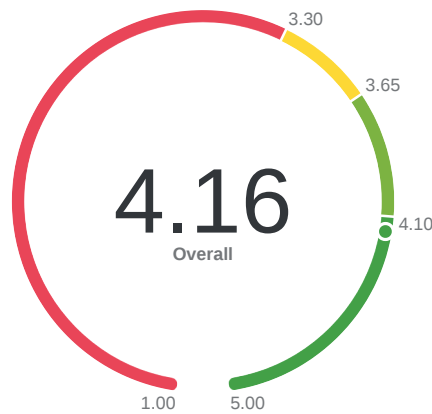
Number of Responses by Year

2021: 73
2022: 71

Wildfire Safety 2022

4.29 Wildfire Safety

Percent Distributions 2022

Wildfire Safety: Strongly Agree 50.7%, Agree 33.1%, Neutral 11.4%, Disagree 4.2%

Personal Safety 2022
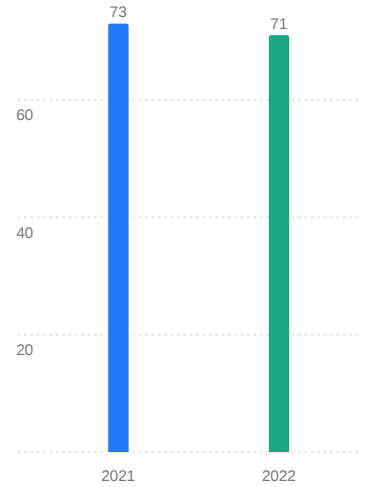
4.23 Personal Safety

Percent Distributions 2022

Personal Safety: Strongly Agree 46.5%, Agree 36.2%, Neutral 11.9%, Disagree 4.6%
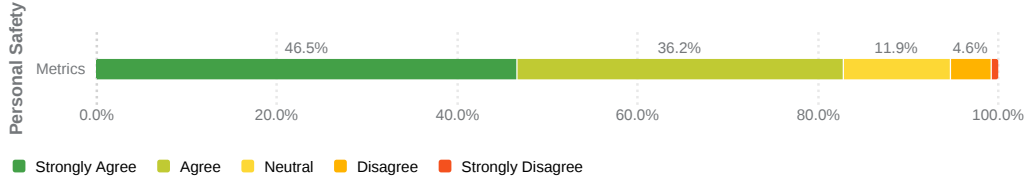
Overall Workplace Culture 2022
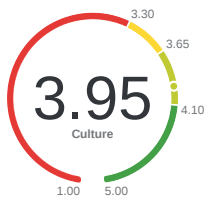
3.95 Culture

Percent Distributions 2022

O. W. Culture: Strongly Agree 33.9%, Agree 39.5%, Neutral 16.9%, Disagree 6.9%
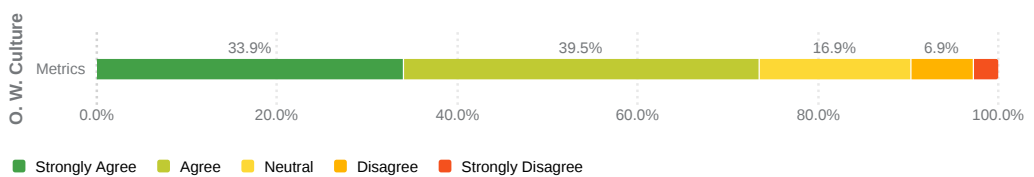
Energy Safety Workforce Survey 2022: Overall Results and 30 Standard Statements

Wildfire Safety

Wildfire Safety Statements	2021	2022	Change ▲	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.55	3.76	0.21	26%	34%	24%	13%	3%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.44	4.57	0.14	60%	31%	7%	1%	0%
Wildfire and personal safety concerns are communicated openly	4.41	4.52	0.11	59%	33%	4%	4%	1%
People in my workgroup report all wildfire hazards, no matter how minor	4.18	4.29	0.11	50%	26%	20%	3%	0%
Leaders actively seek out signs of potential wildfire hazards	4.23	4.24	0.01	48%	31%	17%	3%	0%
Our management acts quickly to address wildfire hazards	4.29	4.20	-0.09	48%	36%	10%	5%	1%
Protecting the community from wildfire hazards is clearly a high priority with management	4.73	4.56	-0.17	75%	17%	6%	1%	1%
I feel comfortable discussing wildfire hazards with my supervisor	4.71	4.50	-0.21	72%	19%	8%	1%	1%
People look for wildfire hazards and risks as work progresses	4.27	4.00	-0.27	45%	32%	14%	8%	1%

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Personal Safety

Personal Safety Statements	2021	2022	Change ▲	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People focus on one task at a time and avoid distractions	3.40	4.03	0.63	26%	37%	24%	8%	5%
People have the ability to respond to and correct problems and errors before they get out of control	3.93	4.22	0.29	40%	36%	16%	9%	0%
I stop people even those I do not know to point out unsafe behavior	4.19	4.39	0.19	50%	31%	16%	3%	0%
Leaders keep people prepared to intervene when an emergency occurs	4.16	4.24	0.07	46%	35%	13%	4%	1%
Leaders use mistakes and incidents as learning opportunities	4.18	4.24	0.06	45%	38%	11%	6%	1%
We have the right tools for the job	3.92	3.88	-0.03	34%	37%	18%	8%	4%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.29	4.14	-0.14	48%	32%	15%	4%	1%
People have the skills they need to resolve workplace safety issues	4.29	4.13	-0.16	46%	35%	12%	6%	1%
I take responsibility for the safety of myself and others in my work area	4.81	4.59	-0.21	74%	23%	4%	0%	0%
Pausing work for hazards and safety concerns is viewed positively	4.64	4.36	-0.28	66%	21%	10%	3%	0%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.75	4.30	-0.45	65%	28%	4%	1%	1%

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Overall Workplace Culture

Overall Workplace Culture Statements	2021	2022	Change ▲	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Information about important events and lessons learned is shared within my workgroup	4.29	4.26	-0.03	49%	38%	6%	6%	1%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.15	4.10	-0.05	45%	34%	13%	5%	3%
People report mistakes they make, even if others do not notice them	3.82	3.73	-0.09	27%	37%	26%	9%	1%
People listen to one another: it is rare that someone's views go unheard	4.11	3.94	-0.17	36%	38%	18%	6%	1%
Leaders encourage people to ask questions	4.34	4.12	-0.23	47%	39%	6%	6%	2%
My supervisor would use whatever power they have to help me out	4.53	4.22	-0.31	57%	30%	8%	4%	1%
Managers treat workers with respect	4.45	3.99	-0.47	52%	27%	14%	4%	3%
People in my workgroup treat each other with respect	4.58	4.06	-0.52	53%	34%	7%	6%	1%
I believe managers apply the same rules for all workers	4.10	3.51	-0.58	36%	31%	16%	11%	6%
The company cares about my opinions	4.18	3.54	-0.64	34%	34%	20%	9%	3%

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Demographic Comparisons

*Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**.
These responses were used to conduct analyses and provide these subgroup comparisons.*

In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample size, comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
Response Categories: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

1. Comparison by Employment Status

Overall Average Response Score

Number of Responses 70

14.3% (10)
85.7% (60)

■ Full-Time Employee ■ Contractor

Average Response Scores by Statement Category

■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	Contractor	Full-Time Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.22	3.67
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.48
Leaders actively seek out signs of potential wildfire hazards	4.67	4.17
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.56	4.57
Our management acts quickly to address wildfire hazards	4.67	4.12
People in my workgroup report all wildfire hazards, no matter how minor	4.11	4.30
People look for wildfire hazards and risks as work progresses	4.44	3.92
Protecting the community from wildfire hazards is clearly a high priority with management	4.67	4.53
Wildfire and personal safety concerns are communicated openly	4.56	4.51

