



May 8, 2023

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Subject: Office of Energy Infrastructure Safety Issuance of Southern California Edison Company's 2022 Safety Culture Assessment per Public Utilities Code Section 8389(d)(4)

Dear Mr. Brown:

Enclosed is the 2022 Safety Culture Assessment (SCA) report for Southern California Edison Company (SCE) 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).

The enclosed report includes as an attachment (at Section 6) SCE's full written response to the draft report provided to SCE on April 17, 2023, for factual review and correction. SCE provided its written response on May 1, 2023. After considering SCE's comments, Energy Safety has modified the SCA report in the following ways:

- Added the following footnote on the statement "It is unknown why more frontline employees did not attend this session" (p. 17, describing the November 1, 2022, focus group): "SCE states in its comments on the draft SCE SCA report that low attendance was due to emergent operations underway at that time."

SCE 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.

Energy Safety's Issuance of SCE's 2022 Safety Culture Assessment

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) (https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2022-SCAs, accessed March 20, 2023).



OFFICE OF ENERGY
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The Office of Energy Infrastructure Safety's 2022 Safety Culture Assessment

Southern California Edison

Prepared by the National Safety Council

Published May 2023

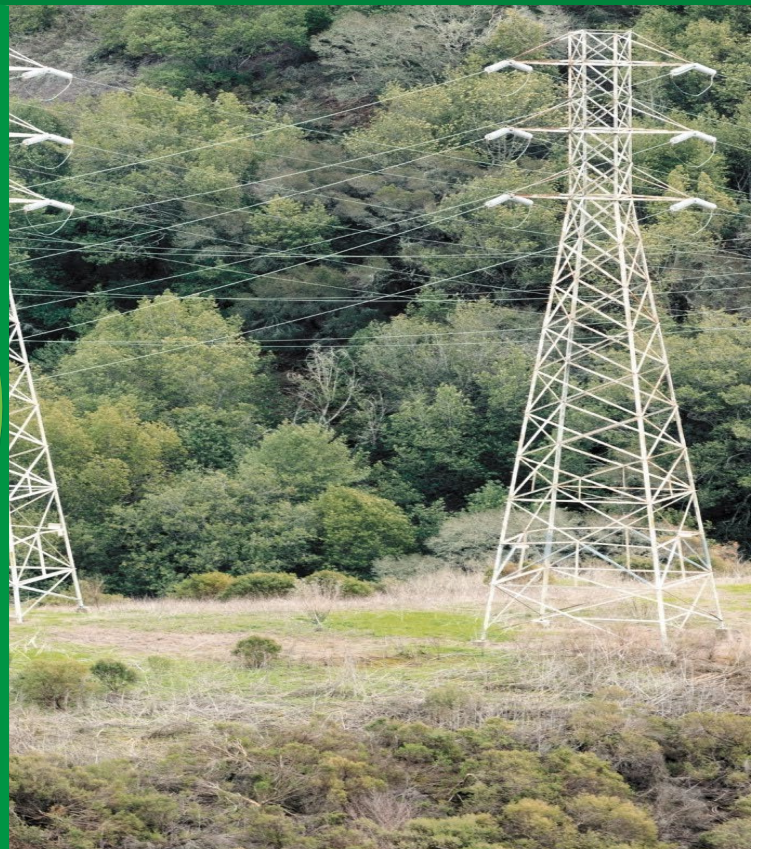




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Executive Summary

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 Southern California Edison's (SCE's) inputs to the 2022 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on SCE's inputs including its management self-assessment with 2023 summary plan, safety culture objectives, lessons learned, progress on 2021 recommendations, a workforce survey targeted at those who spend at least 10 percent of their time engaged in wildfire mitigation activities, the management self-assessment follow-up interview with contributors to the assessment, and three workforce interviews in the form of focus groups with members of the workforce targeted by the workforce survey.

According to its Safety Culture Assessment inputs in 2021 and 2022, SCE has exhibited continued growth in safety culture maturity since 2020. SCE's 2022 management self-assessment demonstrates an organization that is committed to safety. SCE generated positive results on the 2022 workforce survey, with 25 of the 30 statements showing year-over-year improvements. Focus groups with frontline employees and supervisors revealed positive and optimistic perceptions regarding SCE's safety culture. Focus group participants described SCE as an organization with opportunities to improve but moving in the right direction. Also, inputs indicate that SCE is succeeding in integrating contractors into SCE's safety culture. This is evident in the increased number of contractors participating in the workforce survey and the comments from participants in the contractor-specific focus group.

Although there is evidence of improvement in SCE's safety culture, it still has key opportunities for further improvement in 2023. To drive consistent improvement in its safety culture throughout the organization, SCE should act on the recommendations listed below.

- SCE should build its capacity as a learning organization, taking a proactive approach to incorporating feedback to improve organizational processes, by:
 - Focusing on improving safety-enabling systems such as incident investigation and root cause analysis.
 - Increasing the quality of incident and near-miss reports submitted by frontline workers.
 - Increasing opportunities for frontline workers and contractors to discuss lessons learned from safety events.
 - Developing an action plan to ensure that frontline leaders are implementing training concepts such as coaching conversations.
- SCE should optimize its safety communications between leadership and frontline workers by considering deploying an incident management team liaison to the field during incidents and implementing regular cross-departmental topic-specific listening sessions to develop better understanding of frontline issues and recognize workers' accomplishments.
- SCE should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public by:
 - Focusing on encouraging frontline workers to report these incidents.
 - Continuing to track incidents and further developing its strategy for managing this risk exposure.
 - Improving bilingual support resources for Spanish-speaking vegetation management crews to assist with de-escalation.
- SCE should improve training for frontline workers on new technologies related to wildfire mitigation, in particular rapid earth fault current limiter (REFCL) devices.

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)

(<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) (<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” \(2020\)](https://energysafety.ca.gov/wp-content/uploads/docs/wmp-2021/docs/352460864.pdf), p. 9 (<https://energysafety.ca.gov/wp-content/uploads/docs/wmp-2021/docs/352460864.pdf>, accessed Jan. 18, 2023).

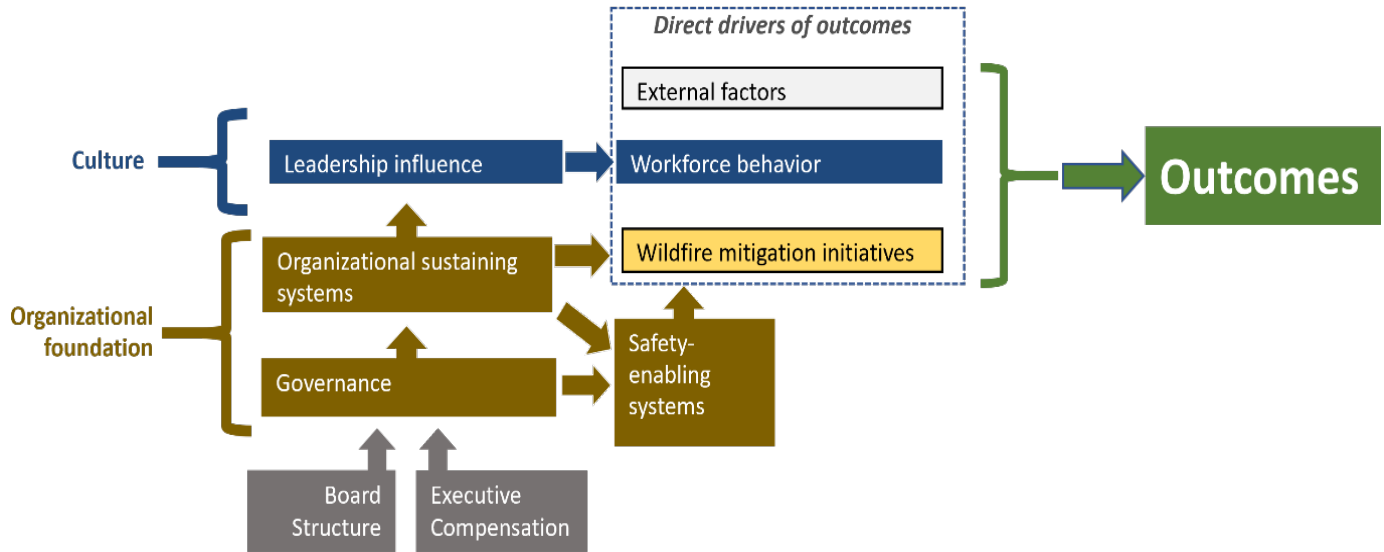
³ [Resolution M-4860 “Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389\(d\)\(1\), \(2\), \(3\) and \(4\), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission’s Regulatory Authority \(2021\)](https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF)

(<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)

(https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf, accessed Feb. 8, 2023).

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.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC)

(https://leginfo.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 Southern California Edison (SCE), 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 utilities⁸ (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, 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.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true)

(<https://efiling.energy-safety.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-culture-assessments/) (<https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-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.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (<https://efiling.energy-safety.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/) (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 included 22 questions organized into three dimensions: organizational sustaining systems, structure and governance, and safety-enabling systems. NSC administered the management self-assessment using an online survey. Electrical corporations rated themselves on these questions using a four-level rating scale customized for each question.¹¹ The four levels indicate how safety is viewed within the organization (from lowest to highest maturity). These are:

1. Public compliance: safety is viewed as an external requirement.
2. Private compliance: safety is viewed as a personal priority, though may be routinely susceptible to competing pressures.
3. Stewardship: individually directed safety citizenship.
4. Citizenship: organizationally directed safety citizenship.

The management self-assessment also included a section for electrical corporations to describe actions or activities and deadlines relevant to achieving their 2023 targets as described in the management self-assessment.

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.¹²

¹¹ See the [Safety Culture Assessment Guidelines for Electrical Corporations](#) Section 3.2 for more information about the scale (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true>, accessed Dec. 14, 2022).

¹² See Section 1 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](#)

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

In 2022, the SCA process included two kinds of interviews: interviews following up on the workforce survey (in the form of focus groups) and interviews following up on the management self-assessment.

NSC conducted the workforce survey follow-up focus groups to better understand the issues raised by the workforce survey. NSC conducted three focus groups for each of the large electrical corporations with members of the workforce that were targeted by the workforce survey, including contractors.

NSC conducted the interviews following up on the management self-assessment to gain context and clarity about their responses on the management self-assessment, including how the responses relate to the summary plan for the coming year. NSC conducted one interview session for each of the large electrical corporations with the contributors to the management self-assessment.

1.2.2.5 Observational Visits

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

(<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.¹³ For example, Energy Safety may require documentation to support justifications given for electrical corporations' self-ratings in the management self-assessment.

The management self-assessment online survey 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 2022.¹⁴ 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.¹⁵ Thirdly, in 2022 the invitees to the

¹³ 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).

¹⁴ [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).

¹⁵ [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 SCE Inputs and Findings

2.1 SCE Inputs to the SCA

The findings and recommendations below are based on SCE's inputs to the 2022 SCA including its management self-assessment with 2023 summary plan, safety culture objectives, lessons learned, progress on 2021 recommendations,¹⁶ workforce survey,¹⁷ the management self-assessment follow-up interview with contributors to the assessment, and three workforce interviews in the form of focus groups with members of the workforce targeted by the workforce survey: those who spend at least 10 percent of their time engaged in wildfire mitigation activities. As a large electrical corporation, SCE was required to complete all components of the SCA process.¹⁸

In 2022, the first step of the SCA process was submission of the management self-assessment with a summary plan for 2023, safety culture objectives, lessons learned, and progress on 2021 recommendations. SCE submitted these components on August 15, 2022.

On August 25, 2022, NSC conducted a 90-minute follow-up interview with SCE contributors to the management self-assessment and accompanying components. In the interview, NSC asked questions to better understand SCE's practices regarding leadership selection and promotion practices, efforts to create safe environments for employees to speak-up, training and support resources for frontline leaders and

¹⁶ See Section 5.2 for NSC's analysis of the management self-assessment and accompanying components. See the management self-assessment here: [SCE 2022 Management Self-Assessment with Cover Letter \(Aug. 2022\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52934&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52934&shareable=true, accessed Dec. 22, 2022).

¹⁷ See Section 5.1 for the workforce survey results.

¹⁸ 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) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

frontline workers, the level of accountability for wildfire safety, wildfire safety measures, and protocols around hazard identification and response.

Following receipt of the management self-assessment and accompanying components, NSC (via SCE) administered the SCE workforce survey using an anonymous online survey and confidential paper survey, available in English and Spanish, between August 29 and September 15, 2022. NSC encouraged SCE 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 3,244 SCE employees and contractors responded to the workforce survey. SCE reported a base count of 5,251 employees and approximately 3,467 contractors. With this estimated base count, SCE achieved a 37 percent overall response rate (total SCE employees and contractors). SCE elicited 1,245 contractor responses out of a base number of 3,467 contractors, a 36 percent response rate. SCE did not provide a base count of contractors in 2021, so a comparative response rate is not available. However, SCE solicited 1,245 contractor responses in 2022, compared to 861 in 2021.

Finally, following the initial analysis of workforce survey data, NSC conducted focus groups for SCE frontline workers and supervisors who play a direct role in wildfire mitigation. As in 2021, due to time constraints and COVID-19 considerations, Energy Safety's SCA contractor (DEKRA in 2021 and NSC in 2022) conducted focus groups using an online virtual meeting platform, with an option to join via a teleconference line (available for two of the three SCE focus groups).

The purpose of the focus groups was to better understand how frontline workers and supervisors view the organization's safety culture and identify priority areas for improvement. Focus group sessions followed a semi-structured format including open-ended prompts that allowed for further questioning for clarity. Prompts included:

- Please describe your perception of the safety culture within your company, both personal and wildfire-related.

- What two or three words would you use to describe the safety culture of your company?
- What are the top three hazards in your job?

A total of 37 SCE employees participated in the focus groups. The table below shows participation by date and focus group type.

Date	Type	Number of Participants	Length
November 1, 2022	Frontline Employees	14	90 minutes
November 3, 2022	Frontline Contractors	15 (approximate) ¹⁹	90 minutes
November 10, 2022	Frontline Supervisors	8	60 minutes

NSC asked SCE to invite frontline employees to the November 1, 2022, focus group. Of the 14 participants, it is estimated that between three and seven were frontline employees. The focus group included two self-identified supervisors and at least four employees working on wildfire mitigation initiatives who were neither frontline employees nor frontline supervisors. It is unknown why more frontline employees did not attend this session²⁰ and why so many who were not frontline employees did attend.

¹⁹ The November 3, 2022, focus group aimed at frontline contractors included at least five participants calling in, with some dropping on and off the call, with at least one switching between the online platform and the call-in number, so the total number of participants is approximate.

²⁰ SCE states in its comments on the draft SCE SCA report that low attendance was due to emergent operations underway at that time.

2.2 Strengths

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

2.2.1 Leadership's Strong Commitment to Safety

Excellence in safety depends on the ability of employees to shape and contribute to a safety culture where safety is an uncompromised priority. When leaders model a sincere commitment to safety, it sets a powerful expectation for the organization that can positively influence safety culture.

Through its 2021 and 2022 SCA inputs, SCE has demonstrated its top leadership's continued commitment to safety. Specific actions reported by SCE²¹ since 2021 include increasing leader visibility and time spent in the field, providing leaders with coaching tools (e.g., a playbook²²) and skills training, investing in the quantity and quality of safety recognition, engaging leaders in safety culture workshops, and leader-led company-wide Safety Stand Ups.²³

Since 2021, according to SCE's 2022 safety culture objectives, lessons learned, and progress on 2021 recommendations, SCE has completed "human and organizational performance training for leaders and employees," started sharing preliminary lessons learned, and increased the frequency and audience for sharing lessons learned.

²¹ See SCE's 2022 lessons learned: [SCE 2022 Management Self-Assessment Report](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52934&shareable=true), Section 3.3 (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52934&shareable=true, accessed Feb. 14, 2023).

²² From SCE's 2022 lessons learned: "Provided leaders with leader cognitive behavioral leader safety ownership playbook to build on tools provided in Safety Culture Training." [SCE 2022 Management Self-Assessment Report](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52934&shareable=true), Section 3.3 (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52934&shareable=true, accessed Feb. 14, 2023).

²³ Safety Stand Ups are ongoing company-wide discussions where employees can discuss safety-related issues with leadership.

Workforce survey results reflected overall improvements in safety culture perceptions that may indicate the benefit of these and other actions by leadership. In addition to a slight increase in overall scores from 2021 to 2022, average scores²⁴ increased for all three survey statement categories (wildfire safety, personal safety, and overall culture), and for 25 of the 30 survey statements. Specifically, “I feel comfortable discussing wildfire hazards with my supervisor” and “Protecting the community from wildfire hazards is clearly a high priority with management” were the two highest-performing statements in the wildfire safety category.

Notably, the average score for the statement “Leaders actively seek out signs of potential wildfire hazards” increased by 0.24 since 2021. This could be a reflection of the increased visibility of leadership in the field.

Focus group participants made observations that supported these positive workforce survey trends. When asked to describe SCE’s safety culture, participants described it as “a priority,” “growing,” and “progressing.”

SCE leadership’s strong commitment to safety is also evident in SCE’s 12-month safety culture objectives. SCE’s first safety culture objective for the coming year is “Continue improving leader ownership of safety....” The primary target for this objective is to “Increase leader time in field.”

2.2.2 Integration of Contractors into SCE’s Safety Culture

SCE’s integration of contractors into its safety culture was evident in the increased contractor participation in the workforce survey. The number of contractors participating in the survey increased from 2021 by 45 percent, going from 861 contractors

²⁴ 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/) (https://www.questionpro.com/blog/what-is-likert-scale/, accessed Jan. 18, 2023).

participating in 2021 to 1,245 in 2022. This allowed the workforce survey to capture valuable safety insights from this demographic.

In the 2022 focus groups with frontline supervisors and workers, electrical corporations were invited to include frontline contractors that are involved in wildfire mitigation work. Approximately 15 SCE contractors participated in one contractor-specific focus group. This input enriched the analysis of contractor input through the workforce survey.

In general, SCE employees and contractors responded similarly to the workforce survey. The top-performing statement and the more poorly performing statements were consistent between SCE employees and contractors. Contractors expressed slightly more positive perceptions about SCE's safety culture both overall (for 27 of 30 survey statements) and within each of the three statement categories. In the frontline contractor-specific focus group, one participant stated, "We feel a part of the team." These results are an indication that SCE is succeeding in integrating contractors into its safety culture.

2.3 Opportunities

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

2.3.1 Incident Reporting

On the workforce survey, 35 percent of respondents answered neutrally or disagreed with the statement “People report mistakes they make, even if others do not notice them.” This was the third-lowest scoring statement on the workforce survey in 2022. Additionally, “People in my workgroup report all wildfire hazards” was the third-lowest scoring statement from the wildfire safety category.

One participant in the contractor-specific focus group conveyed that the information collected about near misses²⁵ has been simplified: the workers are “not providing every little detail anymore,” potentially missing out on key lessons from an incident. Another contractor said that he felt the actual cause of an incident is not always reported (e.g., an incident investigation can be ineffective because the worker “driving the bucket truck that rolled over [...] is not telling you [...] ‘I was tired and fell asleep’”). Another said that he would like to participate more often and on a regular basis in forums where lessons learned from near misses were discussed.

