



May 8, 2023

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Subject: Office of Energy Infrastructure Safety Issuance of San Diego Gas & Electric Company's 2022 Safety Culture Assessment per Public Utilities Code Section 8389(d)(4)

Dear Ms. Kloberdanz:

Enclosed is the 2022 Safety Culture Assessment (SCA) report for San Diego Gas & Electric Company (SDG&E) 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) SDG&E's full written response to the draft report provided to SDG&E on March 15, 2023, for factual review and correction. SDG&E provided its written response on March 31, 2023. After considering SDG&E's comments, Energy Safety has modified the SCA report in the following ways:

- Changing references "next year's" or "2023" workforce survey or focus groups to "**future surveys**" and "**future workforce focus groups**" (recommendation sections 3.1, p. 27, and 3.3, p. 31).
 - These changes are due to the short period of time between the publication of the 2022 SCA reports and the commencement of the 2023 SCA process.

SDG&E 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 SDG&E'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
INFRASTRUCTURE
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The Office of Energy Infrastructure Safety's 2022 Safety Culture Assessment

San Diego Gas & Electric Company

Prepared by the National Safety Council

Published May 2023

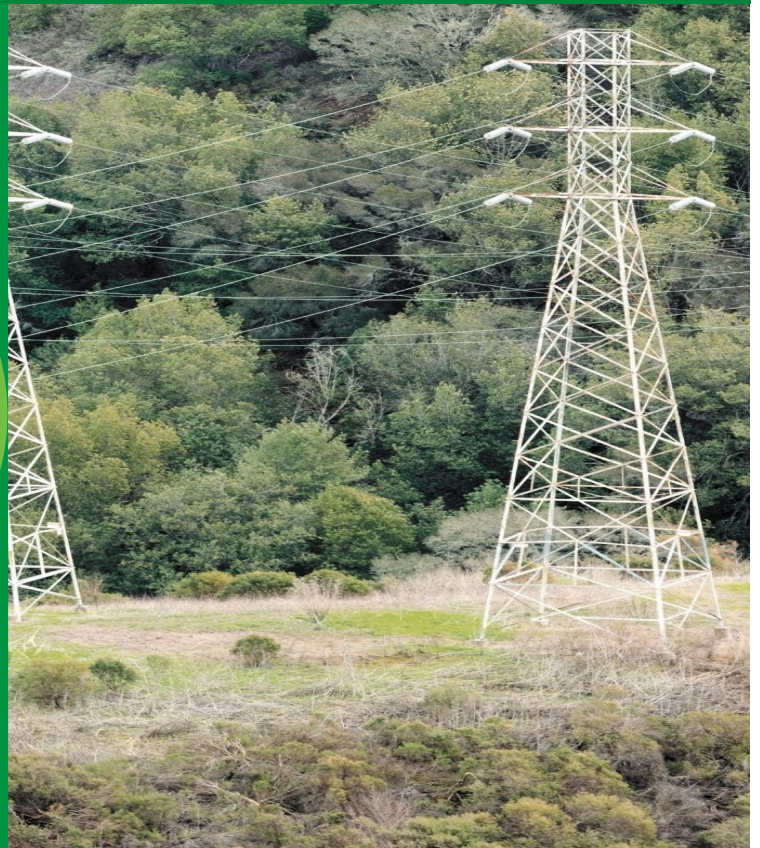




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Executive Summary

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 San Diego Gas & Electric's (SDG&E's) inputs to the 2022 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on SDG&E'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, SDG&E has exhibited continued commitment to advancing its safety culture maturity. SDG&E's 2022 management self-assessment demonstrates an organization that considers itself at the highest level of maturity for 15 of the 22 questions and anticipates reaching the highest level of maturity for additional five questions in 2023. SDG&E generated positive results on the 2022 workforce survey, with 28 of the 30 statements showing year-over-year improvements. The workforce survey and focus groups with frontline employees, contractors, and supervisors revealed that workers recognize SDG&E's commitment to safety, particularly wildfire safety. Further, SDG&E has cultivated a positive collaborative environment with its wildfire mitigation contractors in which learning flows in both directions.