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

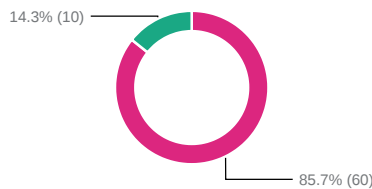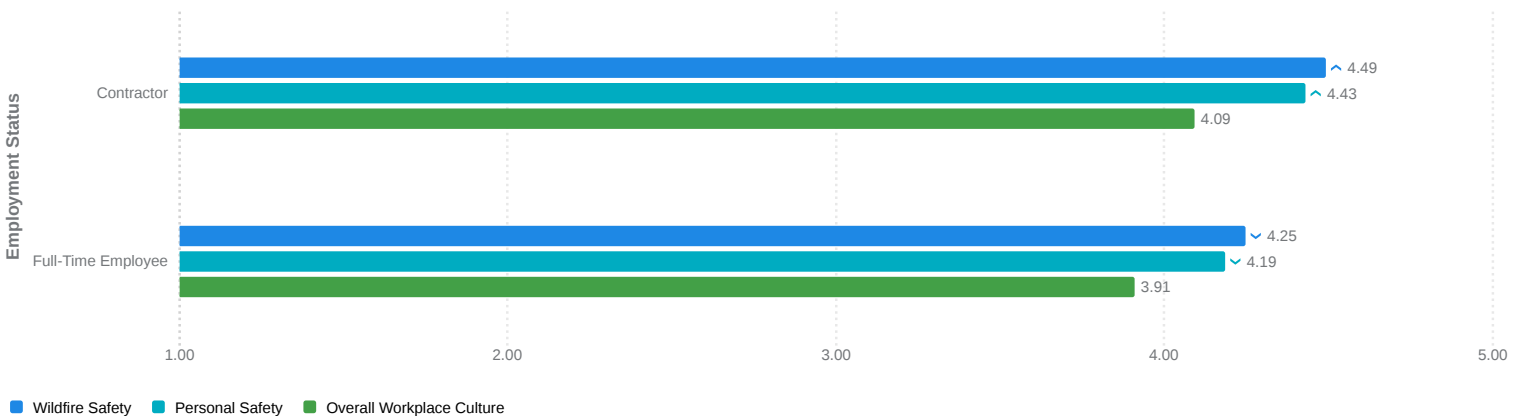| Personal Safety	Contractor	Full-Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.22	4.12
I stop people even those I do not know to point out unsafe behavior	4.11	4.42
I take responsibility for the safety of myself and others in my work area	5.00	4.53
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.67	4.24
Leaders keep people prepared to intervene when an emergency occurs	4.50	4.19
Leaders use mistakes and incidents as learning opportunities	4.33	4.21
Pausing work for hazards and safety concerns is viewed positively	4.67	4.31
People focus on one task at a time and avoid distractions	3.89	4.03
People have the ability to respond to and correct problems and errors before they get out of control	4.56	4.16
People have the skills they need to resolve workplace safety issues	4.67	4.03
We have the right tools for the job	4.11	3.83

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Overall Workplace Culture	Contractor	Full-Time Employee
I believe managers apply the same rules for all workers	3.33	3.52
Information about important events and lessons learned is shared within my workgroup	4.22	4.25
Leaders encourage people to ask questions	4.33	4.07
Managers treat workers with respect	4.33	3.92
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.05
My supervisor would use whatever power they have to help me out	4.63	4.15
People in my workgroup treat each other with respect	4.33	4.00
People listen to one another: it is rare that someone's views go unheard	3.89	3.93
People report mistakes they make, even if others do not notice them	3.63	3.74
The company cares about my opinions	3.89	3.46

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

2. Comparison by Position

Overall Average Response Score

Position	Score
Individual Contributor	4.26
Manager	3.88

Number of Responses 70

- 4.3% (3)
- 4.3% (3)
- 20.0% (14)
- 71.4% (50)

■ Individual Contributor ■ Manager ■ Executive ■ Supervisor

Average Response Scores by Statement Category
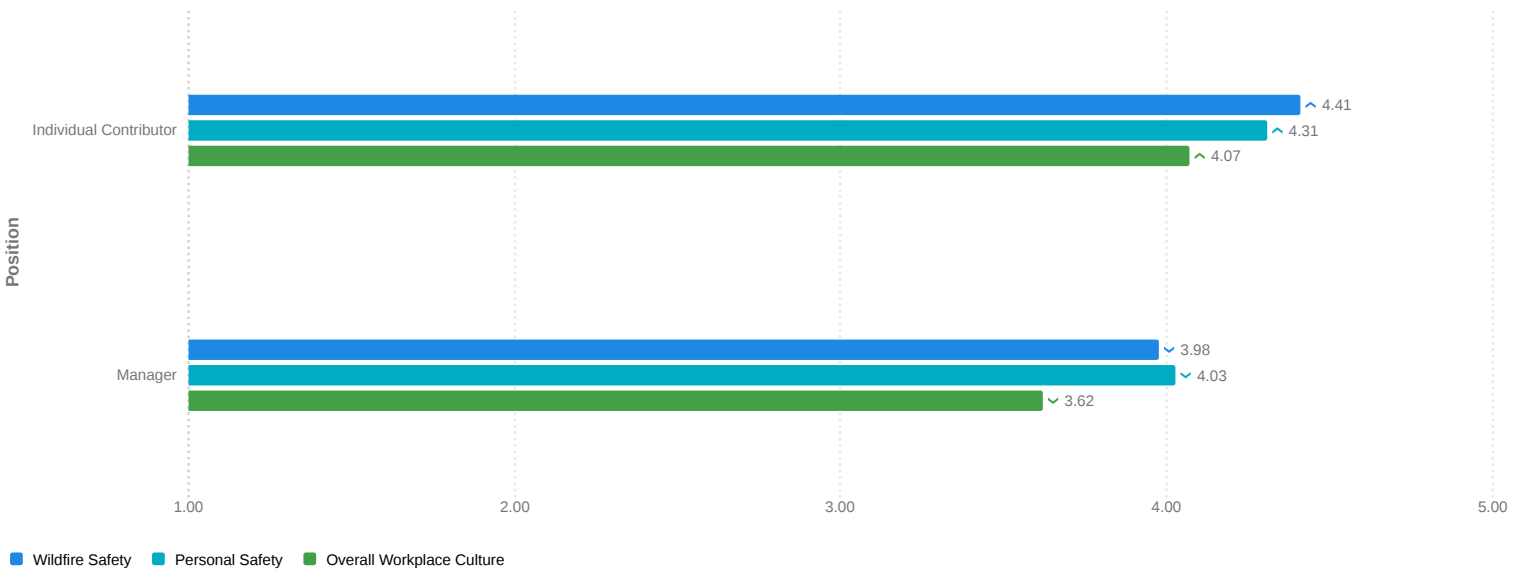
Position		
Individual Contributor	⌃ 4.41	
	⌃ 4.31	
	⌃ 4.07	
Manager	⌄ 3.98	
	⌄ 4.03	
	⌄ 3.62	