Focus group participants reported conditions that might lead to a chilling effect on incident reporting. One focus group participant indicated that there are sometimes disproportionate consequences for frontline issues as compared with other departments. A frontline supervisor with long experience at SCE voiced concern that frontline worker mistakes are taken more seriously than planning mistakes: he felt that

²⁵ Near miss: here, an unplanned event that did not result in injury, illness, or damage, but had the potential to do so. [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

frontline workers were punished for mistakes more readily than other workers, and the worker could be terminated for a mistake even when the mistake was made due to lack of training by SCE. One frontline worker complained that, compared to how frontline mistakes are treated, “there’s no accountability in other departments.”

See the corresponding recommendation in Section 3.1 of this report.

2.3.2 Safety Communication

Workforce survey responses and focus group input indicated some weaknesses in SCE’s communication with frontline workers, particularly around safety communication.

The two lowest-scoring workforce survey statements in 2022 were also two of the lower-scoring statements in 2021(although the scores improved since 2021):

- “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them.”
- “The company cares about my opinions.”

In the focus group session intended for frontline employees, few frontline employees attended: between 3 and 7 reported being in frontline roles out of 14 SCE employees in attendance.²⁶ One focus group participant was frustrated by this, asking rhetorically, “Where are all the frontline workers? Why aren't they here? Did they not get the message?” The participant suggested the lack of frontline worker representation in the focus group was an illustration of leadership’s disinterest in frontline perspectives on safety.

²⁶ At the beginning of this focus group session when participants identified themselves, it was not clear in all cases whether they were frontline workers or not. One self-identified frontline worker looked at the names of attendees in the meeting and said only three frontline workers were present. When it was clarified that the focus group was intended for frontline workers, some attendees left the meeting, while others stayed and contributed to the discussion.

One frontline supervisor described a survey he organized to get feedback from frontline crews. He reported: “In total we reached out to about 140 [workers] and [...] one common thread was ‘they’re not listening to us in the office.’ [...] [About] 85% of the people I spoke to [...] felt like they weren’t being heard.” In response, a frontline worker mentioned the Safety Steering Team, acknowledging that it doesn’t ignore feedback about a problem, and that “multiple directors” have come to him looking for input. However, he added, when the incident management team (IMT) is running an event—such as a Public Safety Power Shutoff (PSPS)—things happen very fast “without any sort of direction” and that’s where the disconnects may happen. For example, the Standard Operating Bulletin (SOB) 322²⁷ says the crews have three to seven days to repair, but he’s told to “do it tonight.” He recommended an IMT liaison be deployed to the field to be a part of monitoring and service restoration, so that the IMT can better understand all that this work entails. Another focus group participant observed that SCE could improve its communication about safety bulletins.

See the corresponding recommendation in Section 3.2 of this report.

2.3.3 Interactions with the Public

In 2022, as in 2021, SCE’s focus group participants talked about risks posed by interactions with the public. In all three 2022 focus group sessions, participants talked about frontline workers needing to deescalate interactions with frustrated customers. For example, an SCE contractor said he was shot at last year (2021), with the bullet striking his truck. Other contractors spoke of having guns pulled on them by customers while the contractors were on the job, including in one instance where they were responding to a customer complaint: “he actually pulled a gun on us and told us get off the off the property without even talking to us.” A contractor pointed out that most of the vegetation management crews are Spanish-speaking, and the language barrier can

²⁷ Standard Operating Bulletin (SOB) 322 is the document dictating the operational protocols for overhead distribution and sub-transmission equipment within the high fire risk area (HFRA).

create additional problems in interacting with hostile customers. In another focus group, a frontline inspections employee related how customers not knowing how often they will be disturbed by visits from the utility can be a source of customer frustration: “Our frontline folks can't tell our customers how many more times we'll show up at their property in the next week, month, or year, for inspection, planning, construction, maintenance, and/or vegetation management, so our frontline folks are facing a lot of understandable frustration and uncertainty.”

While SCE indicated in the management self-assessment interview that hostile encounters with the public have declined by 18 percent, one participant in the contractor-specific focus group observed that hostile interactions with the public had gotten worse in recent months (referencing spring and summer 2022), and another added that it is “getting more widespread, [it is] not just [in] focused areas anymore.” In all cases, participants felt supported in disengaging from a hostile interaction and leaving the job site, and in some cases calling corporate security or the police. However, the risk posed by hostile interactions with the public remains a significant concern for SCE workers.

See the corresponding recommendation in Section 3.3 of this report.

2.3.4 Training

Several frontline employee focus group participants indicated they feel they lack training on “Swedish Neutral,” referring to the manufacturer of rapid earth fault current limiter (REFCL) devices that have been introduced to the field as a wildfire mitigation measure. One participant in this focus group, an SCE frontline worker with 20 years’ experience, described a need for more than just written training documents when learning how to use new equipment: “Most field guys are hands-on.”

See the corresponding recommendation in Section 3.4 of this report.

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 SCE's 2022 SCA inputs: the management self-assessment with summary plan for 2023; safety culture objectives; lessons learned; progress on 2021 recommendations; the workforce survey; the follow-up interview that gave context to the management self-assessment; and the focus groups with frontline employees and supervisors that gave context to the workforce survey. Some of the recommendations included here build on recommendations from SCE's 2021 Safety Culture Assessment report²⁸ while others are newly introduced based on SCE's 2022 assessment.

Recommendations for SCE 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 Continue to Build SCE's Capacity as a Learning Organization

SCE should build its capacity as a learning organization, taking a proactive approach to incorporating feedback to improve organizational processes. It should focus on improving safety-enabling systems such as the investigation and root cause analysis²⁹ of incidents. It should offer more opportunities for frontline workers and contractors to

²⁸ [Southern California Edison Company's 2021 Safety Culture Assessment \(Sept. 2021\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=51714&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=51714&shareable=true, accessed Feb. 15, 2023).

²⁹ Root cause analysis: here, a systematic process for identifying the primary causes of problems or events and an approach for responding to them. [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

discuss lessons learned from safety events to foster psychological safety. This recommendation builds upon a 2021 SCA recommendation.

Pursuant to its “human and organizational performance training,” SCE should develop an action plan to ensure that leaders are implementing these training concepts. In the 2022 management self-assessment, SCE indicates that skill practice, practical tools and resources are being provided to “frontline leaders to build capabilities for coaching conversations to improve safety performance.” As part of its action plan, SCE should measure frontline leaders’ progress on implementing training concepts such as coaching conversations to provide accountability and allow SCE to evaluate and refine actions.

Further, SCE should develop and implement a plan to increase the quality of incident and near-miss reports submitted by frontline employees. The effectiveness of an event investigation depends on the quality of the information reported about the event. Workers not feeling comfortable reporting mistakes or providing accurate information about the causes of an incident may lead to an ineffective root cause analysis. More detail in safety event reporting should in turn lead to higher-quality lessons learned, allowing for the maximum opportunity to prevent future such events.

3.1.1 Observations

Focus group participants observed that information collected about near misses is not as detailed as it used to be, actual causes of incidents are not always reported, and there may be disproportionate consequences for mistakes made on the frontline (relative to other departments), possibly leading to a chilling effect on reporting safety events.

On the workforce survey, 35 percent of respondents answered neutrally or disagreed with the statement “People report mistakes they make, even if others do not notice them,” and “People in my workgroup report all wildfire hazards” is the third-lowest scoring statement from the wildfire safety category.

3.1.2 Goals of Recommendation

The goal of this recommendation is to continue to build SCE's capacity as a learning organization, including increasing workers' psychological safety in order to improve the quality of incident and near-miss reports.

3.1.3 Verification Method

In its 2023 SCA management self-assessment, SCE must include a report on its action plan to ensure frontline leaders are implementing training concepts such as coaching conversations, including a way of measuring implementation. SCE must also provide a description of how it increased the quality of incident and near-miss reports and how it increased the opportunities for frontline employees and contractors to share lessons learned from safety events.

Progress should be evident on future workforce surveys in increased positivity in response to the statement "People report mistakes they make, even if others do not notice them."

3.2 Optimize Safety Communications Between Leadership and Frontline Workers

Although SCE has made substantial efforts since 2021 to address communication issues between leadership and frontline workers, frontline workers continue to report that they're not being heard. SCE should continue improving safety communications between leadership and frontline workers.

SCE should consider deploying an IMT liaison to the field during incidents to be a part of monitoring and service restoration to better understand all it entails for frontline workers.

SCE should continue to implement measures to increase organizational learning through regular cross-departmental topic-specific safety listening sessions to develop better understanding of frontline issues and recognize workers' accomplishments.

3.2.1 Observations

In response to Energy Safety's 2021 SCA recommendations, SCE reported several actions related to improving safety communications, including completing "training and refinement of communication to improve awareness of wildfire safety protocols." However, focus groups participants still expressed the feeling that their concerns are not being heard by leadership and there is a need for better communication about safety bulletins (e.g., Standard Operating Bulleting [SOB] 322).

In SCE's 2022 workforce survey, two of the lower-scoring statements were "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" and "The company cares about my opinions."

3.2.2 Goals of Recommendation

The goal of this recommendation is to increase worker engagement through effective communication and increasing frontline wildfire safety awareness, input, and mitigation.

3.2.3 Verification Method

In its 2023 management self-assessment, SCE must provide a description of how it improved safety-related communications with frontline workers regarding wildfire and PSPS.

Progress should be evident on future workforce surveys in continued increased positivity in response to the statements "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" and "The company cares about my opinions."



Furthermore, progress should be evident in future workforce focus groups in the response from participants when asked about SCE safety communications.

3.3 Mitigate Risk Exposure Posed by Interactions with the Public

SCE should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public. This recommendation builds upon a 2021 SCA recommendation.

Areas where SCE can build on its recent efforts include encouraging frontline workers to report these incidents, as SCE metrics show a decrease in reported customer threats in 2022 compared with 2021, while participants in the focus groups indicate a sense of the problem getting worse in 2022. SCE should continue to track these incidents and further strengthen its strategy for managing this risk exposure. SCE should consider improving bilingual support resources for Spanish-speaking vegetation management crews as it could be beneficial in assisting with de-escalation in interactions with the public.

3.3.1 Observations

SCE's focus group participants talked about risks posed by hostile interactions with the public, particularly in vegetation management work. Some participants felt the problem is getting worse.

3.3.2 Goals of Recommendation

The goal of this recommendation is to reduce the risk exposure to the workforce posed by interactions with the public.

3.3.3 Verification Method

In addition to providing a description of progress on reducing hostile interactions with the public in its 2023 SCA management self-assessment, SCE must also provide:

1. Information on any improvements made to the system of tracking hostile interactions with the public.
2. Details on specific actions and process improvements put in place to reduce the number of touchpoints or multiple visits to the same location, particularly when there has previously been conflict with the public at the location.
3. Information on outcomes from training programs aimed at reducing conflict with the public (e.g., training provided and any reports of improvements in interactions with the public using tactics learned in the training).
4. Information on any improvements made in bilingual support resources for Spanish-speaking crews.

3.4 Improve Training for Frontline Workers on New Technologies Related to Wildfire Mitigation

SCE should improve its training for frontline workers on new technologies related to wildfire mitigation, in particular rapid earth fault current limiter (REFCL) devices.

3.4.1 Observations

In one focus group participants expressed that they lack training on “Swedish Neutral,” referring to the manufacturer of rapid earth fault current limiter (REFCL) devices.

3.4.2 Goals of Recommendation

The goal of this recommendation is to improve frontline worker training regarding new technologies related to wildfire mitigation.



3.4.3 Verification Method

In its 2023 management self-assessment, SCE must provide a description of the trainings it held for frontline workers on new technologies related to wildfire mitigation, in particular REFCL.

4 Conclusion

This report provides the findings and recommendations from SCE's second SCA under Public Utilities Code section 8389(d)(4). This report includes a year-over-year assessment of SCE's safety culture based on the results of the first SCA in 2021. Following the publication of this report, SCE 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 SCE. 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 SCE'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.



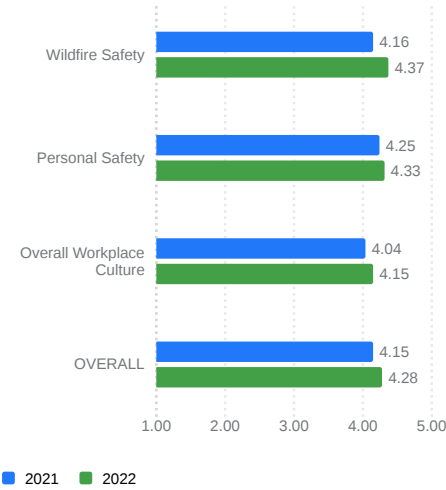
5 Data Attachments

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

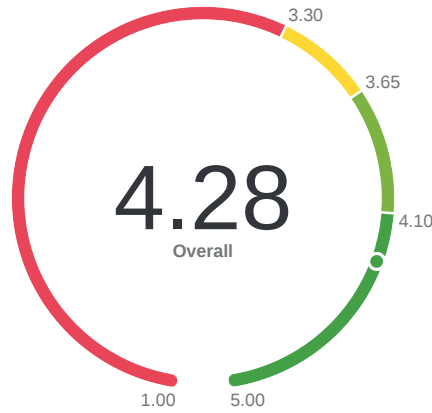
This page contains average response scores and percent distributions of response categories for the overall survey, the three performance categories, and the 30 Energy Safety Workforce Survey standard statements.

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*

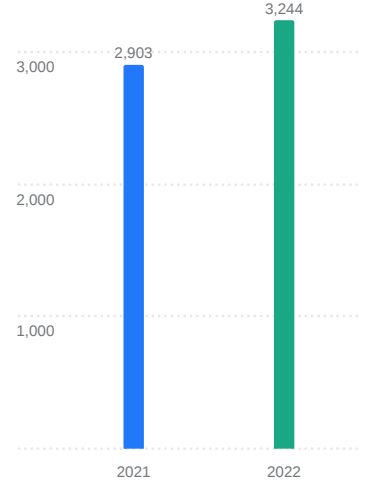
Average Response Scores by Year



Average Response Score 2022



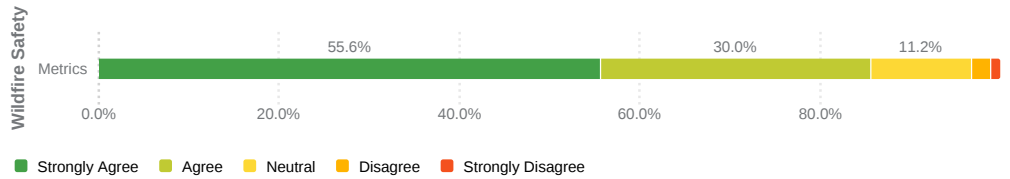
Number of Responses by Year



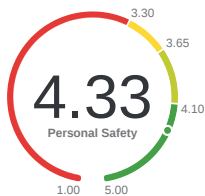
Wildfire Safety 2022



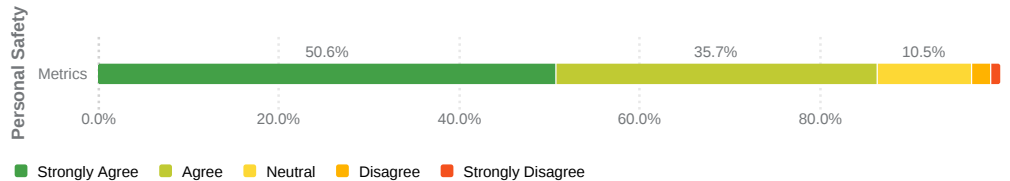
Percent Distributions 2022



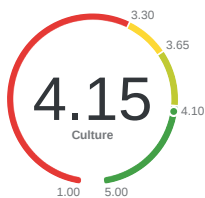
Personal Safety 2022



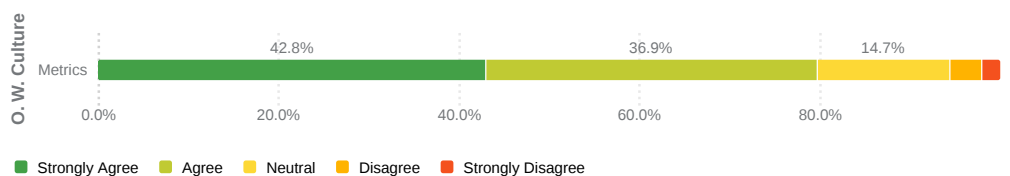
Percent Distributions 2022



Overall Workplace Culture 2022



Percent Distributions 2022



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

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

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	3.37	3.74	0.37	26%	27%	30%	9%	7%
I feel comfortable discussing wildfire hazards with my supervisor	4.28	4.56	0.28	64%	22%	8%	3%	2%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.25	4.53	0.27	61%	26%	8%	3%	3%
Leaders actively seek out signs of potential wildfire hazards	4.06	4.31	0.24	47%	32%	17%	3%	2%
People in my workgroup report all wildfire hazards, no matter how minor	4.10	4.34	0.24	47%	32%	17%	2%	1%
People look for wildfire hazards and risks as work progresses	4.17	4.36	0.19	48%	34%	14%	2%	1%
Wildfire and personal safety concerns are communicated openly	4.35	4.52	0.17	59%	29%	9%	1%	1%
Our management acts quickly to address wildfire hazards	4.30	4.40	0.10	55%	30%	11%	3%	1%
Protecting the community from wildfire hazards is clearly a high priority with management	4.52	4.56	0.04	68%	22%	8%	1%	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	3.66	3.98	0.32	29%	39%	21%	8%	3%
People have the ability to respond to and correct problems and errors before they get out of control	4.14	4.31	0.17	43%	41%	12%	2%	1%
We have the right tools for the job	4.04	4.15	0.11	42%	37%	13%	5%	3%
Leaders keep people prepared to intervene when an emergency occurs	4.19	4.29	0.10	47%	36%	13%	3%	2%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.31	4.37	0.06	51%	35%	12%	1%	1%
People have the skills they need to resolve workplace safety issues	4.24	4.26	0.02	45%	40%	12%	2%	1%
Leaders use mistakes and incidents as learning opportunities	4.30	4.31	0.02	51%	34%	10%	3%	2%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.34	4.35	0.02	55%	30%	12%	2%	1%
Pausing work for hazards and safety concerns is viewed positively	4.46	4.46	0.00	61%	27%	8%	2%	1%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.45	4.44	0.00	61%	26%	9%	2%	1%
I take responsibility for the safety of myself and others in my work area	4.68	4.66	-0.02	74%	21%	4%	0%	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
People report mistakes they make, even if others do not notice them	3.72	3.93	0.21	29%	37%	26%	7%	2%
Information about important events and lessons learned is shared within my workgroup	4.15	4.34	0.19	50%	34%	10%	4%	3%
I believe managers apply the same rules for all workers	3.79	3.97	0.18	38%	32%	16%	8%	6%
The company cares about my opinions	3.65	3.81	0.16	29%	35%	23%	8%	6%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.04	4.20	0.15	43%	35%	14%	5%	3%
People listen to one another: it is rare that someone's views go unheard	3.96	4.08	0.11	36%	39%	17%	5%	2%
Leaders encourage people to ask questions	4.24	4.34	0.10	50%	35%	11%	3%	2%
Managers treat workers with respect	4.18	4.24	0.06	48%	34%	12%	4%	2%
My supervisor would use whatever power they have to help me out	4.33	4.32	-0.01	55%	30%	10%	3%	2%
People in my workgroup treat each other with respect	4.36	4.26	-0.10	52%	33%	11%	2%	2%

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

Demographic Comparisons

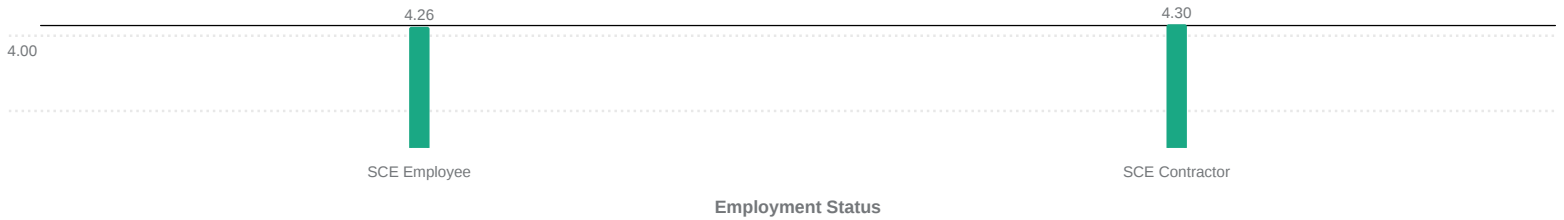
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

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.