To maintain positive momentum, SDG&E should continue to demonstrate its commitment to safety by focusing on several opportunities to improve its safety culture. This assessment shows that SDG&E should continue to reduce barriers to the prioritization of safety over job task goals and build on its efforts to advance as a learning organization.

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

- SDG&E should continue to develop and implement actions to reduce barriers to prioritizing safety over job task goals. Leadership should consistently demonstrate to workers that safety is the top priority through communication, decision making, and taking action, especially when there is a short deadline or pressures to re-energize to reduce the customer impact of outages.
- SDG&E should continue to recognize and mitigate the risk exposure posed by interactions with the public. Frontline workers feel supported in walking away from jobs where interactions with the public pose threats to the crew, but the risk remains a significant concern for SDG&E workers.
- SDG&E should continue to build on its efforts to track trends in safety event-related reporting, specifically tracking the quality of near-miss investigations and addressing gaps in its Ignition Management Program.

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).

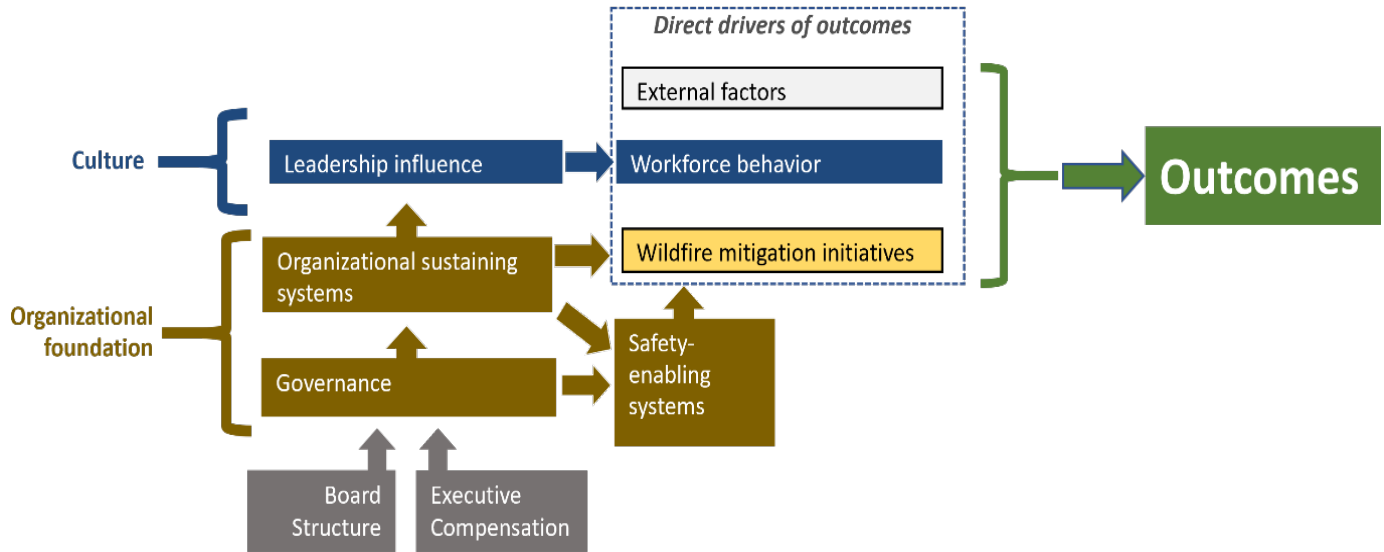
³ [Resolution M-4860 "Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389\(d\)\(1\), \(2\), \(3\) and \(4\), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission's Regulatory Authority \(2021\)](https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF)

(<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 Pacific Gas and Electric Company (PG&E), 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.energy.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 SDG&E Inputs and Findings

2.1 SDG&E Inputs to the SCA

The findings and recommendations below are based on SDG&E'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, SDG&E 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. SDG&E submitted these components on August 15, 2022.