■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	Individual Contributor	Manager
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.90	3.43
I feel comfortable discussing wildfire hazards with my supervisor	4.69	3.86
Leaders actively seek out signs of potential wildfire hazards	4.43	3.71
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.59	4.67
Our management acts quickly to address wildfire hazards	4.31	3.79
People in my workgroup report all wildfire hazards, no matter how minor	4.33	4.21
People look for wildfire hazards and risks as work progresses	4.04	4.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.77	4.08
Wildfire and personal safety concerns are communicated openly	4.63	4.15

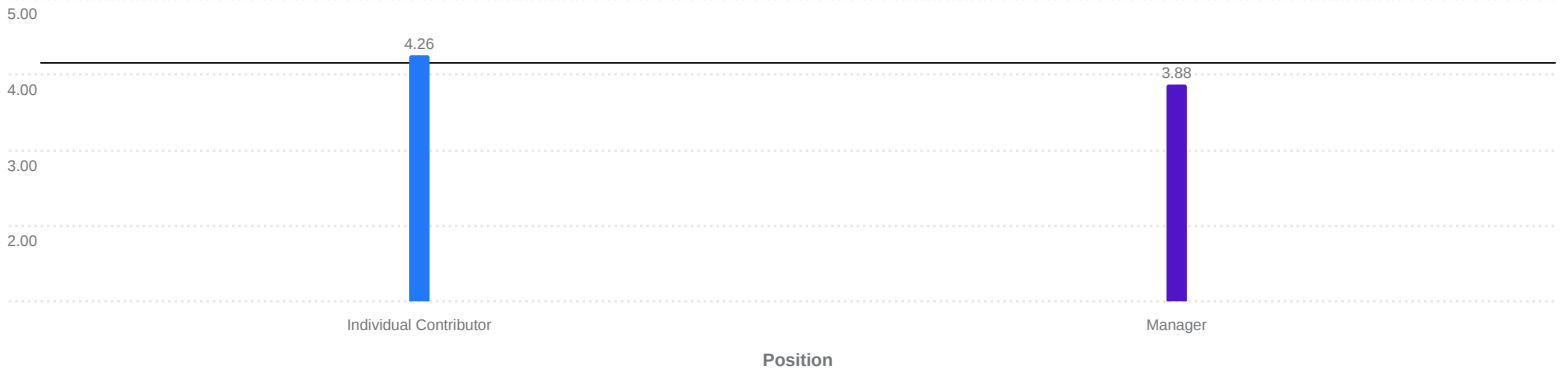*Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +*

Average Response Scores by Statement

Personal Safety	Individual Contributor	Manager
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.29	3.69
I stop people even those I do not know to point out unsafe behavior	4.43	4.36
I take responsibility for the safety of myself and others in my work area	4.67	4.36
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.44	3.93
Leaders keep people prepared to intervene when an emergency occurs	4.34	4.00
Leaders use mistakes and incidents as learning opportunities	4.28	4.07
Pausing work for hazards and safety concerns is viewed positively	4.49	4.00
People focus on one task at a time and avoid distractions	4.08	4.07
People have the ability to respond to and correct problems and errors before they get out of control	4.34	4.00
People have the skills they need to resolve workplace safety issues	4.19	3.93
We have the right tools for the job	3.85	3.86

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

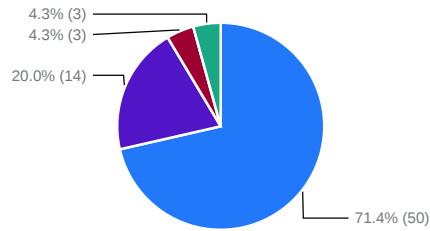| Overall Workplace Culture	Individual Contributor	Manager
I believe managers apply the same rules for all workers	3.69	3.00
Information about important events and lessons learned is shared within my workgroup	4.35	4.00
Leaders encourage people to ask questions	4.25	3.71
Managers treat workers with respect	4.24	3.23
My supervisor makes sure all employee concerns are heard before job decisions are made	4.15	4.00
My supervisor would use whatever power they have to help me out	4.35	3.79
People in my workgroup treat each other with respect	4.17	3.86
People listen to one another: it is rare that someone's views go unheard	4.04	3.77
People report mistakes they make, even if others do not notice them	3.77	3.62
The company cares about my opinions	3.68	3.15

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

3. Comparison by Business Unit

Number of Responses 70

Communications/Outreach 4.29%
Project Construction (PMs, Inspectors, etc.) 12.86%
Transmission/Distribution Operations 35.71%
Regulatory/Compliance 18.57%
Other 28.57%
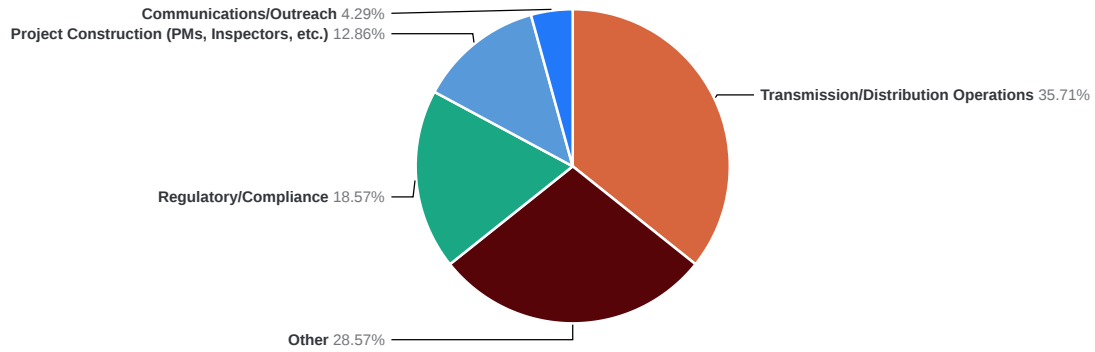
- Transmission/Distribution Operations
- Other
- Regulatory/Compliance
- Project Construction (PMs, Inspectors, etc.)
- Communications/Outreach

Overall Average Response Score
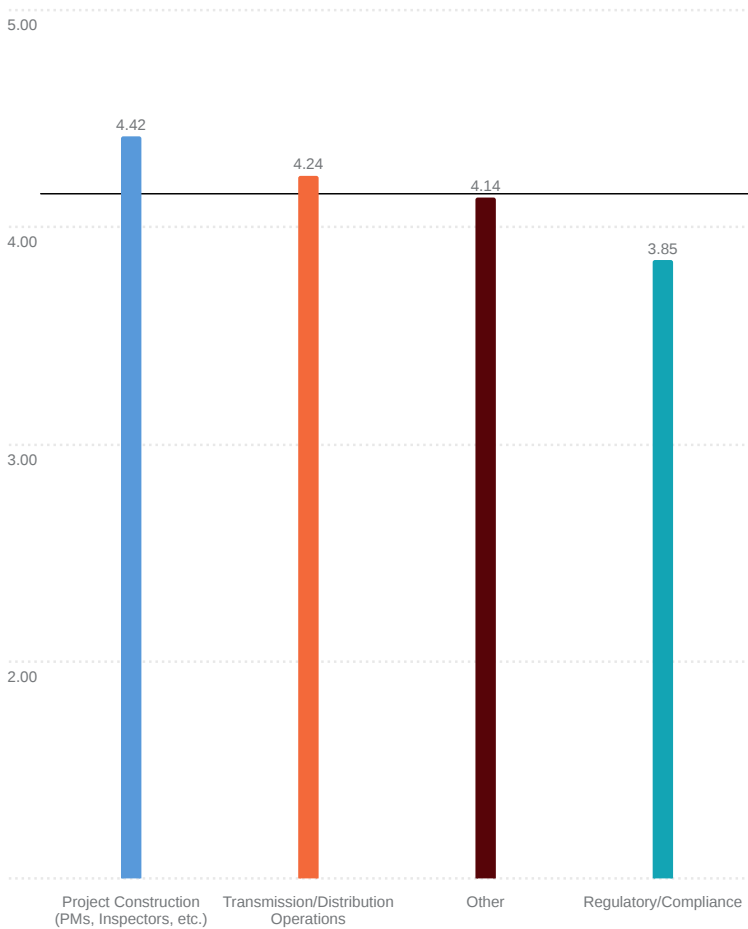
Project Construction (PMs, Inspectors, etc.) 4.42
Transmission/Distribution Operations 4.24
Other 4.14
Regulatory/Compliance 3.85