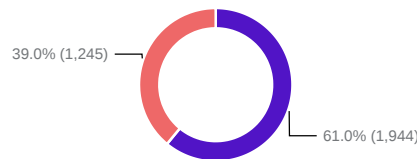
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Response Categories: **Strongly Disagree** = 1, **Disagree** = 2, **Neutral** = 3, **Agree** = 4, **Strongly Agree** = 5

1. Comparison by Employment Status

Overall Average Response Score

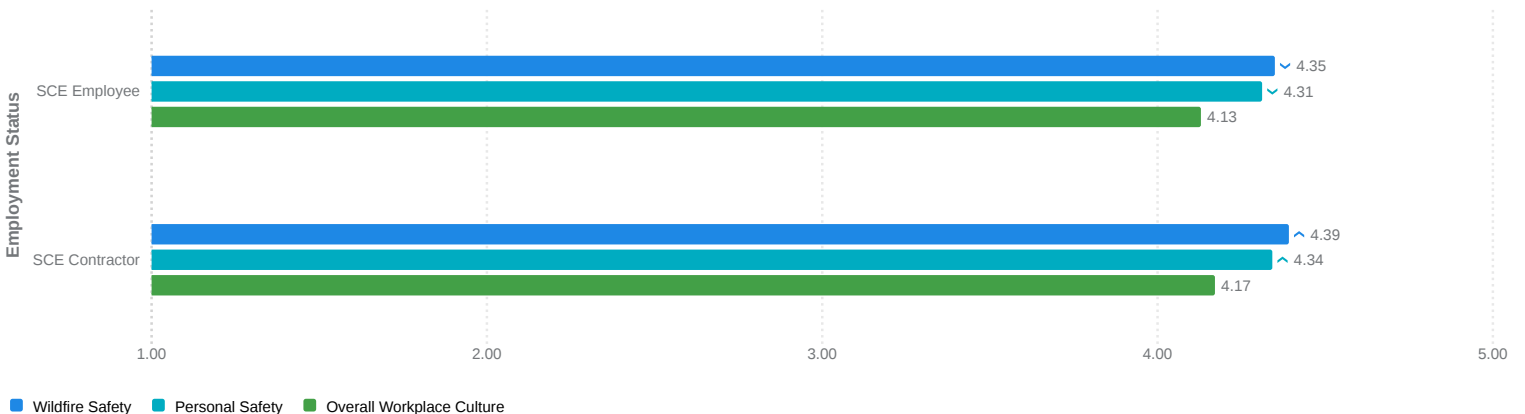


Number of Responses 3,189



■ SCE Employee ■ SCE Contractor

Average Response Scores by Statement Category



■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	SCE Contractor	SCE Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.81	3.69
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.56
Leaders actively seek out signs of potential wildfire hazards	4.35	4.27
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.54	4.51
Our management acts quickly to address wildfire hazards	4.42	4.38
People in my workgroup report all wildfire hazards, no matter how minor	4.36	4.32
People look for wildfire hazards and risks as work progresses	4.38	4.35
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.54
Wildfire and personal safety concerns are communicated openly	4.52	4.52

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	SCE Contractor	SCE Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.39	4.32
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.37	4.37
I take responsibility for the safety of myself and others in my work area	4.66	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.46	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.32	4.27
Leaders use mistakes and incidents as learning opportunities	4.34	4.29
Pausing work for hazards and safety concerns is viewed positively	4.45	4.46
People focus on one task at a time and avoid distractions	4.03	3.96
People have the ability to respond to and correct problems and errors before they get out of control	4.31	4.30
People have the skills they need to resolve workplace safety issues	4.27	4.25
We have the right tools for the job	4.17	4.14

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

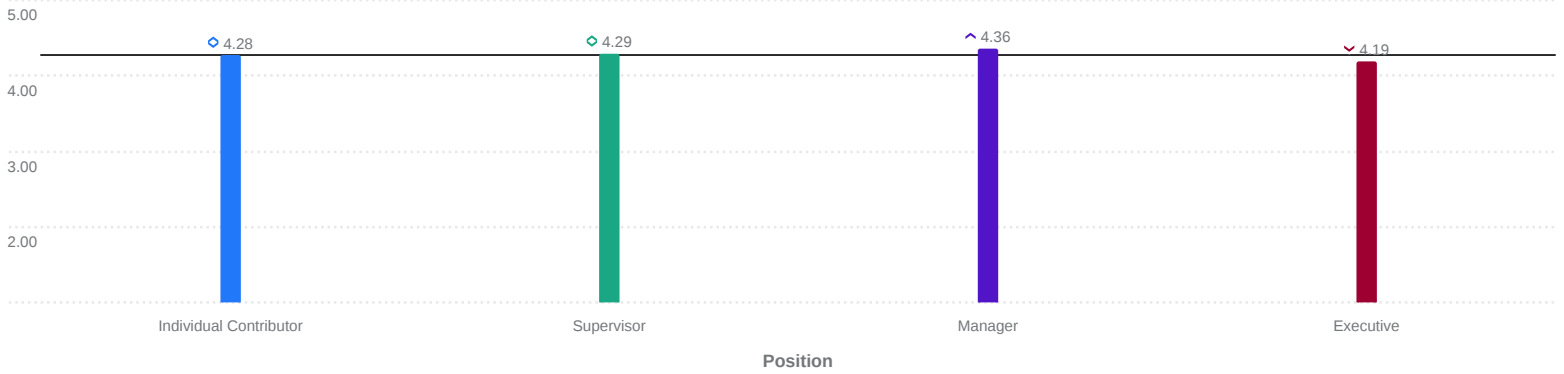
Average Response Scores by Statement

Overall Workplace Culture	SCE Contractor	SCE Employee
I believe managers apply the same rules for all workers	3.99	3.96
Information about important events and lessons learned is shared within my workgroup	4.35	4.33
Leaders encourage people to ask questions	4.37	4.32
Managers treat workers with respect	4.25	4.23
My supervisor makes sure all employee concerns are heard before job decisions are made	4.23	4.18
My supervisor would use whatever power they have to help me out	4.36	4.30
People in my workgroup treat each other with respect	4.26	4.26
People listen to one another: it is rare that someone's views go unheard	4.10	4.06
People report mistakes they make, even if others do not notice them	3.97	3.90
The company cares about my opinions	3.84	3.77

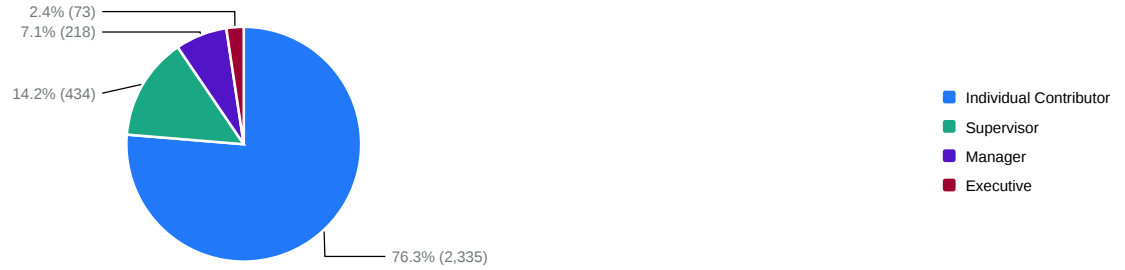
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2. Comparison by Position

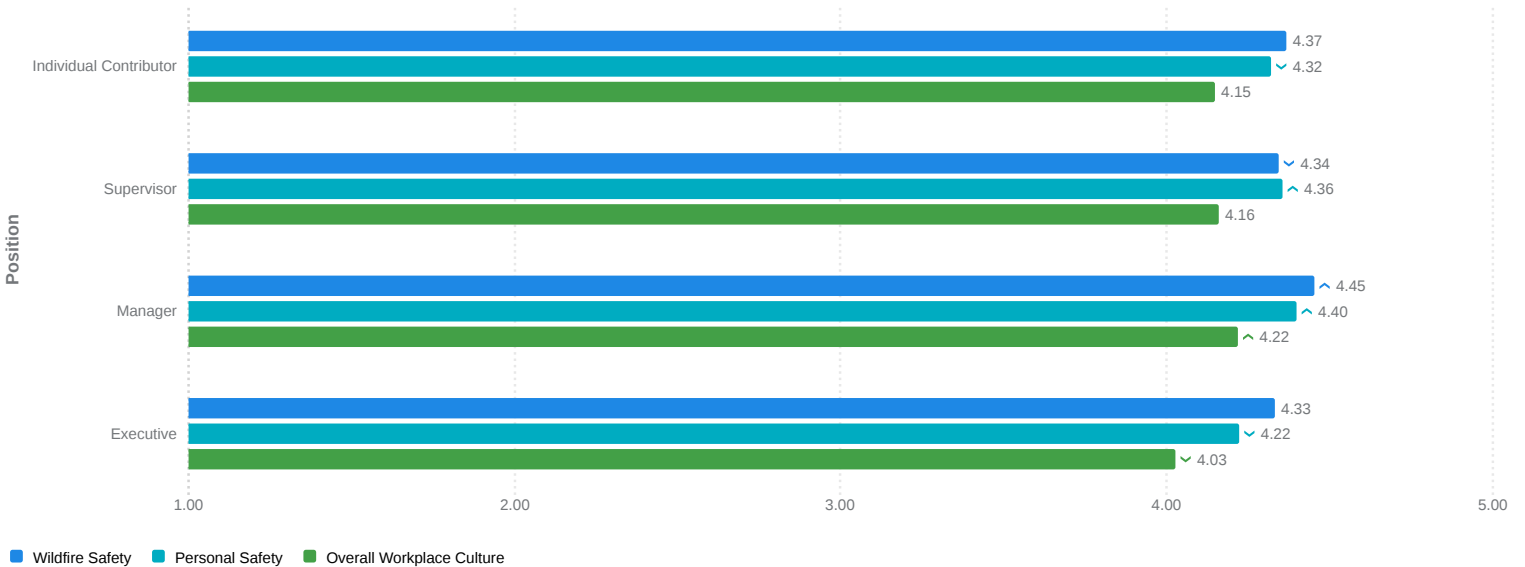
Overall Average Response Score



Number of Responses 3,060



Average Response Scores by Statement Category



Average Response Scores by Statement

Wildfire Safety	Executive	Individual Contributor	Manager	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.68	3.75	3.68	3.72
I feel comfortable discussing wildfire hazards with my supervisor	4.47	4.56	4.68	4.54
Leaders actively seek out signs of potential wildfire hazards	4.31	4.30	4.36	4.30
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.44	4.53	4.63	4.47
Our management acts quickly to address wildfire hazards	4.37	4.39	4.48	4.41
People in my workgroup report all wildfire hazards, no matter how minor	4.35	4.34	4.45	4.29
People look for wildfire hazards and risks as work progresses	4.31	4.36	4.50	4.36
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.56	4.66	4.54
Wildfire and personal safety concerns are communicated openly	4.45	4.53	4.65	4.46

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	Executive	Individual Contributor	Manager	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.33	4.34	4.48	4.38
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.31	4.37	4.46	4.38
I take responsibility for the safety of myself and others in my work area	4.61	4.65	4.75	4.70
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.38	4.43	4.58	4.48
Leaders keep people prepared to intervene when an emergency occurs	4.17	4.29	4.35	4.31
Leaders use mistakes and incidents as learning opportunities	4.18	4.32	4.31	4.34
Pausing work for hazards and safety concerns is viewed positively	4.37	4.44	4.56	4.50
People focus on one task at a time and avoid distractions	3.86	3.99	3.94	4.02
People have the ability to respond to and correct problems and errors before they get out of control	4.18	4.31	4.34	4.34
People have the skills they need to resolve workplace safety issues	4.10	4.26	4.33	4.28
We have the right tools for the job	3.97	4.13	4.26	4.21

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

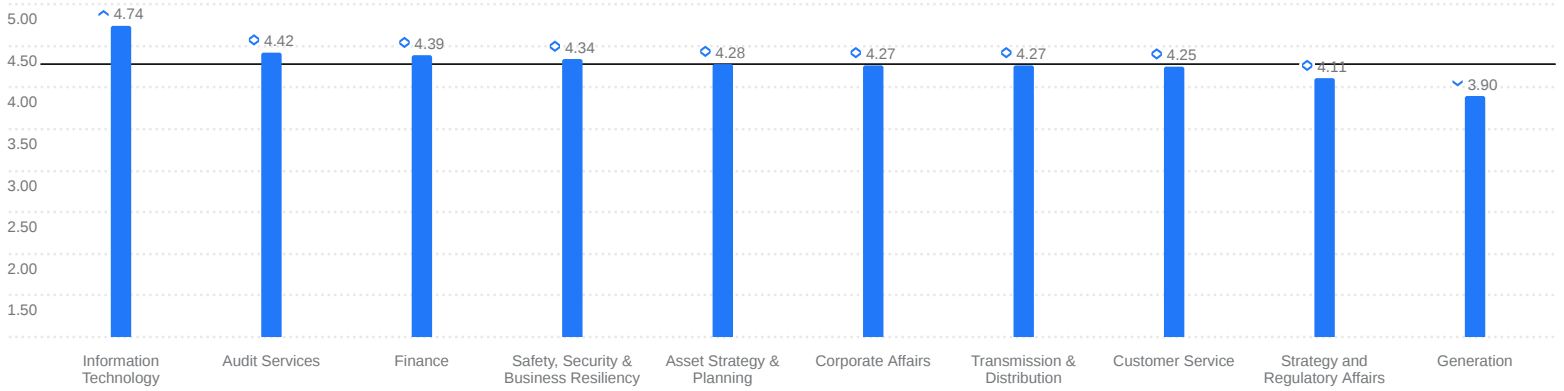
Average Response Scores by Statement

Overall Workplace Culture	Executive	Individual Contributor	Manager	Supervisor
I believe managers apply the same rules for all workers	3.87	3.98	4.04	3.91
Information about important events and lessons learned is shared within my workgroup	4.18	4.34	4.43	4.35
Leaders encourage people to ask questions	4.20	4.34	4.38	4.37
Managers treat workers with respect	4.04	4.23	4.30	4.28
My supervisor makes sure all employee concerns are heard before job decisions are made	4.09	4.19	4.25	4.23
My supervisor would use whatever power they have to help me out	4.27	4.32	4.41	4.35
People in my workgroup treat each other with respect	4.15	4.27	4.28	4.29
People listen to one another: it is rare that someone's views go unheard	3.94	4.07	4.15	4.13
People report mistakes they make, even if others do not notice them	3.89	3.94	3.97	3.89
The company cares about my opinions	3.64	3.80	4.00	3.78

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

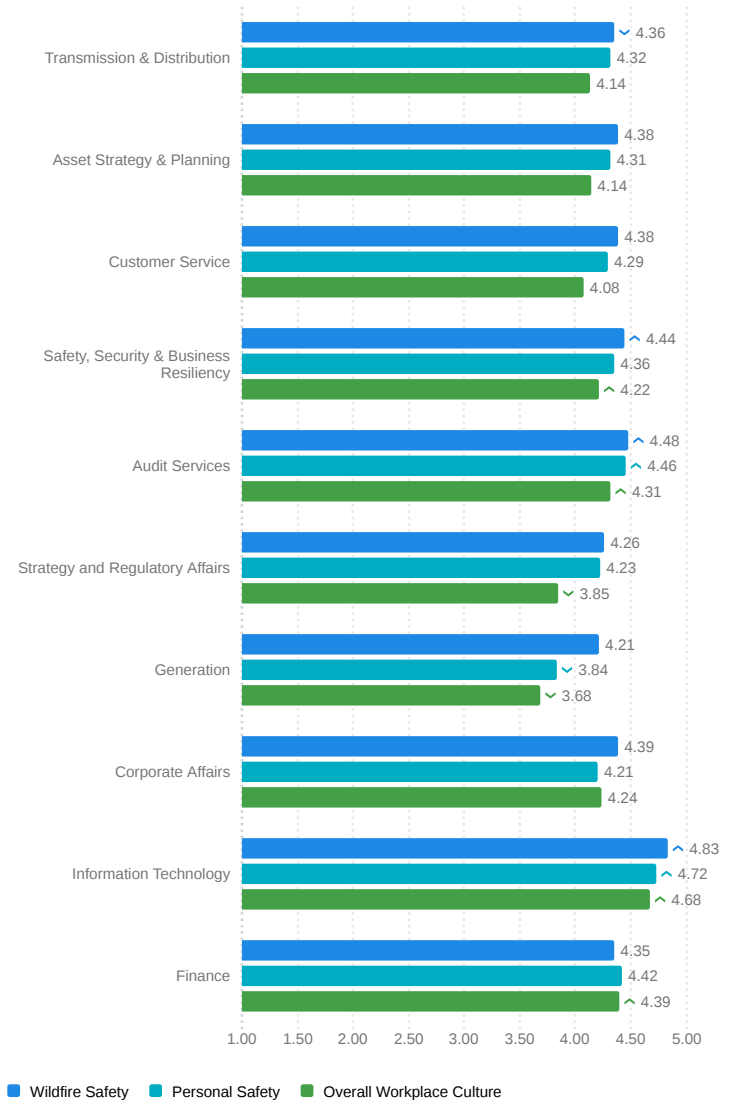
Overall Average Response Score



Number of Responses 2,746

Employment Category	Count	Percent
Asset Strategy & Planning	120	4%
Audit Services	32	1%
Corporate Affairs	11	0%
Customer Service	84	3%
Finance	7	0%
Generation	12	0%
Information Technology	8	0%
Safety, Security & Business Resiliency	56	2%
Strategy and Regulatory Affairs	14	1%
Transmission & Distribution	2,402	87%

Average Response Scores by Statement Category



3. Comparison by Business Unit 1

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

	Asset Strategy & Planning	Audit Services	Corporate Affairs	Customer Service	Finance
Wildfire Safety					
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.52	4.63	4.64	4.57	4.57
I feel comfortable discussing wildfire hazards with my supervisor	4.58	4.63	4.64	4.60	4.71
Wildfire and personal safety concerns are communicated openly	4.49	4.66	4.45	4.55	4.43
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.75	4.82	4.57	4.43
People look for wildfire hazards and risks as work progresses	4.39	4.44	4.45	4.42	4.43
People in my workgroup report all wildfire hazards, no matter how minor	4.39	4.38	4.00	4.32	4.43
Our management acts quickly to address wildfire hazards	4.44	4.56	4.36	4.39	4.43
Leaders actively seek out signs of potential wildfire hazards	4.30	4.35	4.30	4.30	4.29
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.75	3.90	3.82	3.70	3.43
Personal Safety					
I take responsibility for the safety of myself and others in my work area	4.68	4.74	4.73	4.76	4.86
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.50	4.66	4.55	4.43	4.71
Pausing work for hazards and safety concerns is viewed positively	4.53	4.66	4.45	4.42	4.71
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.39	4.50	4.27	4.40	4.86
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.37	4.50	4.27	4.40	4.14
People have the skills they need to resolve workplace safety issues	4.23	4.41	3.91	4.17	4.00
Leaders use mistakes and incidents as learning opportunities	4.29	4.38	4.36	4.26	4.57
Leaders keep people prepared to intervene when an emergency occurs	4.23	4.41	4.18	4.24	4.43
People have the ability to respond to and correct problems and errors before they get out of control	4.31	4.34	4.36	4.28	4.00
We have the right tools for the job	4.08	4.31	3.82	4.07	4.29
People focus on one task at a time and avoid distractions	3.81	4.16	3.36	3.80	4.00
Overall Workplace Culture					
People in my workgroup treat each other with respect	4.18	4.25	4.36	4.10	4.71
My supervisor would use whatever power they have to help me out	4.34	4.42	4.36	4.36	4.57
Leaders encourage people to ask questions	4.32	4.50	4.36	4.27	4.29
Information about important events and lessons learned is shared within my workgroup	4.43	4.56	4.45	4.36	4.71
My supervisor makes sure all employee concerns are heard before job decisions are made	4.18	4.44	4.27	4.24	4.43
Managers treat workers with respect	4.26	4.38	4.36	4.17	4.83
People listen to one another: it is rare that someone's views go unheard	4.08	4.32	4.00	3.87	4.14
I believe managers apply the same rules for all workers	3.92	4.19	4.36	3.88	4.43
People report mistakes they make, even if others do not notice them	3.88	4.03	3.64	3.77	4.00
The company cares about my opinions	3.84	4.03	4.18	3.78	3.86

3. Comparison by Business Unit 2

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

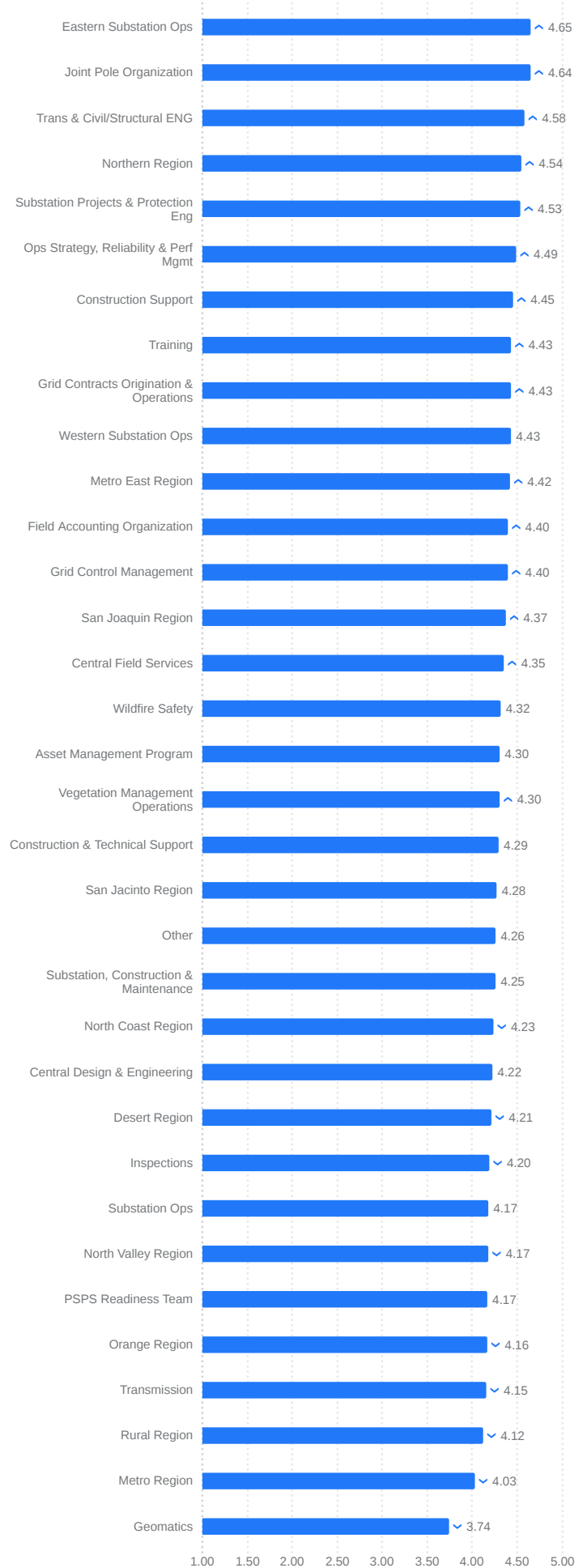
	Generation	Information Technology	Safety, Security & Business Resiliency	Strategy and Regulatory Affairs	Transmission & Distribution
Wildfire Safety					
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	5.00	4.61	4.29	4.52
I feel comfortable discussing wildfire hazards with my supervisor	4.25	5.00	4.71	4.29	4.56
Wildfire and personal safety concerns are communicated openly	4.55	4.88	4.66	4.36	4.51
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	5.00	4.68	4.57	4.54
People look for wildfire hazards and risks as work progresses	4.00	4.75	4.45	4.64	4.35
People in my workgroup report all wildfire hazards, no matter how minor	4.09	4.88	4.45	4.21	4.32
Our management acts quickly to address wildfire hazards	4.25	4.75	4.49	4.36	4.39
Leaders actively seek out signs of potential wildfire hazards	4.08	4.75	4.29	4.29	4.29
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	4.50	3.64	3.36	3.71
Personal Safety					
I take responsibility for the safety of myself and others in my work area	4.25	5.00	4.80	4.93	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.08	4.88	4.64	4.43	4.44
Pausing work for hazards and safety concerns is viewed positively	4.00	4.88	4.61	4.36	4.45
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.17	4.88	4.45	4.62	4.35
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.17	4.75	4.32	4.38	4.33
People have the skills they need to resolve workplace safety issues	3.50	4.63	4.36	4.23	4.24
Leaders use mistakes and incidents as learning opportunities	3.75	4.71	4.30	3.93	4.31
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.75	4.30	3.77	4.28
People have the ability to respond to and correct problems and errors before they get out of control	3.75	4.50	4.27	3.93	4.31
We have the right tools for the job	3.58	4.63	4.27	4.07	4.14
People focus on one task at a time and avoid distractions	3.00	4.38	3.59	3.86	3.98
Overall Workplace Culture					
People in my workgroup treat each other with respect	3.83	5.00	4.36	4.14	4.27
My supervisor would use whatever power they have to help me out	4.08	4.75	4.52	3.79	4.32
Leaders encourage people to ask questions	3.83	4.75	4.39	4.14	4.34
Information about important events and lessons learned is shared within my workgroup	3.83	4.75	4.48	4.14	4.32
My supervisor makes sure all employee concerns are heard before job decisions are made	3.33	4.50	4.16	3.71	4.19
Managers treat workers with respect	3.83	4.88	4.38	3.71	4.23
People listen to one another: it is rare that someone's views go unheard	3.58	4.75	4.11	3.93	4.06
I believe managers apply the same rules for all workers	3.42	4.50	3.96	3.36	3.95
People report mistakes they make, even if others do not notice them	3.42	4.38	3.88	3.79	3.91
The company cares about my opinions	3.67	4.50	3.95	3.79	3.78

4. Comparison by Location

Number of Responses 2,776

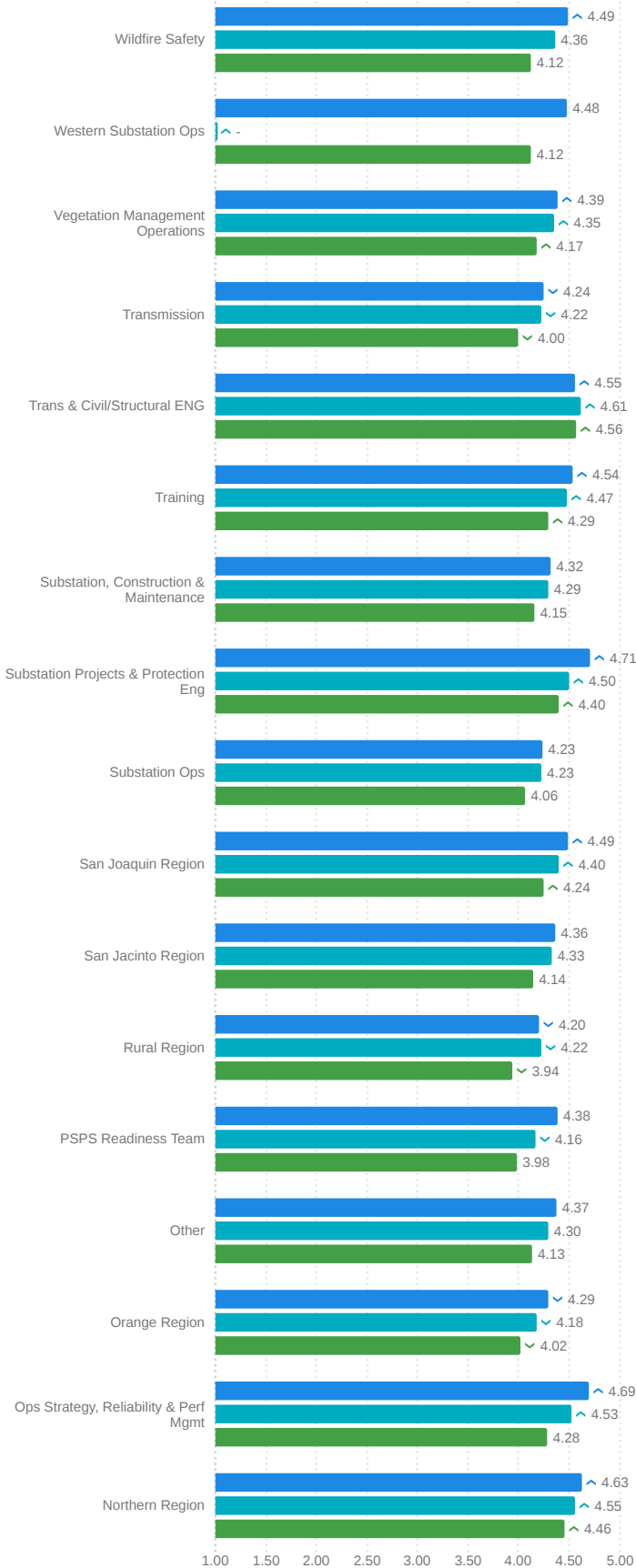
Employment Category	Count	Percent
Asset Management Program	29	1%
Central Design & Engineering	31	1%
Central Field Services	33	1%
Construction & Technical Support	33	1%
Construction Support	39	1%
Data & Information Governance	4	0%
Desert Region	309	11%
Eastern Substation Ops	9	0%
Field Accounting Organization	17	1%
Geomatics	10	0%
Grid Contracts Origination & Operations	29	1%
Grid Control Management	18	1%
Inspections	67	2%
Joint Pole Organization	6	0%
Metering Field Ops	1	0%
Metro East Region	226	8%
Metro Region	134	5%
North Coast Region	197	7%
North Valley Region	87	3%
Northern Region	44	2%
Northern Substation Ops	2	0%
Ops Strategy, Reliability & Perf Mgmt	10	0%
Orange Region	145	5%
Other	213	8%
PSPS Readiness Team	18	1%
Rural Region	88	3%
San Jacinto Region	213	8%
San Joaquin Region	159	6%
Southern Substation Ops	4	0%
Substation Ops	11	0%
Substation Projects & Protection Eng	8	0%
Substation, Construction & Maintenance	54	2%
T&S Strategic & Operational Services	4	0%
Training	11	0%
Trans & Civil/Structural ENG	16	1%
Transmission	78	3%
Vegetation Management Operations	366	13%
Western Substation Ops	5	0%
Wildfire Safety	48	2%

Overall Average Response Score

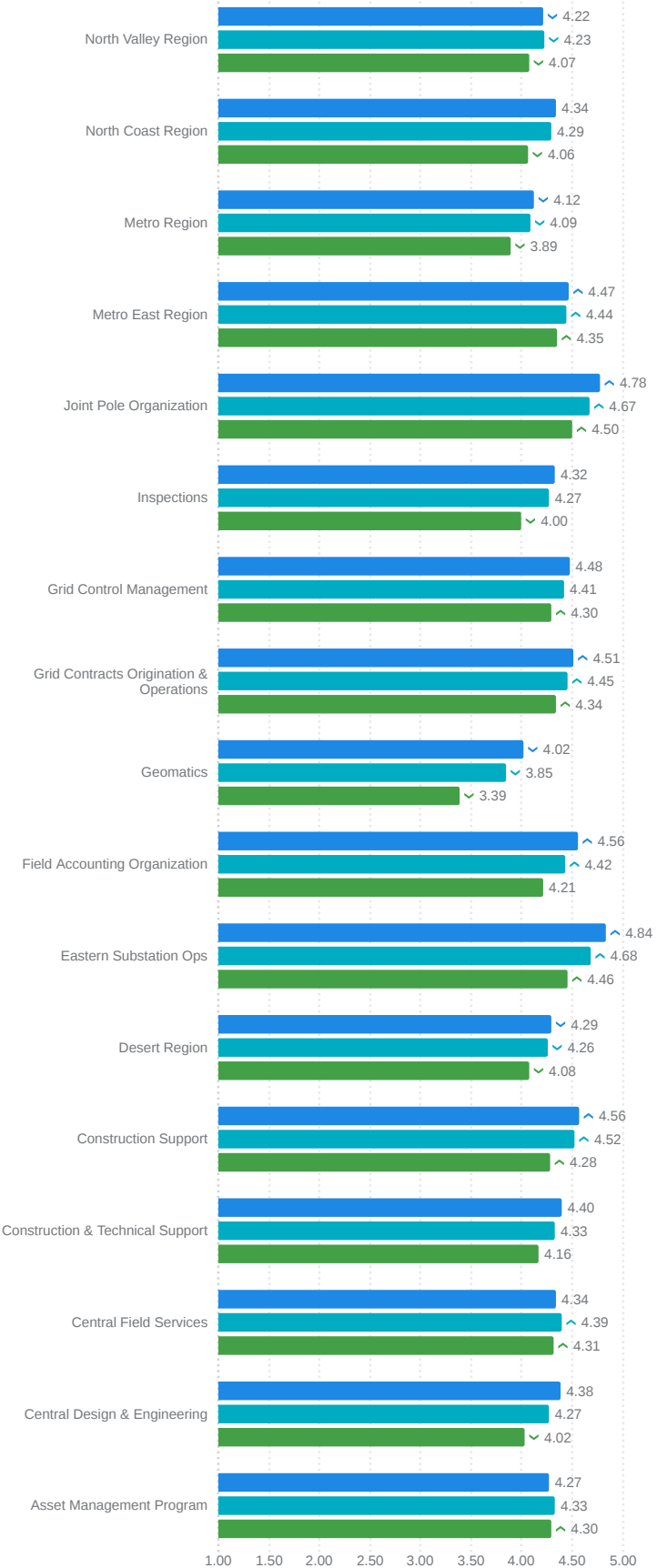


4. Comparison by Location (cont.)

Average Response Scores by Statement Category



Average Response Scores by Statement Category



■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

■ Wildfire Safety ■ Personal Safety ■ Overall Workplace Culture

4. Comparison by Location 1

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

	Asset Management Program	Central Design & Engineering	Central Field Services	Construction & Technical Support	Construction Support	Desert Region	Eastern Substation Ops
Wildfire Safety							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.34	4.52	4.52	4.67	4.67	4.48	5.00
I feel comfortable discussing wildfire hazards with my supervisor	4.41	4.65	4.48	4.67	4.62	4.45	4.89
Wildfire and personal safety concerns are communicated openly	4.34	4.68	4.45	4.55	4.64	4.45	4.89
Protecting the community from wildfire hazards is clearly a high priority with management	4.66	4.71	4.45	4.55	4.71	4.49	4.89
People look for wildfire hazards and risks as work progresses	4.36	4.45	4.42	4.36	4.56	4.27	4.89
People in my workgroup report all wildfire hazards, no matter how minor	4.29	4.39	4.27	4.24	4.61	4.23	4.89
Our management acts quickly to address wildfire hazards	4.38	4.29	4.30	4.36	4.61	4.33	4.89
Leaders actively seek out signs of potential wildfire hazards	4.25	4.13	4.30	4.33	4.51	4.24	4.63
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.36	3.57	3.85	3.88	4.15	3.68	4.56
Personal Safety							
I take responsibility for the safety of myself and others in my work area	4.69	4.71	4.67	4.61	4.87	4.55	4.89
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.62	4.55	4.39	4.33	4.62	4.33	4.89
Pausing work for hazards and safety concerns is viewed positively	4.52	4.55	4.42	4.34	4.64	4.37	4.89
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.38	4.46	4.36	4.27	4.56	4.24	4.78
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.24	4.10	4.42	4.39	4.62	4.28	4.67
People have the skills they need to resolve workplace safety issues	4.24	4.17	4.39	4.24	4.41	4.17	4.75
Leaders use mistakes and incidents as learning opportunities	4.31	4.24	4.42	4.36	4.54	4.23	4.56
Leaders keep people prepared to intervene when an emergency occurs	4.21	4.17	4.36	4.33	4.49	4.26	4.78
People have the ability to respond to and correct problems and errors before they get out of control	4.31	4.34	4.42	4.39	4.46	4.26	4.56
We have the right tools for the job	4.14	4.07	4.36	4.33	4.36	4.19	4.56
People focus on one task at a time and avoid distractions	4.00	3.60	4.06	3.97	4.18	3.96	4.22
Overall Workplace Culture							
People in my workgroup treat each other with respect	4.34	4.23	4.42	4.18	4.41	4.17	4.44
My supervisor would use whatever power they have to help me out	4.41	4.23	4.42	4.42	4.49	4.27	4.33
Leaders encourage people to ask questions	4.55	4.07	4.36	4.33	4.56	4.31	4.56
Information about important events and lessons learned is shared within my workgroup	4.54	4.43	4.36	4.36	4.49	4.26	4.78
My supervisor makes sure all employee concerns are heard before job decisions are made	4.31	4.00	4.41	4.27	4.23	4.17	4.33
Managers treat workers with respect	4.38	4.07	4.39	4.21	4.23	4.14	4.78
People listen to one another: it is rare that someone's views go unheard	4.28	3.87	4.30	4.09	4.21	3.98	4.33
I believe managers apply the same rules for all workers	4.14	3.63	4.30	4.00	4.15	3.90	4.67
People report mistakes they make, even if others do not notice them	4.07	3.86	4.03	3.94	4.03	3.87	4.11
The company cares about my opinions	3.93	3.84	4.12	3.82	4.05	3.71	4.22