Average Response Scores by Statement Category

Transmission/Distribution Operations
- 4.35
- 4.32
- 4.04

Other
- 4.31
- 4.24
- 3.87

Regulatory/Compliance
- 3.97
- 3.95
- 3.63

Project Construction (PMs, Inspectors, etc.)
- 4.61
- 4.33
- 4.33

- Wildfire Safety
- Personal Safety
- Overall Workplace Culture
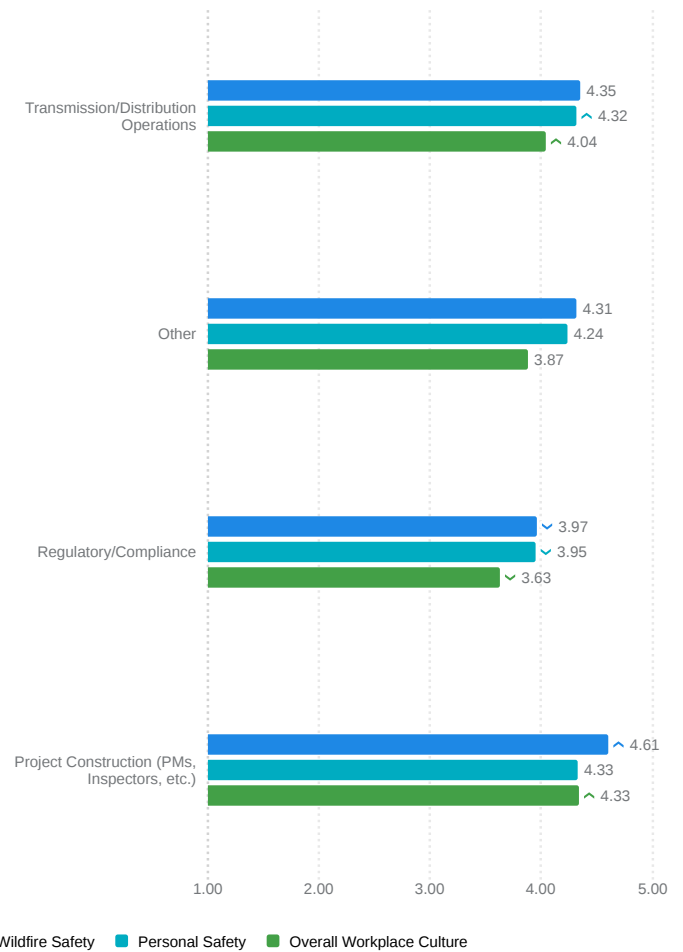
Average Response Scores by Statement

Wildfire Safety	Other	Project Construction (PMs, Inspectors, etc.)	Regulatory/Compliance	Transmission/Distribution Operations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.60	4.00	3.38	4.00
I feel comfortable discussing wildfire hazards with my supervisor	4.55	4.75	4.08	4.60
Leaders actively seek out signs of potential wildfire hazards	4.20	4.63	4.00	4.32
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.60	4.75	4.25	4.58
Our management acts quickly to address wildfire hazards	4.05	4.75	4.00	4.28
People in my workgroup report all wildfire hazards, no matter how minor	4.50	4.38	3.62	4.40
People look for wildfire hazards and risks as work progresses	4.20	4.50	3.62	3.80
Protecting the community from wildfire hazards is clearly a high priority with management	4.47	5.00	4.62	4.56
Wildfire and personal safety concerns are communicated openly	4.65	4.75	4.17	4.64

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Personal Safety	Other	Project Construction (PMs, Inspectors, etc.)	Regulatory/Compliance	Transmission/Distribution Operations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.37	4.13	3.77	4.20
I stop people even those I do not know to point out unsafe behavior	4.50	4.13	4.08	4.52
I take responsibility for the safety of myself and others in my work area	4.65	4.71	4.38	4.64
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.15	4.71	4.08	4.40
Leaders keep people prepared to intervene when an emergency occurs	4.25	4.43	3.85	4.33
Leaders use mistakes and incidents as learning opportunities	4.20	4.43	3.83	4.32
Pausing work for hazards and safety concerns is viewed positively	4.45	4.63	4.17	4.40
People focus on one task at a time and avoid distractions	4.15	3.71	3.69	4.12
People have the ability to respond to and correct problems and errors before they get out of control	4.20	4.43	3.92	4.32
People have the skills they need to resolve workplace safety issues	4.10	4.29	3.92	4.20
We have the right tools for the job	3.60	4.00	3.77	4.04

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Overall Workplace Culture	Other	Project Construction (PMs, Inspectors, etc.)	Regulatory/Compliance	Transmission/Distribution Operations
I believe managers apply the same rules for all workers	3.35	4.14	3.15	3.67
Information about important events and lessons learned is shared within my workgroup	4.45	4.29	4.00	4.24
Leaders encourage people to ask questions	4.10	4.43	3.62	4.24
Managers treat workers with respect	4.00	4.63	3.23	4.25
My supervisor makes sure all employee concerns are heard before job decisions are made	4.05	4.13	4.08	4.08
My supervisor would use whatever power they have to help me out	4.10	4.57	4.00	4.29
People in my workgroup treat each other with respect	4.05	4.71	3.85	3.96
People listen to one another: it is rare that someone's views go unheard	3.70	4.29	3.85	4.00
People report mistakes they make, even if others do not notice them	3.60	4.00	3.38	3.96
The company cares about my opinions	3.32	4.14	3.15	3.67

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

4. Comparison by Location

Overall Average Response Score

Number of Responses 68

South Lake 42.65%
North Lake 57.35%

- North Lake
- South Lake

Average Response Scores by Statement Category
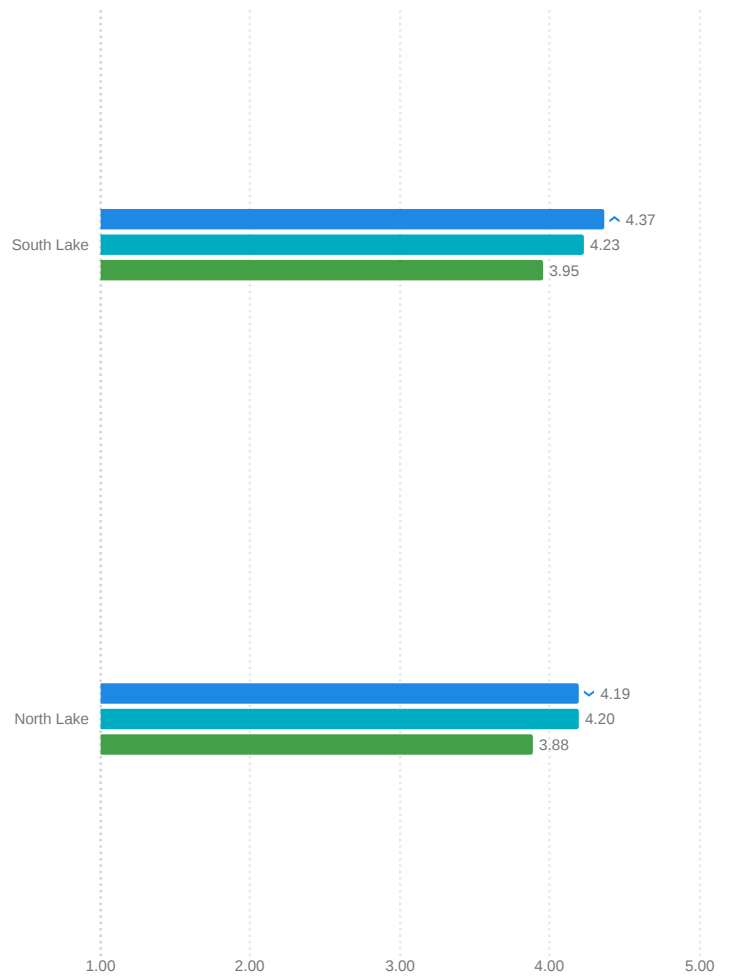
South Lake
- 4.37
- 4.23
- 3.95

North Lake
- 4.19
- 4.20
- 3.88

- Wildfire Safety
- Personal Safety
- Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	North Lake	South Lake
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.63	3.79
I feel comfortable discussing wildfire hazards with my supervisor	4.37	4.66
Leaders actively seek out signs of potential wildfire hazards	4.11	4.38
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.54	4.61
Our management acts quickly to address wildfire hazards	4.05	4.31
People in my workgroup report all wildfire hazards, no matter how minor	4.26	4.24
People look for wildfire hazards and risks as work progresses	3.84	4.10
Protecting the community from wildfire hazards is clearly a high priority with management	4.45	4.68
Wildfire and personal safety concerns are communicated openly	4.49	4.55

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Personal Safety	North Lake	South Lake
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.00	4.28
I stop people even those I do not know to point out unsafe behavior	4.34	4.41
I take responsibility for the safety of myself and others in my work area	4.55	4.61
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.34	4.21
Leaders keep people prepared to intervene when an emergency occurs	4.16	4.26
Leaders use mistakes and incidents as learning opportunities	4.22	4.25
Pausing work for hazards and safety concerns is viewed positively	4.51	4.17
People focus on one task at a time and avoid distractions	3.95	4.11
People have the ability to respond to and correct problems and errors before they get out of control	4.27	4.11
People have the skills they need to resolve workplace safety issues	4.00	4.21
We have the right tools for the job	3.82	3.89

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

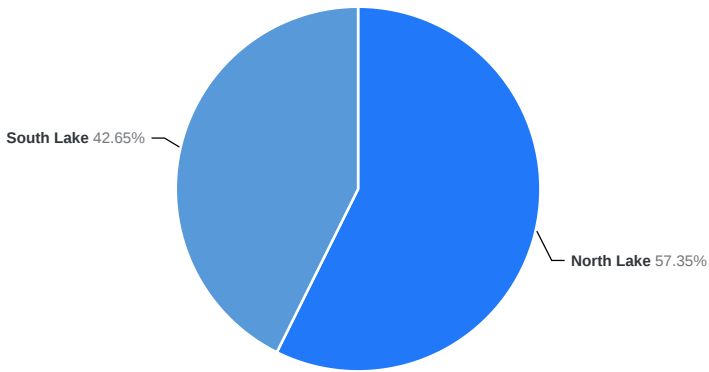| Overall Workplace Culture	North Lake	South Lake
I believe managers apply the same rules for all workers	3.63	3.26
Information about important events and lessons learned is shared within my workgroup	4.24	4.21
Leaders encourage people to ask questions	3.89	4.32
Managers treat workers with respect	3.89	4.00
My supervisor makes sure all employee concerns are heard before job decisions are made	3.89	4.29
My supervisor would use whatever power they have to help me out	4.08	4.33
People in my workgroup treat each other with respect	4.03	4.04
People listen to one another: it is rare that someone's views go unheard	3.97	3.85
People report mistakes they make, even if others do not notice them	3.74	3.65
The company cares about my opinions	3.46	3.52

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

# 5. Comparison by Tenure

Overall Average Response Score

0-1 Years	2-5 Years	6-10 Years	10+ Years
4.22	4.05	4.25	4.10

Number of Responses 69

- 27.5% (19) — 0-1 Years
- 34.8% (24) — 2-5 Years
- 17.4% (12) — 6-10 Years
- 20.3% (14) — 10+ Years

Legend: ■ 0-1 Years ■ 2-5 Years ■ 6-10 Years ■ 10+ Years

Average Response Scores by Statement Category

Tenure	Wildfire Safety	Personal Safety	Overall Workplace Culture
0-1 Years	4.36	4.32	3.99
2-5 Years	4.18	4.12	3.85
6-10 Years	4.37	4.34	4.04
10+ Years	4.25	4.18	3.89

Legend: ■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture
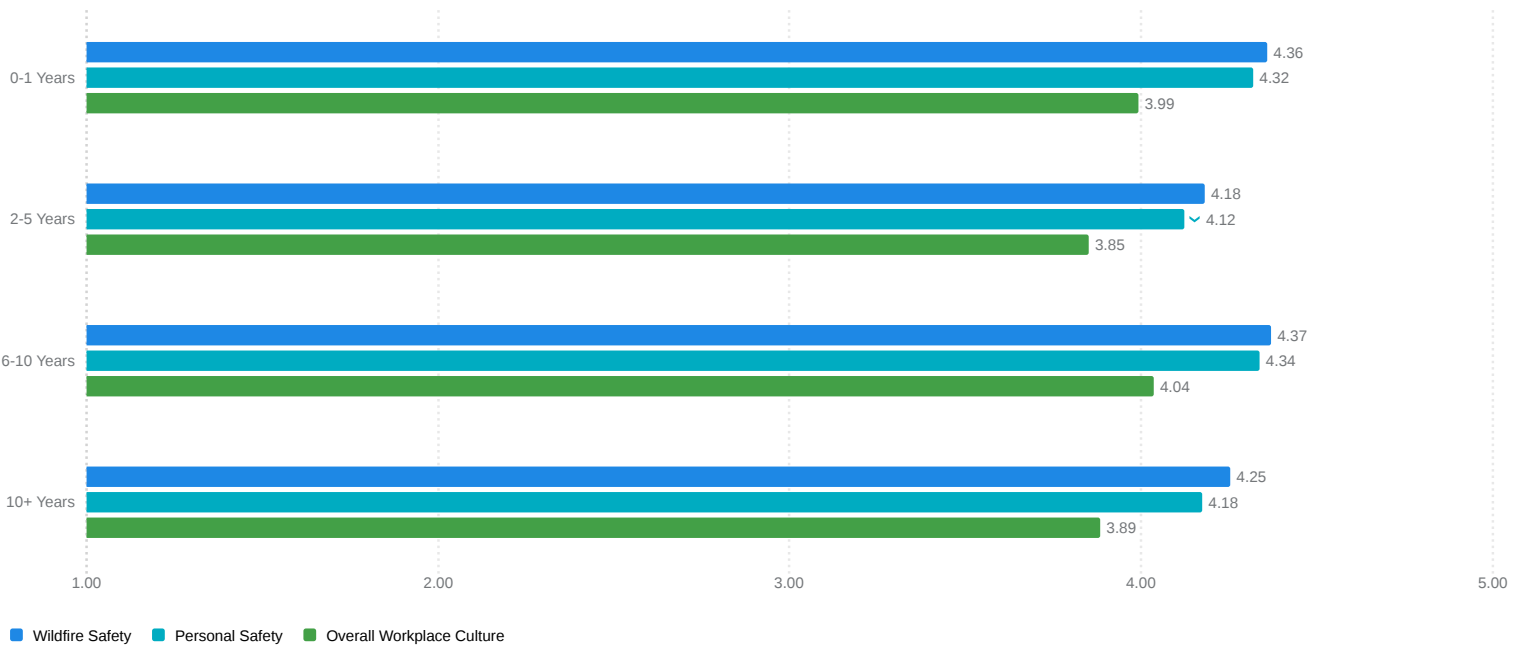
Average Response Scores by Statement