4. Comparison by Location 2

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

	Field Accounting Organization	Geomatics	Grid Contracts Origination & Operations	Grid Control Management	Inspections	Joint Pole Organization	Metro East Region
Wildfire Safety							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.59	4.40	4.55	4.44	4.55	4.83	4.56
I feel comfortable discussing wildfire hazards with my supervisor	4.82	4.20	4.62	4.67	4.64	4.83	4.63
Wildfire and personal safety concerns are communicated openly	4.76	4.20	4.45	4.56	4.55	4.83	4.59
Protecting the community from wildfire hazards is clearly a high priority with management	4.88	4.40	4.66	4.78	4.67	4.83	4.60
People look for wildfire hazards and risks as work progresses	4.41	3.90	4.50	4.50	4.36	4.83	4.44
People in my workgroup report all wildfire hazards, no matter how minor	4.47	4.33	4.72	4.56	4.13	4.67	4.47
Our management acts quickly to address wildfire hazards	4.65	3.67	4.41	4.56	4.41	4.83	4.51
Leaders actively seek out signs of potential wildfire hazards	4.53	3.90	4.45	4.33	4.16	4.67	4.45
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.94	3.20	4.18	3.94	3.46	4.67	3.94
Personal Safety							
I take responsibility for the safety of myself and others in my work area	4.65	4.50	4.72	4.72	4.60	4.67	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.88	4.22	4.48	4.61	4.48	4.83	4.53
Pausing work for hazards and safety concerns is viewed positively	4.76	4.22	4.31	4.44	4.48	4.83	4.49
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.47	4.11	4.61	4.50	4.24	4.67	4.41
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.53	3.70	4.69	4.67	4.36	4.67	4.44
People have the skills they need to resolve workplace safety issues	4.47	3.70	4.31	4.44	4.24	4.83	4.42
Leaders use mistakes and incidents as learning opportunities	4.18	3.70	4.48	4.44	4.28	4.67	4.48
Leaders keep people prepared to intervene when an emergency occurs	4.35	3.60	4.38	4.33	4.25	4.83	4.45
People have the ability to respond to and correct problems and errors before they get out of control	4.47	3.60	4.34	4.39	4.24	4.67	4.47
We have the right tools for the job	4.24	3.50	4.41	3.83	4.10	4.33	4.34
People focus on one task at a time and avoid distractions	3.71	3.56	4.21	4.17	3.69	4.33	4.18
Overall Workplace Culture							
People in my workgroup treat each other with respect	4.35	3.80	4.41	4.59	4.18	4.67	4.44
My supervisor would use whatever power they have to help me out	4.47	3.50	4.48	4.44	4.27	4.67	4.50
Leaders encourage people to ask questions	4.29	3.80	4.45	4.39	4.20	4.50	4.52
Information about important events and lessons learned is shared within my workgroup	4.29	3.80	4.41	4.50	4.20	4.67	4.51
My supervisor makes sure all employee concerns are heard before job decisions are made	4.29	3.40	4.55	4.39	4.08	4.67	4.39
Managers treat workers with respect	4.29	3.10	4.45	4.28	4.12	4.50	4.43
People listen to one another: it is rare that someone's views go unheard	4.25	3.20	4.21	4.17	3.92	4.33	4.29
I believe managers apply the same rules for all workers	3.94	2.80	4.24	4.00	3.59	4.50	4.26
People report mistakes they make, even if others do not notice them	4.12	3.20	3.97	4.22	3.68	4.33	4.13
The company cares about my opinions	3.82	3.30	4.25	4.00	3.73	4.17	4.03

4. Comparison by Location 3

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

	Metro Region	North Coast Region	North Valley Region	Northern Region	Ops Strategy, Reliability & Perf Mgmt	Orange Region	Other
Wildfire Safety							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.33	4.48	4.38	4.70	4.90	4.47	4.52
I feel comfortable discussing wildfire hazards with my supervisor	4.31	4.48	4.46	4.77	4.90	4.59	4.59
Wildfire and personal safety concerns are communicated openly	4.32	4.50	4.34	4.72	4.90	4.42	4.55
Protecting the community from wildfire hazards is clearly a high priority with management	4.32	4.49	4.38	4.70	4.70	4.50	4.56
People look for wildfire hazards and risks as work progresses	4.17	4.32	4.18	4.61	4.70	4.28	4.35
People in my workgroup report all wildfire hazards, no matter how minor	4.05	4.31	4.15	4.66	4.80	4.29	4.36
Our management acts quickly to address wildfire hazards	4.16	4.37	4.20	4.70	4.80	4.36	4.37
Leaders actively seek out signs of potential wildfire hazards	4.01	4.23	4.22	4.64	4.30	4.17	4.29
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.41	3.88	3.61	4.12	4.20	3.51	3.72
Personal Safety							
I take responsibility for the safety of myself and others in my work area	4.52	4.64	4.51	4.84	4.80	4.68	4.68
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.27	4.38	4.42	4.52	4.80	4.38	4.38
Pausing work for hazards and safety concerns is viewed positively	4.26	4.38	4.39	4.63	4.80	4.39	4.42
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.11	4.43	4.21	4.67	4.80	4.29	4.41
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.12	4.28	4.23	4.47	4.50	4.22	4.36
People have the skills they need to resolve workplace safety issues	3.97	4.24	4.16	4.51	4.40	4.05	4.21
Leaders use mistakes and incidents as learning opportunities	4.10	4.25	4.24	4.56	4.40	4.21	4.21
Leaders keep people prepared to intervene when an emergency occurs	3.93	4.25	4.18	4.58	4.40	4.11	4.25
People have the ability to respond to and correct problems and errors before they get out of control	4.02	4.27	4.24	4.56	4.30	4.20	4.25
We have the right tools for the job	3.89	4.03	3.95	4.40	4.40	3.89	4.17
People focus on one task at a time and avoid distractions	3.77	4.05	3.94	4.35	4.20	3.58	3.94
Overall Workplace Culture							
People in my workgroup treat each other with respect	3.92	4.26	4.19	4.50	4.40	4.22	4.30
My supervisor would use whatever power they have to help me out	4.08	4.23	4.24	4.56	4.50	4.29	4.33
Leaders encourage people to ask questions	4.10	4.32	4.24	4.58	4.50	4.18	4.27
Information about important events and lessons learned is shared within my workgroup	4.09	4.27	4.27	4.57	4.50	4.18	4.32
My supervisor makes sure all employee concerns are heard before job decisions are made	3.99	4.14	4.11	4.45	4.30	4.08	4.15
Managers treat workers with respect	4.02	4.10	4.14	4.51	4.50	4.23	4.24
People listen to one another: it is rare that someone's views go unheard	3.82	3.92	4.06	4.40	4.10	3.92	4.09
I believe managers apply the same rules for all workers	3.69	3.85	3.99	4.36	4.10	3.82	3.94
People report mistakes they make, even if others do not notice them	3.72	3.85	3.84	4.40	4.20	3.70	3.88
The company cares about my opinions	3.47	3.69	3.67	4.23	3.70	3.58	3.78

4. Comparison by Location 4

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

	PSPS Readiness Team	Rural Region	San Jacinto Region	San Joaquin Region	Substation Ops	Substation Projects & Protection Eng	Substation, Construction & Maintenance
Wildfire Safety							
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.72	4.35	4.53	4.65	4.36	4.88	4.41
I feel comfortable discussing wildfire hazards with my supervisor	4.72	4.48	4.58	4.69	4.55	5.00	4.59
Wildfire and personal safety concerns are communicated openly	4.61	4.45	4.54	4.60	4.27	4.75	4.52
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.47	4.58	4.63	4.45	4.88	4.57
People look for wildfire hazards and risks as work progresses	4.56	4.29	4.38	4.52	4.27	4.63	4.30
People in my workgroup report all wildfire hazards, no matter how minor	4.22	4.16	4.31	4.44	4.18	4.75	4.26
Our management acts quickly to address wildfire hazards	4.22	4.15	4.38	4.52	4.36	4.88	4.35
Leaders actively seek out signs of potential wildfire hazards	4.17	4.04	4.35	4.46	4.36	4.63	4.28
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.61	3.36	3.57	3.89	3.27	4.00	3.57
Personal Safety							
I take responsibility for the safety of myself and others in my work area	4.67	4.71	4.70	4.67	4.36	5.00	4.83
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.44	4.21	4.51	4.48	4.36	4.88	4.48
Pausing work for hazards and safety concerns is viewed positively	4.44	4.33	4.55	4.46	4.27	4.88	4.60
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment)	4.50	4.24	4.37	4.47	4.18	4.50	4.35
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.50	4.19	4.34	4.42	4.36	4.25	4.12
People have the skills they need to resolve workplace safety issues	4.11	4.19	4.23	4.42	4.27	4.38	4.17
Leaders use mistakes and incidents as learning opportunities	4.00	4.21	4.27	4.41	4.18	4.50	4.23
Leaders keep people prepared to intervene when an emergency occurs	3.94	4.21	4.33	4.44	4.36	4.50	4.25
People have the ability to respond to and correct problems and errors before they get out of control	4.11	4.18	4.28	4.43	4.18	4.50	4.25
We have the right tools for the job	3.67	4.01	4.14	4.07	3.91	4.38	4.08
People focus on one task at a time and avoid distractions	3.39	3.94	3.90	4.13	4.00	3.75	3.85
Overall Workplace Culture							
People in my workgroup treat each other with respect	4.33	4.07	4.31	4.31	4.00	4.50	4.33
My supervisor would use whatever power they have to help me out	4.00	4.06	4.39	4.41	4.45	4.63	4.33
Leaders encourage people to ask questions	4.06	4.22	4.39	4.43	4.45	4.63	4.40
Information about important events and lessons learned is shared within my workgroup	4.50	4.24	4.31	4.41	4.36	4.50	4.25
My supervisor makes sure all employee concerns are heard before job decisions are made	3.94	3.93	4.23	4.30	4.36	4.25	4.21
Managers treat workers with respect	4.17	3.98	4.24	4.32	4.18	4.63	4.38
People listen to one another: it is rare that someone's views go unheard	3.89	4.00	4.08	4.24	4.00	4.38	4.13
I believe managers apply the same rules for all workers	3.67	3.73	3.86	4.08	3.82	4.38	3.92
People report mistakes they make, even if others do not notice them	3.61	3.85	3.84	4.09	3.55	3.75	3.75
The company cares about my opinions	3.67	3.35	3.80	3.85	3.45	4.38	3.79

4. Comparison by Location 5

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

	Training	Trans & Civil/Structural ENG	Transmission	Vegetation Management Operations	Western Substation Ops*	Wildfire Safety
Wildfire Safety						
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.73	4.88	4.28	4.59	4.80	4.56
I feel comfortable discussing wildfire hazards with my supervisor	4.82	4.73	4.39	4.58	4.80	4.65
Wildfire and personal safety concerns are communicated openly	4.91	4.69	4.50	4.55	4.60	4.67
Protecting the community from wildfire hazards is clearly a high priority with management	4.82	4.81	4.50	4.58	4.80	4.75
People look for wildfire hazards and risks as work progresses	4.64	4.50	4.27	4.32	4.40	4.54
People in my workgroup report all wildfire hazards, no matter how minor	4.55	4.38	4.23	4.34	4.20	4.52
Our management acts quickly to address wildfire hazards	4.55	4.75	4.29	4.43	4.60	4.56
Leaders actively seek out signs of potential wildfire hazards	4.18	4.50	4.14	4.32	4.40	4.44
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.64	3.75	3.56	3.77	--	3.75
Personal Safety						
I take responsibility for the safety of myself and others in my work area	4.82	4.81	4.65	4.66	--	4.85
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.73	4.81	4.40	4.43	--	4.63
Pausing work for hazards and safety concerns is viewed positively	4.64	4.88	4.35	4.47	--	4.69
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.45	4.50	4.31	4.36	--	4.43
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.36	4.81	4.12	4.41	--	4.46
People have the skills they need to resolve workplace safety issues	4.36	4.50	4.09	4.25	--	4.33
Leaders use mistakes and incidents as learning opportunities	4.36	4.69	4.29	4.35	--	4.29
Leaders keep people prepared to intervene when an emergency occurs	4.45	4.75	4.10	4.29	--	4.30
People have the ability to respond to and correct problems and errors before they get out of control	4.64	4.44	4.17	4.35	--	4.29
We have the right tools for the job	4.18	4.38	4.05	4.21	--	4.06
People focus on one task at a time and avoid distractions	4.18	4.19	3.87	4.01	--	3.63
Overall Workplace Culture						
People in my workgroup treat each other with respect	4.55	4.69	4.14	4.26	--	4.10
My supervisor would use whatever power they have to help me out	4.55	4.69	4.19	4.34	--	4.38
Leaders encourage people to ask questions	4.64	4.69	4.14	4.38	--	4.33
Information about important events and lessons learned is shared within my workgroup	4.55	4.75	4.21	4.37	--	4.46
My supervisor makes sure all employee concerns are heard before job decisions are made	4.27	4.56	4.01	4.19	--	4.13
Managers treat workers with respect	4.40	4.75	4.09	4.27	4.00	4.25
People listen to one another: it is rare that someone's views go unheard	4.09	4.44	3.92	4.07	--	3.96
I believe managers apply the same rules for all workers	4.27	4.44	3.83	4.02	--	3.75
People report mistakes they make, even if others do not notice them	4.00	4.25	3.76	3.98	--	3.75
The company cares about my opinions	3.64	4.38	3.67	3.86	--	4.08

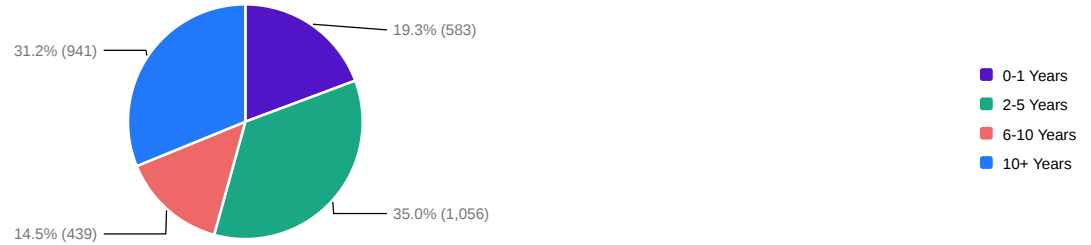
*In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample size, comparisons were not computed for groups with fewer than five respondents.

5. Comparison by Tenure

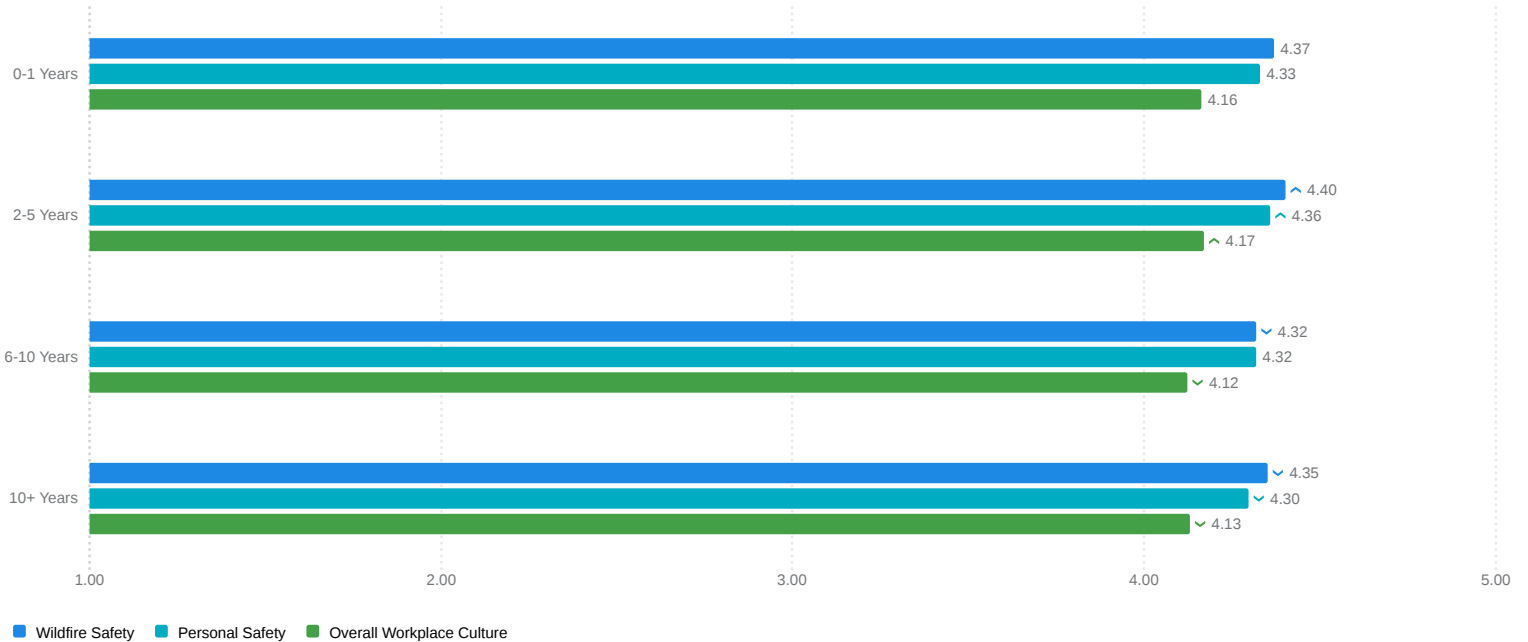
Overall Average Response Score



Number of Responses 3,019



Average Response Scores by Statement Category



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	3.82	3.79	3.70	3.65
I feel comfortable discussing wildfire hazards with my supervisor	4.56	4.59	4.48	4.57
Leaders actively seek out signs of potential wildfire hazards	4.29	4.34	4.25	4.29
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.54	4.55	4.47	4.51
Our management acts quickly to address wildfire hazards	4.38	4.43	4.39	4.39
People in my workgroup report all wildfire hazards, no matter how minor	4.33	4.37	4.31	4.32
People look for wildfire hazards and risks as work progresses	4.37	4.40	4.31	4.36
Protecting the community from wildfire hazards is clearly a high priority with management	4.53	4.59	4.50	4.57
Wildfire and personal safety concerns are communicated openly	4.51	4.54	4.47	4.53

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	4.34	4.41	4.33	4.31
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	4.40	4.36	4.34
I take responsibility for the safety of myself and others in my work area	4.67	4.68	4.65	4.66
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.44	4.47	4.44	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.32	4.27	4.26
Leaders use mistakes and incidents as learning opportunities	4.31	4.34	4.32	4.28
Pausing work for hazards and safety concerns is viewed positively	4.48	4.46	4.45	4.45
People focus on one task at a time and avoid distractions	4.01	4.02	3.98	3.92
People have the ability to respond to and correct problems and errors before they get out of control	4.31	4.33	4.30	4.29
People have the skills they need to resolve workplace safety issues	4.25	4.29	4.27	4.22
We have the right tools for the job	4.12	4.22	4.12	4.11