Wildfire Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.83	3.63	3.83	3.64
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.38	4.58	4.57
Leaders actively seek out signs of potential wildfire hazards	4.56	4.00	4.17	4.29
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.53	4.65	4.67	4.43
Our management acts quickly to address wildfire hazards	4.22	4.00	4.42	4.21
People in my workgroup report all wildfire hazards, no matter how minor	4.17	4.13	4.42	4.50
People look for wildfire hazards and risks as work progresses	4.22	3.96	3.83	3.79
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.52	4.75	4.36
Wildfire and personal safety concerns are communicated openly	4.56	4.43	4.67	4.50

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Personal Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.33	3.92	4.33	4.07
I stop people even those I do not know to point out unsafe behavior	4.39	4.33	4.42	4.43
I take responsibility for the safety of myself and others in my work area	4.67	4.54	4.73	4.43
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.33	4.21	4.45	4.29
Leaders keep people prepared to intervene when an emergency occurs	4.47	4.00	4.18	4.29
Leaders use mistakes and incidents as learning opportunities	4.47	4.25	3.82	4.29
Pausing work for hazards and safety concerns is viewed positively	4.28	4.35	4.50	4.43
People focus on one task at a time and avoid distractions	4.06	4.04	4.09	3.93
People have the ability to respond to and correct problems and errors before they get out of control	4.47	4.04	4.45	4.00
People have the skills they need to resolve workplace safety issues	4.28	3.88	4.45	4.00
We have the right tools for the job	3.78	3.79	4.27	3.79

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

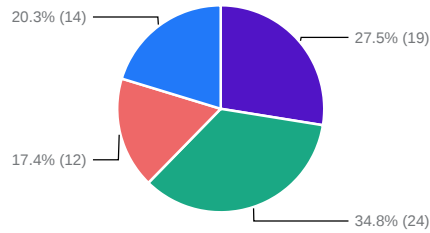| Overall Workplace Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	3.53	3.54	3.45	3.43
Information about important events and lessons learned is shared within my workgroup	4.39	4.25	4.18	4.07
Leaders encourage people to ask questions	4.22	3.92	4.27	4.07
Managers treat workers with respect	4.18	3.67	4.25	3.93
My supervisor makes sure all employee concerns are heard before job decisions are made	4.06	4.13	4.08	4.00
My supervisor would use whatever power they have to help me out	4.28	4.09	4.27	4.21
People in my workgroup treat each other with respect	4.00	3.92	4.64	3.86
People listen to one another: it is rare that someone's views go unheard	3.94	4.00	3.82	3.86
People report mistakes they make, even if others do not notice them	3.76	3.52	3.91	3.86
The company cares about my opinions	3.53	3.48	3.45	3.57

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

6. Comparison by Wildfire Activities

Overall Average Response Score
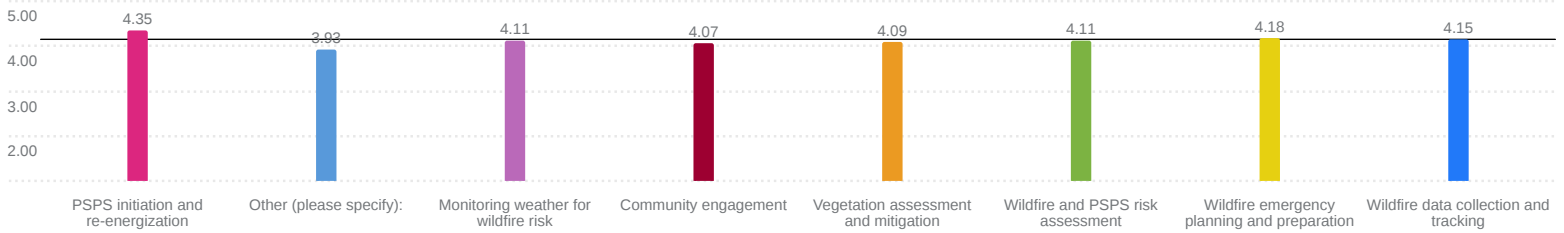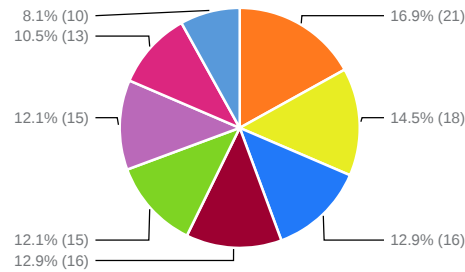
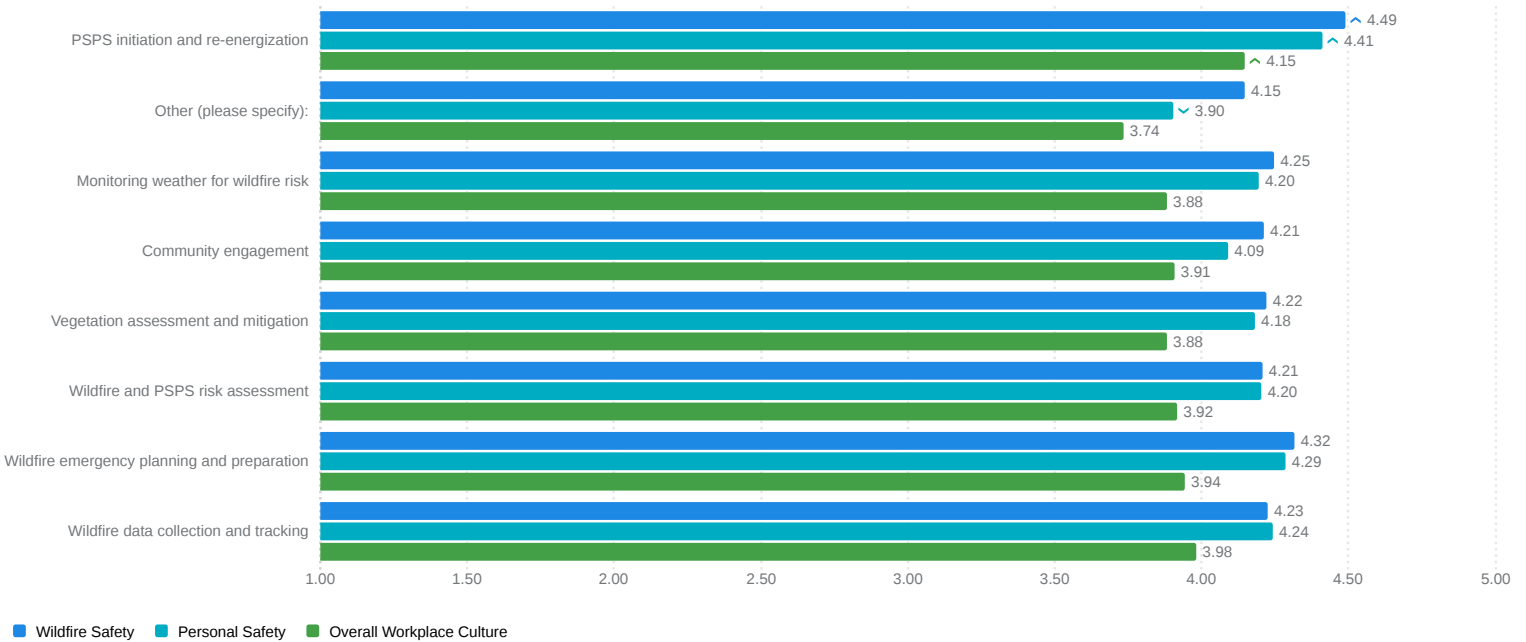|	
PSPS initiation and re-energization	4.35
Other (please specify):	3.93
Monitoring weather for wildfire risk	4.11
Community engagement	4.07
Vegetation assessment and mitigation	4.09
Wildfire and PSPS risk assessment	4.11
Wildfire emergency planning and preparation	4.18
Wildfire data collection and tracking	4.15