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

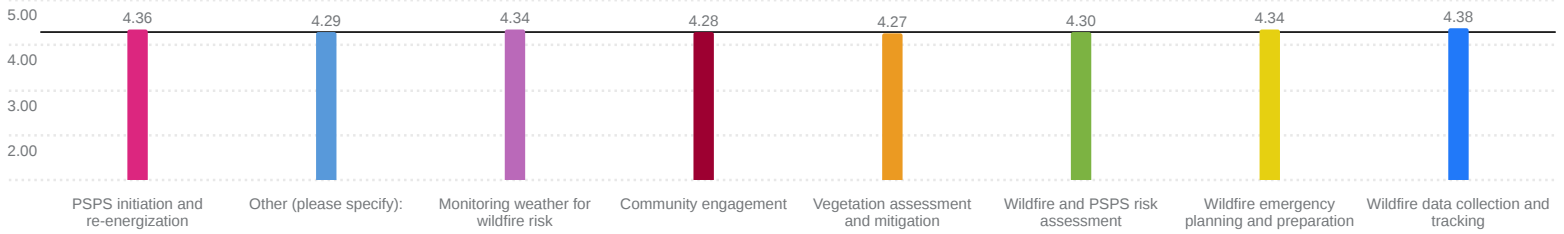
Average Response Scores by Statement

Overall Workplace Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	3.99	4.00	3.97	3.91
Information about important events and lessons learned is shared within my workgroup	4.34	4.36	4.30	4.34
Leaders encourage people to ask questions	4.34	4.35	4.35	4.32
Managers treat workers with respect	4.23	4.25	4.22	4.24
My supervisor makes sure all employee concerns are heard before job decisions are made	4.21	4.21	4.17	4.19
My supervisor would use whatever power they have to help me out	4.35	4.34	4.28	4.33
People in my workgroup treat each other with respect	4.27	4.27	4.23	4.27
People listen to one another: it is rare that someone's views go unheard	4.05	4.09	4.09	4.07
People report mistakes they make, even if others do not notice them	4.01	3.97	3.87	3.87
The company cares about my opinions	3.83	3.86	3.74	3.77

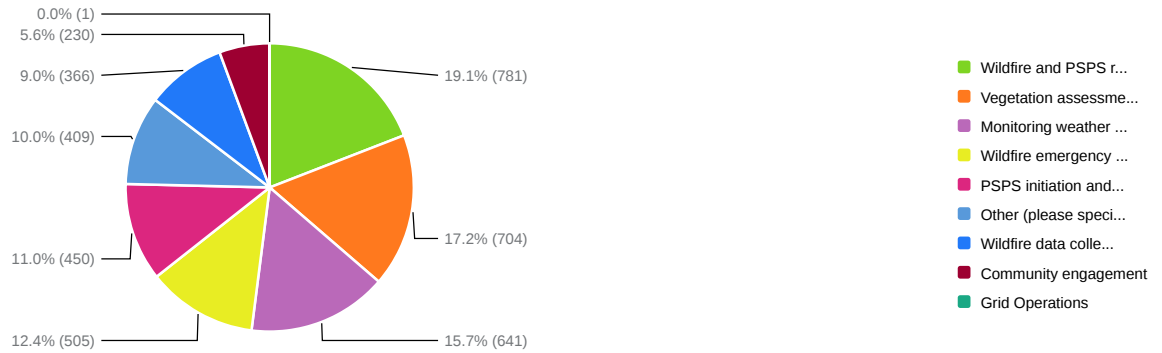
Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

6. Comparison by Wildfire Activities

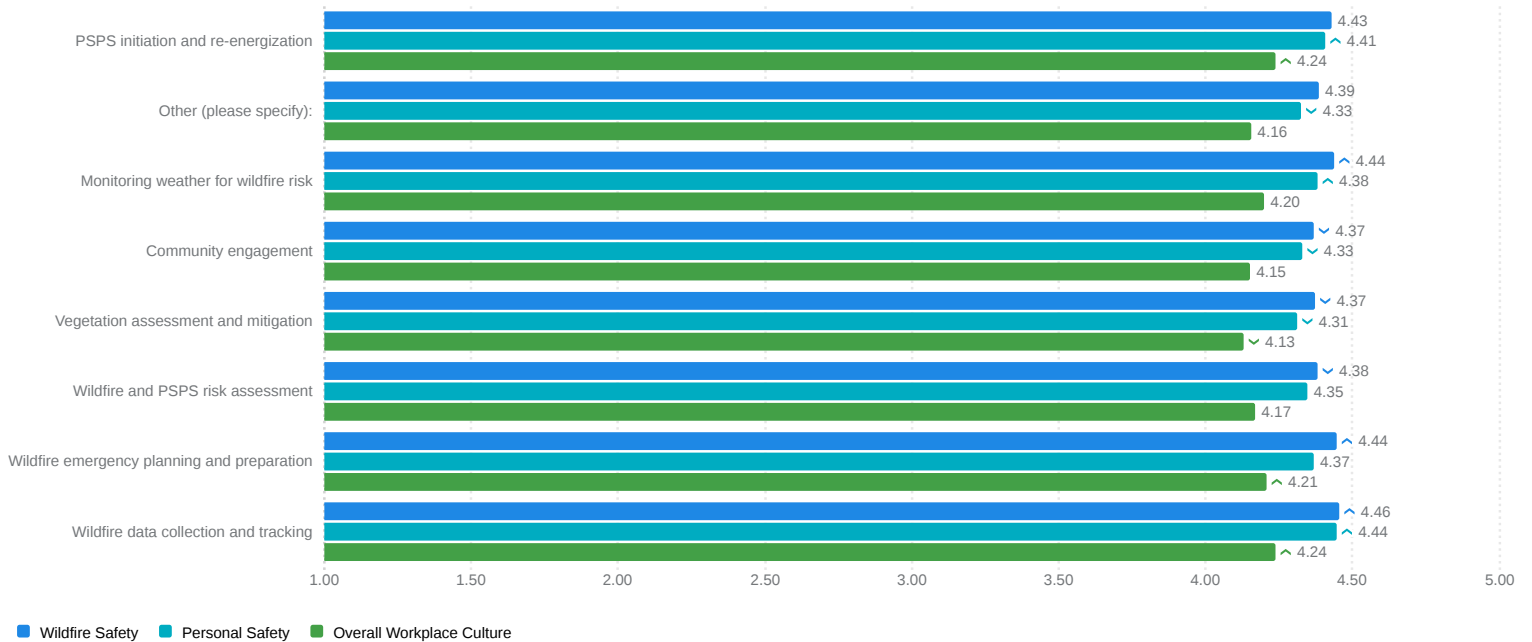
Overall Average Response Score



Number of Responses 2,122



Average Response Scores by Statement Category



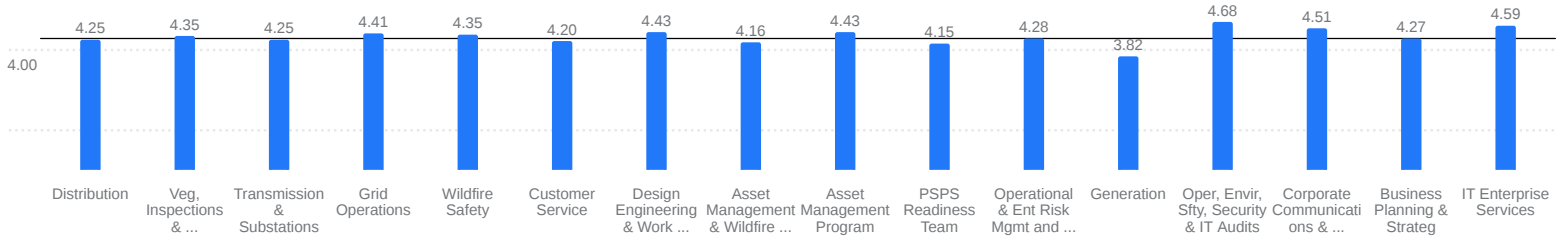
6. Comparison by Wildfire Activities

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

	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
Wildfire Safety								
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.52	4.59	4.50	4.58	4.56	4.52	4.58	4.63
I feel comfortable discussing wildfire hazards with my supervisor	4.57	4.61	4.55	4.60	4.58	4.58	4.62	4.66
Wildfire and personal safety concerns are communicated openly	4.55	4.59	4.54	4.57	4.53	4.55	4.62	4.61
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.62	4.56	4.59	4.58	4.58	4.63	4.63
People look for wildfire hazards and risks as work progresses	4.36	4.45	4.39	4.45	4.33	4.38	4.44	4.41
People in my workgroup report all wildfire hazards, no matter how minor	4.36	4.41	4.36	4.43	4.34	4.35	4.44	4.41
Our management acts quickly to address wildfire hazards	4.36	4.47	4.45	4.44	4.40	4.41	4.52	4.47
Leaders actively seek out signs of potential wildfire hazards	4.28	4.36	4.34	4.39	4.29	4.30	4.38	4.37
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.74	3.85	3.76	3.82	3.73	3.75	3.86	3.81
Personal Safety								
I take responsibility for the safety of myself and others in my work area	4.66	4.72	4.68	4.70	4.66	4.67	4.74	4.70
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.47	4.51	4.48	4.56	4.45	4.49	4.61	4.52
Pausing work for hazards and safety concerns is viewed positively	4.52	4.51	4.50	4.57	4.46	4.50	4.63	4.57
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.39	4.42	4.40	4.47	4.36	4.40	4.55	4.42
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.38	4.40	4.38	4.42	4.37	4.38	4.51	4.40
People have the skills they need to resolve workplace safety issues	4.32	4.32	4.21	4.36	4.21	4.29	4.37	4.31
Leaders use mistakes and incidents as learning opportunities	4.29	4.36	4.30	4.37	4.29	4.33	4.43	4.34
Leaders keep people prepared to intervene when an emergency occurs	4.27	4.33	4.27	4.34	4.25	4.32	4.39	4.34
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.34	4.32	4.35	4.28	4.31	4.37	4.34
We have the right tools for the job	4.08	4.20	4.16	4.25	4.12	4.17	4.25	4.21
People focus on one task at a time and avoid distractions	3.92	4.06	3.89	4.07	3.95	3.94	4.04	3.91
Overall Workplace Culture								
People in my workgroup treat each other with respect	4.24	4.28	4.30	4.34	4.24	4.27	4.27	4.31
My supervisor would use whatever power they have to help me out	4.33	4.40	4.37	4.42	4.31	4.35	4.44	4.40
Leaders encourage people to ask questions	4.33	4.38	4.36	4.41	4.33	4.36	4.44	4.40
Information about important events and lessons learned is shared within my workgroup	4.41	4.40	4.38	4.43	4.35	4.38	4.46	4.44
My supervisor makes sure all employee concerns are heard before job decisions are made	4.19	4.25	4.21	4.29	4.16	4.19	4.29	4.24
Managers treat workers with respect	4.27	4.29	4.24	4.31	4.24	4.25	4.35	4.30
People listen to one another: it is rare that someone's views go unheard	4.07	4.13	4.05	4.20	4.03	4.12	4.21	4.12
I believe managers apply the same rules for all workers	3.91	4.01	3.91	4.06	3.92	3.99	3.97	4.02
People report mistakes they make, even if others do not notice them	3.95	3.98	3.89	4.03	3.91	3.94	4.02	3.93
The company cares about my opinions	3.80	3.84	3.85	3.90	3.81	3.85	3.90	3.92

7. Comparison by Operating Unit

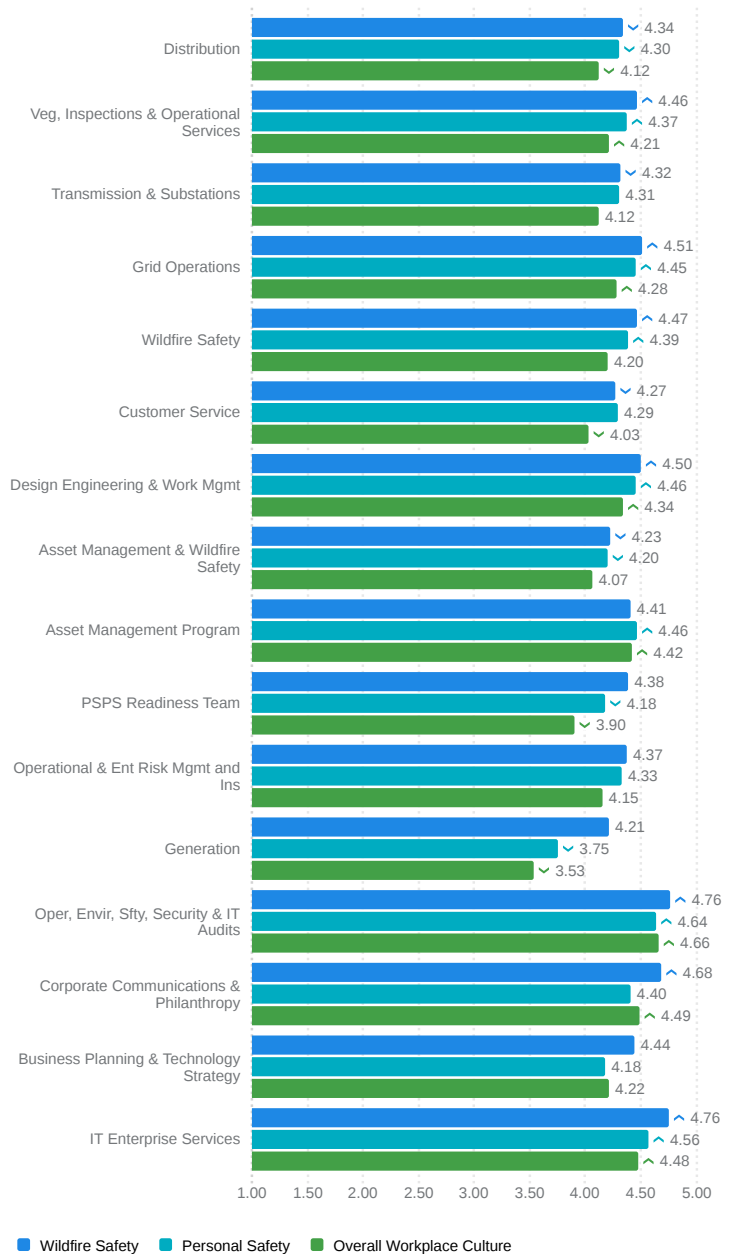
Overall Average Response Score



Number of Responses 2,444

Employment Category	Count	Percentage
Asset Management & Wildfire Safety	30	1%
Asset Management Program	19	1%
Asset Mgt & Generation Strategy	3	0%
Business Planning & Technology Strategy	6	0%
Controllers	2	0%
Corporate Communications & Philanthropy	7	0%
Customer Service	44	2%
Design Engineering & Work Mgmt	36	1%
Digital & Process Transformation	2	0%
Distribution	1,458	60%
EIX Risk Management Group	3	0%
Financial & Corporate Audits	3	0%
Generation	9	0%
Grid Operations	86	4%
Integrated System Planning	2	0%
IT Enterprise Services	5	0%
Local Public Affairs	4	0%
Oper, Envir, Sfty, Security & IT Audits	7	0%
Operational & Ent Risk Mgmt and Ins	12	0%
Operational Finance	4	0%
PSPS Readiness Team	16	1%
Transmission & Substations	279	11%
Treasurers	1	0%
Veg, Inspections & Operational Services	359	15%
Wildfire Safety	47	2%

Average Response Scores by Statement Category



7. Comparison by Operating Unit 1

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

	Asset Management & Wildfire Safety	Asset Management Program	Business Planning & Technology Strategy	Corporate Communications & Philanthropy	Customer Service	Design Engineering & Work Mgmt
Wildfire Safety						
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.4	4.53	4.5	4.86	4.47	4.64
I feel comfortable discussing wildfire hazards with my supervisor	4.43	4.53	4.67	5	4.47	4.74
Wildfire and personal safety concerns are communicated openly	4.37	4.53	4.5	4.71	4.47	4.75
Protecting the community from wildfire hazards is clearly a high priority with management	4.5	4.79	4.5	5	4.37	4.78
People look for wildfire hazards and risks as work progresses	4.17	4.56	4.5	4.71	4.35	4.42
People in my workgroup report all wildfire hazards, no matter how minor	4.17	4.44	4.5	4.29	4.26	4.39
Our management acts quickly to address wildfire hazards	4.3	4.47	4.33	4.71	4.29	4.56
Leaders actively seek out signs of potential wildfire hazards	4.03	4.42	4.5	4.67	4.19	4.39
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	3.39	4	4.14	3.52	3.86
Personal Safety						
I take responsibility for the safety of myself and others in my work area	4.52	4.79	4.5	5	4.67	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.4	4.79	4.33	4.71	4.26	4.67
Pausing work for hazards and safety concerns is viewed positively	4.47	4.68	4.17	4.71	4.33	4.75
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.28	4.47	4.17	4.29	4.29	4.39
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.2	4.47	4.33	4.43	4.45	4.44
People have the skills they need to resolve workplace safety issues	4.17	4.42	4	4.14	4.24	4.36
Leaders use mistakes and incidents as learning opportunities	4.2	4.26	4.33	4.71	4.37	4.5
Leaders keep people prepared to intervene when an emergency occurs	4.13	4.26	4.17	4.43	4.29	4.53
People have the ability to respond to and correct problems and errors before they get out of control	4.23	4.47	4.17	4.71	4.31	4.42
We have the right tools for the job	3.93	4.42	4	3.86	4.1	4.23
People focus on one task at a time and avoid distractions	3.7	4.05	3.83	3.43	3.88	3.97
Overall Workplace Culture						
People in my workgroup treat each other with respect	4.17	4.47	4	4.57	3.88	4.47
My supervisor would use whatever power they have to help me out	4.3	4.53	4.5	4.71	4.29	4.53
Leaders encourage people to ask questions	4.4	4.58	4.5	4.57	4.29	4.53
Information about important events and lessons learned is shared within my workgroup	4.41	4.68	4	4.86	4.33	4.61
My supervisor makes sure all employee concerns are heard before job decisions are made	4.07	4.42	4.33	4.43	4.19	4.44
Managers treat workers with respect	4.03	4.58	4.5	4.57	4.12	4.42
People listen to one another: it is rare that someone's views go unheard	3.9	4.37	4.5	4.29	3.83	4.19
I believe managers apply the same rules for all workers	3.76	4.33	4.17	4.71	3.86	4.08
People report mistakes they make, even if others do not notice them	3.83	4.11	4	3.71	3.79	4.03
The company cares about my opinions	3.8	4.11	3.67	4.43	3.74	4.08

7. Comparison by Operating Unit 2

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

	Distribution	Generation	Grid Operations	IT Enterprise Services	Oper, Envir, Sfty, Security & IT Audits
Wildfire Safety					
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.5	4.56	4.65	5	5
I feel comfortable discussing wildfire hazards with my supervisor	4.54	4.22	4.73	5	4.86
Wildfire and personal safety concerns are communicated openly	4.49	4.63	4.65	4.8	5
Protecting the community from wildfire hazards is clearly a high priority with management	4.52	4.44	4.66	5	4.86
People look for wildfire hazards and risks as work progresses	4.35	4	4.48	4.6	4.57
People in my workgroup report all wildfire hazards, no matter how minor	4.29	4	4.56	5	4.86
Our management acts quickly to address wildfire hazards	4.35	4.33	4.6	4.6	5
Leaders actively seek out signs of potential wildfire hazards	4.28	4.11	4.42	4.6	4.57
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.71	3.67	3.87	4.2	4.14
Personal Safety					
I take responsibility for the safety of myself and others in my work area	4.64	4.33	4.8	5	4.86
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.4	4	4.62	4.8	4.86
Pausing work for hazards and safety concerns is viewed positively	4.42	3.86	4.57	4.8	4.86
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.33	4.11	4.53	4.8	4.57
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.32	4.11	4.53	4.6	4.71
People have the skills they need to resolve workplace safety issues	4.25	3.56	4.36	4.4	4.57
Leaders use mistakes and incidents as learning opportunities	4.29	3.56	4.41	4.6	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.28	3.89	4.36	4.6	4.57
People have the ability to respond to and correct problems and errors before they get out of control	4.3	3.67	4.34	4.2	4.43
We have the right tools for the job	4.11	3.56	4.33	4.4	4.57
People focus on one task at a time and avoid distractions	3.99	2.67	4.08	4	4.57
Overall Workplace Culture					
People in my workgroup treat each other with respect	4.26	3.78	4.38	5	4.43
My supervisor would use whatever power they have to help me out	4.3	4	4.53	4.6	4.86
Leaders encourage people to ask questions	4.33	3.67	4.43	4.6	4.86
People have the ability to respond to and correct problems and errors before they get out of control	4.3	3.67	4.42	4.6	4.86
My supervisor makes sure all employee concerns are heard before job decisions are made	4.17	3	4.35	4.2	4.86
Managers treat workers with respect	4.21	3.67	4.31	4.8	4.86
People listen to one another: it is rare that someone's views go unheard	4.06	3.44	4.17	4.6	4.57
I believe managers apply the same rules for all workers	3.94	3.22	4.13	4.2	4.71
People report mistakes they make, even if others do not notice them	3.9	3.33	3.99	4	4.29
The company cares about my opinions	3.73	3.56	4.05	4.2	4.29

7. Comparison by Operating Unit 3

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

	Operational & Ent Risk Mgmt and Ins	PSPS Readiness Team	Transmission & Substations	Veg, Inspections & Operational Services	Wildfire Safety
Wildfire Safety					
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.58	4.69	4.45	4.61	4.53
I feel comfortable discussing wildfire hazards with my supervisor	4.5	4.81	4.53	4.68	4.6
Wildfire and personal safety concerns are communicated openly	4.5	4.53	4.47	4.65	4.55
Protecting the community from wildfire hazards is clearly a high priority with management	4.58	4.5	4.53	4.68	4.57
People look for wildfire hazards and risks as work progresses	4.33	4.31	4.31	4.46	4.49
People in my workgroup report all wildfire hazards, no matter how minor	4.17	4.5	4.31	4.42	4.49
Our management acts quickly to address wildfire hazards	4.42	4.38	4.38	4.51	4.55
Leaders actively seek out signs of potential wildfire hazards	4.18	4.13	4.24	4.41	4.43
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4	3.63	3.62	3.74	4
Personal Safety					
I take responsibility for the safety of myself and others in my work area	4.58	4.69	4.66	4.74	4.77
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.5	4.38	4.49	4.57	4.57
Pausing work for hazards and safety concerns is viewed positively	4.5	4.5	4.48	4.56	4.6
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.42	4.44	4.39	4.36	4.43
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.5	4.38	4.24	4.43	4.44
People have the skills they need to resolve workplace safety issues	4.33	4.06	4.17	4.27	4.28
Leaders use mistakes and incidents as learning opportunities	4.17	4	4.29	4.38	4.46
Leaders keep people prepared to intervene when an emergency occurs	4.33	4.13	4.25	4.31	4.32
People have the ability to respond to and correct problems and errors before they get out of control	4.25	4.13	4.31	4.34	4.39
We have the right tools for the job	4.08	3.81	4.12	4.23	4.11
People focus on one task at a time and avoid distractions	3.92	3.44	3.96	3.88	3.91
Overall Workplace Culture					
People in my workgroup treat each other with respect	4.25	4.06	4.28	4.36	4.24
My supervisor would use whatever power they have to help me out	4.33	4.13	4.27	4.44	4.38
Leaders encourage people to ask questions	4.25	4.06	4.33	4.42	4.27
Information about important events and lessons learned is shared within my workgroup	4.42	4.31	4.28	4.4	4.46
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	3.81	4.19	4.26	4.28
Managers treat workers with respect	4.08	4.13	4.23	4.31	4.34
People listen to one another: it is rare that someone's views go unheard	4.17	3.88	4.02	4.12	4.13
I believe managers apply the same rules for all workers	4	3.63	3.98	3.96	4
People report mistakes they make, even if others do not notice them	3.92	3.44	3.85	3.9	3.98
The company cares about my opinions	3.83	3.56	3.79	3.94	3.98

5.2 Management Self-Assessment Analysis



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



SCE
2022 Safety Culture Assessment



SOUTHERN CALIFORNIA
EDISON®

Energy for What's Ahead®

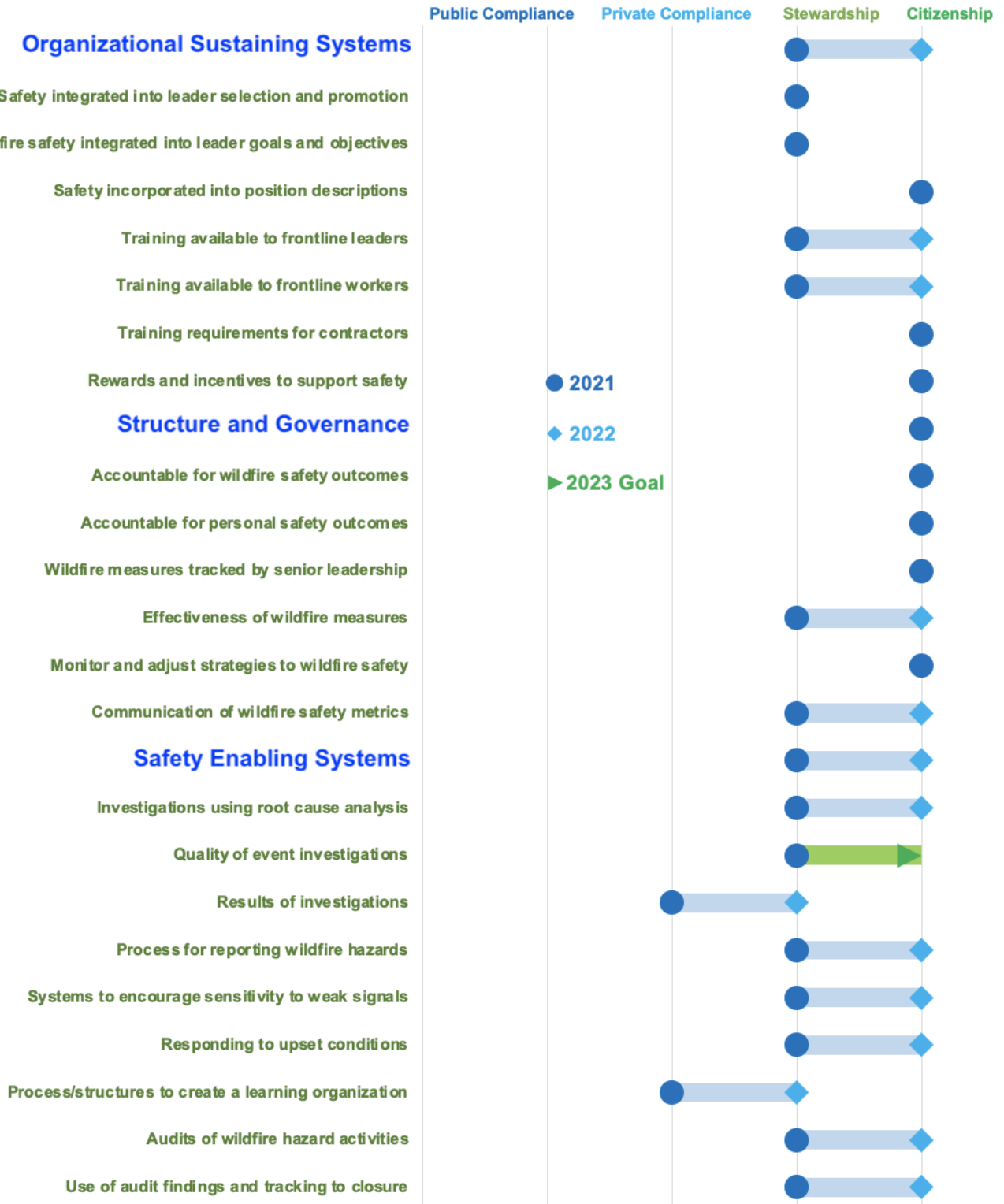
Safety Culture Assessment Management Self-Assessment Analysis August 2022

Southern California Edison



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

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

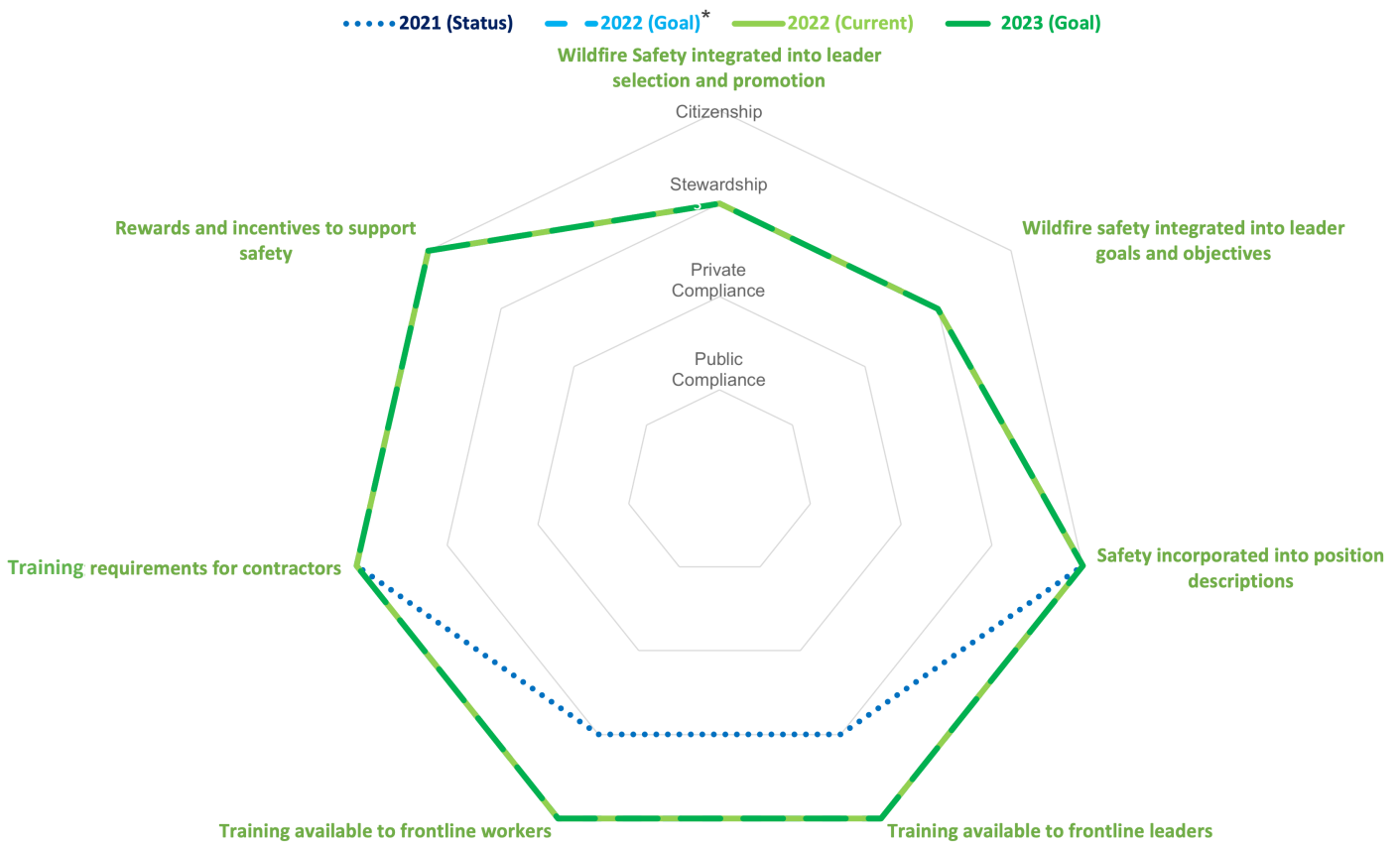




Section 1. Management Self-Assessment Analysis: 2021, 2022 to 2023 Goal Dimension 1: Organizational Sustaining Systems

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

Dimension 1: Organizational Sustaining Systems



*In the graph above, the 2022 (Goal) line falls along the same line as the 2022 (Current) and 2023 (Goal) line, and so is not visible here.

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

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

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	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.

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.

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

Public Compliance	Private Compliance	Stewardship	Citizenship
No mention of safety	Focus is on compliance with rules and dismissal if found out of compliance	Emphasis on more than just compliance with rules, but each employee's position description includes that each employee has to speak up and intervene if unsafe conditions exist, both for wildfire and personal safety	Emphasis on each person's role and the expectation and mechanism to hold the organization accountable if unsafe conditions exist, both for wildfire and personal safety

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

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	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.

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

Public Compliance	Private Compliance	Stewardship	Citizenship
No training available	Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures)	Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy and initiatives), and leadership training (giving feedback, accountability, etc.)	All criteria in "Stewardship" option are met; In addition, training includes advanced safety topics such as exposure management, and human performance reliability

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

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	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.

1.2.2 To what extent are training and support resources available to frontline workers to improve their wildfire safety 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 behavior-based safety training (observing safe behaviors, approaching others, etc.)

Citizenship

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.

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

Public Compliance

No safety training required

Private Compliance

Site or location-specific general safety introduction and orientation

Stewardship

Electrical corporation-wide standardized safety training in addition to site-specific orientation

Citizenship

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.

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

Public Compliance	Private Compliance	Stewardship	Citizenship
No rewards or incentives specific to safety or wildfire safety	Rewards and incentives only focus on lagging indicators such as achieving no injuries or wildfires	Rewards and incentives emphasize lagging indicators for personal and wildfire safety and some leading indicators related to wildfire mitigation activities	Rewards and incentives focus on leadership activities such as reporting wildfire concerns, generating innovative ideas to reduce wildfire hazards, and approaching others about safety concerns

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

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	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.

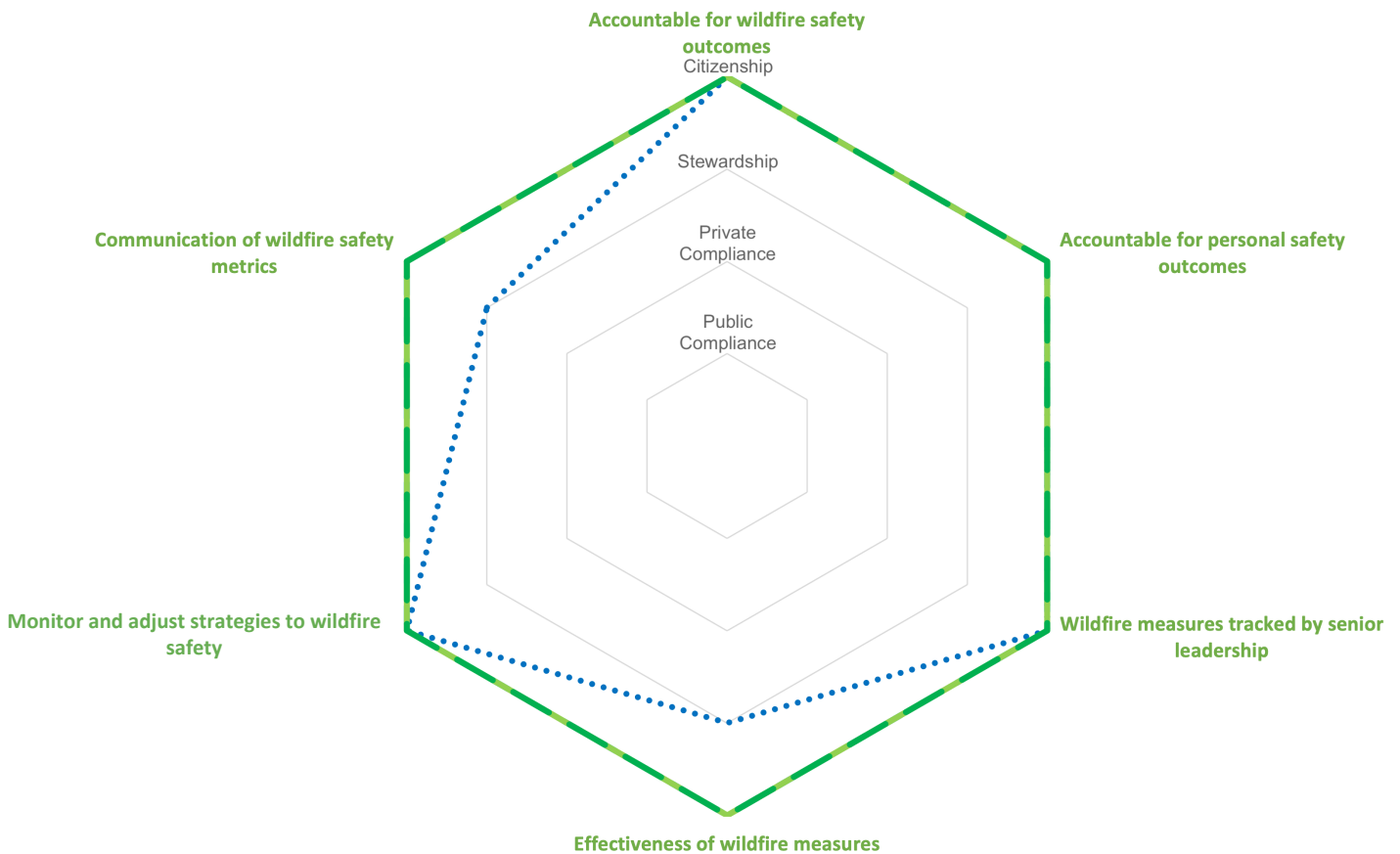


Section 1. Management Self-Assessment Analysis: 2021, 2022 to 2023 Goal Dimension 2: Structure and Governance

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

Dimension 2: Structure and Governance

.....2021 (Status) - -2022 (Goal)* —2022 (Current) —2023 (Goal)



*In the graph above, the 2022 (Goal) line falls along the same line as the 2022 (Current) and 2023 (Goal) line, and so is not visible here.

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 as 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.

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.

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

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

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

<p>Public Compliance</p> <p>Not effective</p>	<p>Private Compliance</p> <p>Reasonably effective in providing data and trends across company</p>	<p>Stewardship</p> <p>Highly effective in providing data and trends in critical exposure areas</p>	<p>Citizenship</p> <p>Highly effective in providing data, critical exposure area trends, and actionable insights</p>
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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.

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

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

<p>Public Compliance</p> <p>Safety metrics are not shared</p>	<p>Private Compliance</p> <p>Lagging indicators for wildfire outcomes are posted at local/site operations</p>	<p>Stewardship</p> <p>Lagging and leading measures for wildfire safety are posted and discussed in regular management and supervisor meetings</p>	<p>Citizenship</p> <p>Lagging and leading indicators for wildfire safety are discussed; individual/team contributions to leading indicators are highlighted and recognized publicly</p>
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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.



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

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

Dimension 3: Safety Enabling Systems

.....2021 (Status) - - - -2022 (Goal) ———2022 (Current) - - - -2023 (Goal)



Section 1. Management Self-Assessment and Justification

Dimension 3: Safety Enabling Systems

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

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

Public Compliance	Private Compliance	Stewardship	Citizenship
Only fatal or serious incidents required to be reported to OSHA, CPUC reportable ignitions, or incidents required to be reported to Energy Safety (pursuant to Cal. Code Regs. title 14, Section 29301)	All incidents required to be reported; in addition, work-related injuries involving days away from work and fire incidents that do not meet CPUC reporting standards	All incidents with the potential to be serious or fatal, including near misses	All high potential events and near misses. Also, event learning teams evaluate high risk situations for proactive opportunities to reduce exposure

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

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	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.