Number of Responses   60

- 16.9% (21) — Vegetation assessment and mitigation
- 14.5% (18) — Wildfire emergency planning and preparation
- 12.9% (16) — Wildfire data collection and tracking
- 12.9% (16) — Community engagement
- 12.1% (15) — Wildfire and PSPS risk assessment
- 12.1% (15) — Monitoring weather for wildfire risk
- 10.5% (13) — PSPS initiation and re-energization
- 8.1% (10) — Other (please specify):

Average Response Scores by Statement Category

Statement Category	Wildfire Safety	Personal Safety	Overall Workplace Culture
PSPS initiation and re-energization	4.49	4.41	4.15
Other (please specify):	4.15	3.90	3.74
Monitoring weather for wildfire risk	4.25	4.20	3.88
Community engagement	4.21	4.09	3.91
Vegetation assessment and mitigation	4.22	4.18	3.88
Wildfire and PSPS risk assessment	4.21	4.20	3.92
Wildfire emergency planning and preparation	4.32	4.29	3.94
Wildfire data collection and tracking	4.23	4.24	3.98

Average Response Scores by Statement

Wildfire Safety	Community engagement	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.81	3.93	3.50	4.15	3.75	3.64	3.63	3.83
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.43	4.20	4.69	4.45	4.43	4.44	4.56
Leaders actively seek out signs of potential wildfire hazards	3.94	4.36	4.30	4.31	4.15	4.14	3.88	4.17
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.79	4.43	4.70	4.83	4.47	4.38	4.60	4.53
Our management acts quickly to address wildfire hazards	3.94	4.29	3.90	4.38	4.15	4.36	4.19	4.33
People in my workgroup report all wildfire hazards, no matter how minor	4.13	4.00	4.00	4.69	4.05	4.14	4.25	4.39
People look for wildfire hazards and risks as work progresses	4.06	3.79	3.80	4.00	3.95	3.86	3.94	4.11
Protecting the community from wildfire hazards is clearly a high priority with management	4.44	4.43	4.56	4.54	4.55	4.50	4.63	4.33
Wildfire and personal safety concerns are communicated openly	4.40	4.57	4.40	4.85	4.47	4.43	4.53	4.61

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Personal Safety	Community engagement	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.75	4.14	3.90	4.46	4.05	4.07	4.19	4.17
I stop people even those I do not know to point out unsafe behavior	4.31	4.21	4.10	4.54	4.20	4.21	4.56	4.56
I take responsibility for the safety of myself and others in my work area	4.44	4.50	4.33	4.54	4.60	4.50	4.69	4.50
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.44	4.43	4.00	4.46	4.50	4.00	4.19	4.28
Leaders keep people prepared to intervene when an emergency occurs	4.07	4.15	3.89	4.38	4.05	4.21	4.00	4.28
Leaders use mistakes and incidents as learning opportunities	4.00	4.21	4.44	4.38	3.95	4.43	4.00	4.53
Pausing work for hazards and safety concerns is viewed positively	4.27	4.21	3.90	4.46	4.58	4.14	4.53	4.28
People focus on one task at a time and avoid distractions	3.94	3.93	3.89	4.31	3.90	4.07	4.06	3.94
People have the ability to respond to and correct problems and errors before they get out of control	4.00	4.14	3.67	4.38	4.26	4.14	4.06	4.18
People have the skills they need to resolve workplace safety issues	4.00	4.21	3.33	4.31	4.15	4.29	4.31	4.28
We have the right tools for the job	3.81	4.00	3.44	4.31	3.75	4.14	4.06	4.17

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Overall Workplace Culture	Community engagement	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
I believe managers apply the same rules for all workers	3.40	3.36	3.56	3.75	3.45	3.38	3.69	3.59
Information about important events and lessons learned is shared within my workgroup	4.06	4.29	4.22	4.38	4.15	4.29	4.25	4.22
Leaders encourage people to ask questions	3.94	4.14	3.89	4.23	3.90	4.07	4.13	4.11
Managers treat workers with respect	3.80	4.00	3.70	4.17	3.85	4.00	3.75	4.00
My supervisor makes sure all employee concerns are heard before job decisions are made	4.27	3.92	3.60	4.08	4.06	4.07	4.33	4.12
My supervisor would use whatever power they have to help me out	4.25	4.23	3.89	4.23	4.20	4.14	4.40	4.24
People in my workgroup treat each other with respect	4.13	4.00	3.67	4.46	4.15	4.14	4.19	3.94
People listen to one another: it is rare that someone's views go unheard	4.27	3.79	3.56	4.08	3.95	3.92	4.19	3.88
People report mistakes they make, even if others do not notice them	3.47	3.69	3.56	4.33	3.60	3.77	3.60	3.94
The company cares about my opinions	3.43	3.43	3.75	3.67	3.55	3.31	3.31	3.35

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Comparison by Employment Status and Tenure

*Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**.*
These responses were used to conduct analyses and provide these subgroup comparisons.

In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample size, comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
Response Categories: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Average Response Scores by Statement

Wildfire Safety	0-1 Years, Full-Time Employees	2-5 Years, Full-Time Employees	6-10 Years, Full-Time Employees	10+ Years, Full-Time Employees
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.88	3.48	3.80	3.50
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.33	4.60	4.58
Leaders actively seek out signs of potential wildfire hazards	4.56	3.95	4.00	4.17
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.53	4.65	4.70	4.42
Our management acts quickly to address wildfire hazards	4.31	3.86	4.30	4.08
People in my workgroup report all wildfire hazards, no matter how minor	4.31	4.05	4.50	4.50
People look for wildfire hazards and risks as work progresses	4.19	3.86	3.80	3.67
Protecting the community from wildfire hazards is clearly a high priority with management	4.63	4.50	4.70	4.33
Wildfire and personal safety concerns are communicated openly	4.56	4.40	4.70	4.50