3.1.2 Rate the quality of event investigations.

Public Compliance

A “fix the employee” mentality is commonplace when addressing incidents or other adverse events

Private Compliance

Investigations primarily focus on identifying exposure and the root cause of the exposure

Stewardship

Investigations focus on identifying the root cause of the exposure and describing actions to control the exposure

Citizenship

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.

3.1.3 What happens with investigation results?

Public Compliance

Reported to the regulator if required, but no systemic tracking, corrective actions or closure/sharing of corrective actions

Private Compliance

Corrective actions are tracked and are predominantly focused on rule changes, personal protective equipment, and training

Stewardship

Corrective actions are tracked to closure and include more focus on high value controls; lessons learned are shared throughout the organization

Citizenship

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.

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.

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

<p>Public Compliance</p> <p>No formal process or structure</p>	<p>Private Compliance</p> <p>Workforce is encouraged to report wildfire hazards as it sees them</p>	<p>Stewardship</p> <p>System established for reporting and mitigating wildfire hazards; frontline supervisors encourage reporting of weak signals</p>	<p>Citizenship</p> <p>A cross-functional team is established to proactively look for, track, and mitigate wildfire hazards and potential black swan situations</p>
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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.

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

<p>Public Compliance</p> <p>No formal training or preparation</p>	<p>Private Compliance</p> <p>Common upset conditions have been identified and response protocols are reviewed regularly</p>	<p>Stewardship</p> <p>Simulations and drills are conducted regularly to prepare the workforce</p>	<p>Citizenship</p> <p>Simulations and drills are conducted regularly to practice responses to upset conditions and leaders have instilled a “what could go wrong?” mentality</p>
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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.

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

Public Compliance	Private Compliance	Stewardship	Citizenship
Few processes, training or structures have been established for sharing safety-related lessons learned across the organization	The organization has implemented a knowledge management system for sharing safety-related best practices and incidents throughout the organization	All criteria met in “Private Compliance” option, plus processes exist for systematically using the knowledge management system and implementing safety-related best practices	All criteria met in “Stewardship” option, plus these processes for tapping best practices in knowledge management system are used routinely and by nearly everyone

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

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

3.3.3 Justification

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.

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.

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

<p>Public Compliance</p> <p>No formal tracking mechanism</p>	<p>Private Compliance</p> <p>Self-tracking of closures; no verification</p>	<p>Stewardship</p> <p>Audit findings tracked and verified to closure</p>	<p>Citizenship</p> <p>Audits tracked, implementation verified to closure, and effectiveness validated</p>
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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.



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

12/31/2023

C1. Management Self-Assessment Reference(s)

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

12/31/2023

C2. Management Self-Assessment Reference(s)

3.1.2 Rate the quality of event investigations



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.

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.



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

C1. 3-Year Target

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

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.

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.

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.



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

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
-

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
-



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.

C1. Results

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

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

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
-

A3. Recommendation 3

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

C3. Results

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

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.

A4. Recommendation 4

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

C4. Results

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

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.
-



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SAFETY



SCE

2022 Safety Culture Assessment

Section 4. Supporting Documentation

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

Nil



6 Written Comments from SCE

Following are the written comments from SCE dated May 1, 2023, “Southern California Edison Company’s Comments on the Draft 2022 Safety Culture Assessment for Southern California Edison.”

May 1, 2023

Caroline Thomas Jacobs, Director
Office of Energy Infrastructure Safety
California Natural Resources Agency
715 P Street 20th Floor
Sacramento, CA 95814

SUBJECT: Southern California Edison Company's Comments on the Draft 2022 Safety Culture Assessment for Southern California Edison

Dear Director Thomas Jacobs:

In response to the April 17, 2023 letter from the Office of Energy Infrastructure Safety (Energy Safety), Southern California Edison Company (SCE) submits these comments on the Draft 2022 Safety Culture Assessment (SCA) report (Draft SCA Report) issued by National Safety Council (NSC) on behalf of Energy Safety in fulfillment of Public Utilities Code Section 8389(d).

INTRODUCTION

As noted in the Draft SCA Report, NSC performed a review that involved a workforce survey, management self-assessment, focus groups, and interviews to support its analysis and recommendations. NSC found that SCE “has exhibited continued growth in safety culture maturity since 2020”,¹ that “focus group participants described SCE as an organization with opportunities to improve but moving in the right direction”² and that “inputs indicated that SCE is succeeding in integrating contractors into SCE’s safety culture.”³ In addition, the draft SCA report notes four opportunities for improvement:⁴

1. *Continue to Build SCE’s Capacity as a Learning Organization.* SCE should build its capacity as a learning organization, taking a proactive approach to incorporating feedback to improve organizational processes, by:
 - a. Focusing on improving safety-enabling systems such as incident investigation and root cause analysis.

¹ Draft SCA Report, p. 3.

² Draft SCA Report, p. 3.

³ Draft SCA Report, p. 3.

⁴ Draft SCA Report, pp. 4, 25-32.

- b. Increasing the quality of incident and near-miss reports submitted by frontline workers.
 - c. Increasing opportunities for frontline workers and contractors to discuss lessons learned from safety events.
 - d. Developing an action plan to ensure that frontline leaders are implementing training concepts such as coaching conversations.
- 2. *Optimize Safety Communications Between Leadership and Frontline Workers.* SCE should optimize its safety communications between leadership and frontline workers by considering deploying an incident management team liaison to the field during incidents and implementing regular cross-departmental topic-specific listening sessions to develop better understanding of frontline issues and recognize workers' accomplishments.
- 3. *Mitigate Risk Exposure Posed by Interactions with the Public.* SCE should continue to recognize and take action to mitigate the risk exposure posed by interactions with the public by:
 - a. Focusing on encouraging frontline workers to report these incidents.
 - b. Continuing to track incidents and further developing its strategy for managing this risk exposure.
 - c. Improving bilingual support resources for Spanish-speaking vegetation management crews to assist with de-escalation.
- 4. *Improve Training for Frontline Workers on New Technologies Related to Wildfire Mitigation.* SCE should improve training for frontline workers on new technologies related to wildfire mitigation, in particular rapid earth fault current limiter (REFCL) devices.

SCE generally supports the findings and recommendations in the report and appreciates the efforts that Energy Safety and its consultant, NSC, have put into implementing the safety culture assessment process. Below, SCE offers a few clarifying comments on the report for consideration.

COMMENTS ON THE DRAFT SAFETY CULTURE ASSESSMENT REPORT

I. SCE Proposes That Future Safety Culture Assessments Identify an Appropriate Evaluation Approach and Verify Implementation Actions

NSC employed a multi-method approach to conduct the safety culture assessment for SCE, including workforce surveys, a management self-assessment with a summary plan for the coming year, a description of safety culture objectives and a summary of lessons learned, and focus group interviews.⁵ The Draft SCA Report does not clarify, however, how the data collected from the assessment was weighed, analyzed, and integrated to develop the overarching recommendations and findings for the report. Furthermore, in several areas of the Draft SCA Report, the examples provided by one or two focus group participants are framed as systemic issues (specific examples are described and discussed in the sections below). SCE proposes that NSC identify an appropriate

⁵ Draft SCA Report, pp. 9-10.

triangulation approach to ensure findings and recommendations are grounded in a rigorous, comprehensive integration of all safety culture assessment data points.

An empirically based, comprehensive approach to evaluation is critical to understanding macro themes, an organization's cultural strengths and opportunities, and the effectiveness of safety efforts and safety culture maturity. For example, SCE conducts an independent Safety Culture Assessment that is consistent with empirically valid methods every three years to assess Safety Culture and provide recommended adjustments to Safety Performance improvement efforts. The assessment is conducted by a team of highly trained experts who spend time onsite conducting focus groups, surveys, and interviews. The survey captures qualitative data that is systematically coded and analyzed against 25 dimensions and produces a maturity rating for each dimension. A comprehensive approach is then taken to analyze the inputs from the focus groups, surveys, and interviews and coded qualitative data is analyzed, interpreted, and triangulated to identify key macro themes that reflect strengths and opportunities in safety culture and evaluate the effectiveness of safety efforts and safety culture maturity.

The Draft SCA Report specifies a set of verification methods for each recommendation based on demonstrations of specific actions and achievement of the expected outcomes of such actions. For example, the Draft SCA Report notes, “[p]rogress should be evident on future workforce surveys in continued increased positivity in [safety culture assessment] response [to certain statements].”⁶

SCE proposes that verification methods specify implementation actions only, because 1) safety culture shifts take place gradually, over several years; 2) safety culture is a function of multiple, complex factors (some outside of the company's direct control, such as hostile members of the public); and 3) the implemented actions are intended to achieve the expected outcomes, but the cultural outcomes will not necessarily be realized within the limited timeframe of this assessment.

II. SCE Proposes That Recommendation 1 Be Modified to Recognize that Safety Culture Change Takes Place Gradually

SCE supports Recommendation 1 to “continue to build SCE's capacity as a learning organization.”⁷ As part of this recommendation, the Draft SCA Report states that, “[p]ursuant to its ‘human and organizational performance training,’ SCE should develop an action plan to ensure that leaders are implementing these training concepts.”⁸

The Draft SCA Report may be assuming a faster rate of cultural change than is feasible as a result of SCE's human and organizational performance (HOP) training, which began in 2022. SCE's strategy has been to implement HOP training across the company based on organizational readiness, and to support the training with sustainability efforts that help integrate HOP principles across all levels of the organization over time. This multi-year strategy helps organizations mature from understanding fundamental HOP principles to

⁶ Draft SCA Report, p. 28.

⁷ Draft SCA Report, p. 25.

⁸ Draft SCA Report, p. 26.

integrating and operationalizing these principles. To help build on the training efforts that began in 2022, SCE is implementing its strategy via its annual sustainability roadmap, which includes organizational processes to facilitate event learning and monitor the maturity of the organizations adopting HOP principles over time.

SCE provides below, in redline, its proposed modification to the language in the recommendation to account for SCE’s multi-year strategy in implementing HOP principles, as follows:

“Pursuant to its ‘human and organizational performance (HOP) training and sustainability,’ SCE should ~~continue to develop an action plan to ensure that leaders are implementing these training concepts~~ its annual sustainability roadmap. SCE should continue to include in its sustainability roadmap its approach to understanding, over time, the adoption and application of HOP principles across all levels of the organization, to help SCE enhance and refine its plan.”

III. SCE Proposes Modifying Recommendation 3 to Account for Efforts SCE Has Undertaken to Mitigate Risks Posed by Interactions with the Public

As part of Recommendation 3, the Draft SCA Report recommends that SCE “consider improving bilingual support resources for Spanish-speaking vegetation management crews as it could be beneficial in assisting with de-escalation in interactions with the public.”⁹ The recommendation builds on a 2021 SCA Report recommendation regarding mitigating hostile interactions with the public¹⁰ and considers participant responses in the 2022 focus group interviews.

The recommendation in its current form does not reflect many of the efforts that SCE has already undertaken to provide support for its non-English speaking field crews to assist with de-escalating situations with the public. These include, for example, SCE’s requirements—stipulated in its contract agreements—for crews to have at least one English-speaking crew member on-site during field work, the administration of SCE’s training modules on de-escalating situations that are available in both English and Spanish, and the distribution of door hangers in multiple languages informing customers of upcoming visits.

SCE provides below, in redline, its recommended modification to the language in Recommendation 3:

SCE should ~~consider improving~~ continue to provide bilingual support resources for Spanish-speaking vegetation management crews as it ~~could be~~ is beneficial in assisting with de-escalation in interactions with the public.

IV. SCE Proposes Additional Information Be Incorporated in the Report to Provide Important Context to the Findings and Recommendations

⁹ Draft SCA Report, p. 30.

¹⁰ See 2021 Safety Culture Assessment Report for SCE, available at <https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=51714&shareable=true>

On April 26, 2023, SCE met with Energy Safety staff regarding the findings and recommendations of the Draft SCA Report. During the meeting, SCE shared concerns with the report's use of data gathered from a relatively small number of individuals in focus group sessions in contrast to its treatment of the combined results of the assessment when developing findings and recommendations. At several points in the Draft SCA Report, the report drew conclusions based on a few data points rather than the full assessment results and without information about SCE's processes and protocols pertaining to these matters. Below, SCE highlights areas where the information collected from the focus groups are inconsistent with SCE's protocols and processes and with the other findings in the Draft SCA Report. SCE offers proposed modifications to the language in the Draft SCA Report to help provide important context to the data collected from the focus groups.

A. The Finding on Representation in Focus Groups Should Be Modified to Reflect SCE's Good Faith Efforts to Provide the Requested Representation

The Draft SCA Report observed that the number of frontline workers in the frontline-worker focus group was lower than expected, stating that, “[o]f the 14 participants [in the frontline worker focus group], it is estimated that between three and seven were frontline employees. The focus group included two self-identified supervisors and at least four employees working on wildfire mitigation initiatives who were neither frontline employees nor frontline supervisors.”¹¹ SCE took a robust approach to support sufficient representation of frontline employees across the several organizations that support wildfire mitigation work in order to provide a holistic view of wildfire safety culture for the focus group. The groups included were from Distribution, Transmission, and Wildfire Inspections. Also included were Public Safety Power Shutoffs (PSPS) Readiness and Wildfire Safety who, though they do not work directly in the field, nevertheless provide substantial support for SCE's frontline wildfire mitigation efforts.

The Draft SCA Report also states, “[i]t is unknown why more frontline employees did not attend this session and why so many who were not frontline employees did attend.”¹² Many of the factors that might have contributed to low representation in the focus group are missing from the Draft SCA Report. For example, while Energy Safety's published plan was to conduct the annual Wildfire Safety Culture Assessment in Spring, the 2022 assessment focus groups were conducted in November during a heat storm season. As a result, several scheduled field employees were unable to attend the focus group.

SCE provides below, in redline, its proposed modification to the discussion of focus groups to highlight the above considerations, as follows:

“NSC asked SCE to invite frontline employees to the November 1, 2022, focus group. ~~Of the 14 participants, it is estimated that between three and seven were frontline employees.~~ The focus group included two self-identified supervisors and at least four

¹¹ Draft SCA Report, p. 17.

¹² Draft SCA Report, p. 17.

employees working on supporting wildfire mitigation initiatives ~~who were neither frontline employees nor frontline supervisors. Due to emergent operations, it is unknown why more frontline employees did not~~ were not able to attend this session and why so many who were not frontline employees did attend.”

B. The Finding on Near-Miss Reporting Should Be Modified to Account for SCE’s Communications That Capture and Share Learnings from These Incidents

The Draft SCA Report highlights that “...one participant in the contractor-specific focus group conveyed that the information collected about near misses has been simplified: the workers are “not providing every little detail anymore,”¹³ potentially missing out on key lessons from an incident. This statement does not accurately reflect the comprehensive approach SCE takes to capture and share learnings across its contractors and employees.¹⁴ For example, SCE circulates a Weekly Incident Report that captures and shares learnings from all incidents, including near misses, and also hosts ongoing Contractor Safety Forums where learnings and safety best practices are discussed. SCE is happy to provide copies of these to Energy Safety or NSC upon request.

SCE provides below, in redline, its recommended modification to the language in the Draft SCA report to provide important context to the focus group results:

“One participant in the contractor-specific focus group conveyed that the information collected about near misses has been simplified: the workers are “not providing every little detail anymore,” potentially missing out on key lessons from an incident. Another contractor said that he felt the actual cause of an incident is not always reported (e.g., an incident investigation can be ineffective because the worker “driving the bucket truck that rolled over [...] is not telling you [...] ‘I was tired and fell asleep’”). Another said that he would like to participate more often and on a regular basis in forums where lessons learned from near misses were discussed. **SCE has implemented a Weekly Incident Report for SCE contractors and employees that collates and synthesizes near misses, incident causes, lessons learned and best practices from within SCE and across their contractor workforce to drive continuous learning and significantly improve access to this information. In addition, SCE regularly conducts Contractor Safety Forums which provides ongoing opportunities to discuss and share safety best practices and learnings.**”

C. The Discussion of the Supervisor Survey Should Be Modified to Acknowledge the Survey’s Limitations

The Draft SCA Report highlights the results of an informal survey conducted by a supervisor with his team that stated “...[i]n total [the supervisor] reached out to about 140 [workers] and [...] one common thread was ‘they’re not listening to us in the office.’ [...]”

¹³ Draft SCA Report, p. 21.

¹⁴ SCE discussed the Weekly Incident Report in its Q3 2022 Quarterly Notification Letter, available at <https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53177&shareable=true>.

[About] 85% of the people I spoke to [...] felt like they weren't being heard.”¹⁵ The validity and parameters used by the supervisor to arrive at these results are unclear. In addition, the results of the supervisor's survey do not reflect the 2020 results of SCE's empirically valid and comprehensive multimethod Triennial Safety Culture Assessment which indicated that there was significant continued improvement in perceived safety leadership and psychological safety, with 78% of employees agreeing that safety culture has improved, 75% reporting safety leadership improvements and 91% reporting “feeling comfortable talking about safety concerns with their direct supervisors” among the 7,838 respondents surveyed. In addition, Energy Safety's 2022 survey results and report (section 2.2.1, pages 18-19) also reflects improved leader safety engagement, which provides important context to the conclusions being drawn by this statement.

SCE provides below, in redline, its recommended modification to the language in the Draft SCA report to provide important context to the focus group results.

One frontline supervisor described a survey he organized to get feedback from frontline crews. He reported: “In total we reached out to about 140 [workers] and [...] one common thread was ‘they're not listening to us in the office.’ [...] [About] 85% of the people I spoke to [...] felt like they weren't being heard.” In response, a frontline worker mentioned the Safety Steering Team, acknowledging that it doesn't ignore feedback about a problem, and that “multiple directors” have come to him looking for input. **NSC recognizes that an informal survey conducted with unclear parameters should not be used to assess or make generalizations about SCE's safety culture.**

D. The Finding on Hostile Interactions Should Be Modified to Reflect SCE's Data on These Interactions and SCE's Practices with Respect to Training and Supporting Crews, Including in Spanish.

The Draft SCA Report indicates that in the focus groups “[a] contractor pointed out that most of the vegetation management crews are Spanish-speaking, and the language barrier can create additional problems in interacting with hostile customers”¹⁶ and a separate contractor “observed that hostile interactions with the public had gotten worse in recent months (referencing spring and summer 2022), and another added that it is ‘getting more widespread, [it is] not just [in] focused areas anymore.’”¹⁷ The Draft SCA Report notes that “participants in the focus groups indicate a sense of the problem getting worse in 2022”¹⁸ and recommends that SCE “continue to track these incidents and further strengthen its strategy for managing risk exposure ...[and] consider improving bilingual support sources for Spanish-speaking vegetation management crews.”¹⁹

While this is the perspective of some individuals regarding hostile interactions with the public, it should be acknowledged in the Draft SCA Report that these perspectives do

¹⁵ Draft SCA Report, p. 23.

¹⁶ Draft SCA Report, pp. 23-24.

¹⁷ Draft SCA Report, p. 24.

¹⁸ Draft SCA Report, p. 30.

¹⁹ Draft SCA Report, p. 30

The logo for nsc, featuring a stylized green grid icon to the left of the lowercase letters 'nsc' in a bold, sans-serif font. The background of the entire page is a photograph of several high-voltage power line towers silhouetted against a sunset sky with orange and blue tones. A thick green curved bar is positioned at the bottom of the image, partially overlapping the towers.

nsc