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Personal Safety	0-1 Years, Full-Time Employees	2-5 Years, Full-Time Employees	6-10 Years, Full-Time Employees	10+ Years, Full-Time Employees
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.44	3.81	4.40	4.00
I stop people even those I do not know to point out unsafe behavior	4.44	4.33	4.60	4.42
I take responsibility for the safety of myself and others in my work area	4.63	4.48	4.67	4.33
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.31	4.14	4.44	4.17
Leaders keep people prepared to intervene when an emergency occurs	4.44	3.90	4.22	4.25
Leaders use mistakes and incidents as learning opportunities	4.53	4.19	3.78	4.25
Pausing work for hazards and safety concerns is viewed positively	4.25	4.30	4.50	4.33
People focus on one task at a time and avoid distractions	4.13	4.05	4.22	3.83
People have the ability to respond to and correct problems and errors before they get out of control	4.47	3.95	4.44	3.92
People have the skills they need to resolve workplace safety issues	4.25	3.76	4.33	3.92
We have the right tools for the job	3.88	3.76	4.22	3.58

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Average Response Scores by Statement

Overall Workplace Culture	0-1 Years, Full-Time Employees	2-5 Years, Full-Time Employees	6-10 Years, Full-Time Employees	10+ Years, Full-Time Employees
I believe managers apply the same rules for all workers	3.67	3.57	3.56	3.25
Information about important events and lessons learned is shared within my workgroup	4.38	4.29	4.22	4.00
Leaders encourage people to ask questions	4.25	3.86	4.22	4.00
Managers treat workers with respect	4.13	3.62	4.20	3.83
My supervisor makes sure all employee concerns are heard before job decisions are made	4.13	4.05	4.00	3.92
My supervisor would use whatever power they have to help me out	4.31	4.00	4.22	4.08
People in my workgroup treat each other with respect	3.94	3.90	4.67	3.75
People listen to one another: it is rare that someone's views go unheard	3.93	4.00	3.89	3.83
People report mistakes they make, even if others do not notice them	3.93	3.48	4.00	3.75
The company cares about my opinions	3.60	3.40	3.33	3.42

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

Safety Culture Objectives and Lessons Learned Report

August 2022

Liberty Utilities

Section 1. 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.

1.1 Objectives for the Next 12 Months

A1. Objective 1

Awareness and Training

B1. Progress Metrics (if applicable)

Meeting documentation

C1. 12-Month Target

2 meetings (pre and post fire season) to review safety observations, fire prevention measures, and collect feedback from team members.

D1. Description of Objective

Team members will have the opportunity to provide feedback and concerns related to wildfire mitigation which can be used to implement positive change.

A2. Objective 2

Safety Obervations

B2. Progress Metrics (if applicable)

Number of field observations year over year.

C2. 12-Month Target

Field Supervisors/Managers = 24/year (each)
VP/State/Regional President = 12/ year (each)
Senior VP = 6/year (each)
Executive = 4/ year (each)

D2. Description of Objective

Identification and reporting of near misses and safety incidents provides educational opportunities across the company. By sharing these observations, employees become more educated about workplace hazards and are more likely to avoid incidents in the future.

A3. Objective 3

Safety Metrics Dashboard

B3. Progress Metrics (if applicable)

Dashboard Results

C3. 12-Month Target

Create a dashboard that provides monthly safety metrics (i.e safety observations, near misses, and good catches).

D3. Description of Objective

Monthly accountability to reach targets will keep safety as a top priority and leads to corrective actions and leading indicators.

A4. Objective 4

Work Readiness Initiative

B4. Progress metrics (if applicable)

Documentation used to communicate the intitiative.

C4. 12-Month Target

Communicate life-saving behaviors focusing on work readiness, stop work authority, and safety controls.

D4. Description of Objective

Life-saving behaviors help us manage the risks associated with the work we do every day. Life-saving behaviors ensure ongoing focus on those protective measures most important for avoiding serious injuries as we conduct our work. Life-saving behaviors are deemed to be safety-critical and apply to all Liberty employees.

A5. Objective 5

Leadership safety culture review

B5. Progress Metrics (if applicable)

Bi-weekly meetings

C5. 12-Month Target

Operations and safety management meetings to review and resolve safety issues.

D5. Description of Objective

Reviewing safety incidents and concerns on a regular basis promotes safety as a top priority for the management team. These meetings provide leadership with a current understanding of safety issues that need to be resolved and serve as a constant reminder to continually lead by example and hold team members responsible for safe work practices.

Section 1. 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.

1.2 Objectives for the Next 3 Years

A1. Objective 1

Improved Wildfire Safety Culture survey results.

B1. Progress Metrics (if applicable)

Percent improvement from previous year

C1. 3-Year Target

Year over year increase in survey results

D1. Description of Objective

Improving safety culture survey results may reflect an improvement in the company's overall safety culture. Companies with strong safety culture are more likely to identify and resolve safety concerns before an incident occurs.

A2. Objective 2

Safety Stand Downs

B2. Progress Metrics (if applicable)

Annual pre-fire season safety stand-down.

C2. 3-Year Target

Hold pre-fire season safety stand-down every year.

D2. Description of Objective

Safety stand downs are an opportunity to suspend daily work activities and take time to focus on safety-related matters. Safety stand-downs can involve trainings (fire tool safety, fire extinguisher training, etc) and vehicle inspections, so required tools and equipment are in working order.

A3. Objective 3

Improved Risk Analysis

C3. 3-Year Target

Continue to improve risk-based decision making framework and risk analysis inputs.

B3. Progress Metrics (if applicable)

Risk based decision making framework and risk mapping.

D3. Description of Objective

Liberty's risk analysis and risk informed decision making framework is evolving. Utilizing this framework to inform initiative selection helps to geographically prioritize wildfire mitigation efforts and improve effectiveness. Continuing to develop risk models and data inputs will increase Liberty's risk awareness and help to target wildfire mitigation efforts more effectively.

Section 1. 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.

1.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

PSPS training and preparedness

B1. Actions Taken

Liberty is constantly working to improve readiness for a PSPS event even though one has not been executed. Liberty's PSPS playbook has been updated this year to improve on action planning, incident command structure, and communications to customer and stakeholders.

A2. Major Theme/ Lesson Learned 2

Ensure safety observation target is met.

B2. Actions Taken

Safety observations targets are now part of Liberty's corporate scorecard. Not meeting safety observation targets will now impact the performance of the company and individuals.

A3. Major Theme/ Lesson Learned 3

Improve ability to learn from errors organizationally

B3. Actions Taken

In order to try to improve on people reporting mistakes and focusing on one task at a time, Liberty's 12 month goals involve meetings to communicate and also receive direct feedback related to safety concerns. Liberty is also now using a tool (gensuite) that makes it easier for employees to report safety observations and concerns.

Section 1. 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.

1.4 2021 Recommendations

A1. Recommendation 1

Ensure the supervisor safety observation target is met and quarterly operations field team meetings are held to improve employee engagement on wildfire hazards and address safety culture gaps

C1. Results

Liberty currently has twice as many safety observations entered during fire season as there were this time last year.

B1. Actions Taken

Liberty developed a safety dashboard that allows for tracking of safety observations and this metric is now tied to Liberty's overall company performance. If the safety goals are not met, team members are aware that it effects the companies overall performance and therefore incentivizes the importance of reporting safety observations.

A2. Recommendation 2

Strengthen employee and supervisor training to incorporate human performance reliability skills and techniques

C2. Results

Liberty is working on better ways to support, communicate, and track employee reliability skills and techniques.

B2. Actions Taken

Liberty implemented the work readiness initiative to communicate life saving behaviors that focus on work readiness, stop work authority, and safety controls in order to prioritize employees remaining on task in their daily work. Liberty has also worked to add new positions that will help employees be more successful in their roles since the workload was possibly outgrowing their ability to focus on specific tasks.

Section 2. Supporting Documentation

In this section, the electrical corporation provides any additional supporting documentation that would help Energy Safety assess their organizational safety culture.

Nil