On August 25, 2022, NSC conducted a 90-minute follow-up interview with SDG&E contributors to the management self-assessment and accompanying components. In the interview, NSC asked questions to better understand SDG&E's practices regarding leadership selection and promotion practices, training and support resources for frontline workers, the level of accountability for wildfire safety, wildfire safety measures,

¹⁶ See Section 5.2 for NSC's analysis of the management self-assessment and accompanying components. See the management self-assessment here: [SDG&E 2022 Management Self-Assessment with Cover Letter \(Aug. 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52935&shareable=true) (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52935&shareable=true>, accessed Feb. 9, 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.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).

SDG&E's event investigation process, and protocols around the identification of hazards and near misses.

Following receipt of the management self-assessment and accompanying components, NSC (via SDG&E) administered the SDG&E workforce survey using an anonymous online survey and confidential paper survey between August 17 and September 1, 2022. NSC encouraged SDG&E 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 1,575 SDG&E employees and contractors responded to the workforce survey. SDG&E reported a base count of 1,464 employees and approximately 600 contractors. With this estimated base count, SDG&E achieved a 76 percent response rate. SDG&E did not provide a base count of contractors in 2021, so a comparative response rate is not available. However, SDG&E elicited 265 contractor responses in 2022, compared to 291 in 2021.

Finally, following the initial analysis of workforce survey data, NSC conducted focus groups for SDG&E frontline workers, contractors, 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 SDG&E focus groups).

The purpose of the focus groups was to better understand how frontline workers, contractors, 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 14 SDG&E employees and contractors participated in the focus groups. The table below shows participation by date and focus group type.

Date	Type	Number of Participants	Length
November 2, 2022	Frontline Employees	6	90 minutes
November 10, 2022	Frontline Contractors	3	90 minutes
November 10, 2022	Frontline Supervisors	5	90 minutes

2.2 Strengths

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

2.2.1 Commitment to Safety Culture

SDG&E exhibited continued growth in safety culture maturity as demonstrated in its 2022 management self-assessment responses and workforce survey results. SDG&E's 2022 management self-assessment indicated SDG&E's sustained dedication to advancing safety culture. In 2021, SDG&E indicated in its management self-assessment that it was at the highest level of maturity for 9 of the 22 questions.¹⁹ In contrast, in 2022

¹⁹ The highest level is Citizenship. For more information about the scale see pages 11-12 of this report or the [Safety Culture Assessment Guidelines for Electrical Corporations \(March 2022\)](#) Section 3.2

SDG&E indicated that it was at the highest level of maturity for 15 of the 22 questions. It indicated that it anticipates reaching the highest level of maturity for five questions by 2023. SDG&E reported the most progress in the organizational sustaining systems category: for example, SDG&E further integrated safety into position descriptions and more training is available to frontline leaders, frontline workers, and contractors. Additionally, SDG&E indicated that it had gained maturity on its lowest-maturity question in 2021: “What processes and structures have been established to create a learning organization?” In 2021, it projected that it would be at the third maturity level of four in 2022, and in 2022 it assessed itself as being at that level.

SDG&E’s improvements in safety culture were validated by worker feedback through the 2022 workforce survey and focus groups. Results demonstrated that workers recognize the organization’s commitment to safety and see evidence of that commitment particularly in wildfire safety. While workforce survey results showed improvement overall and across the three survey statement categories, wildfire safety had the most marked improvement, increasing from an average response score of 4.26 in 2021 to an average score of 4.46 in 2022.

Four of the five highest-scoring survey statements in 2022 were in the wildfire safety category, all of which showed improvement from 2021:

- “Protecting the community from wildfire hazards is clearly a high priority with management.” (Average score: 4.69, an increase of 0.10.)
- “I feel comfortable discussing wildfire hazards with my supervisor.” (Average score: 4.63, an increase of 0.18.)
- “Wildfire and personal safety concerns are communicated openly.” (Average score: 4.59, an increase of 0.21.)

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

- “My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards).” (Average score: 4.56, an increase of 0.09.)

Further, the three survey statements that show the greatest improvement from 2021 to 2022 are in the wildfire safety category. Of these, “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them” showed the greatest increase in score of 0.35 points. In 2021, this statement had the lowest score of all statements: only 47 percent of respondents agreed with this statement. Although this statement remains the lowest-performing statement for SDG&E in 2022, worker perceptions have notably improved, with over 55 percent of respondents agreeing with this statement, of which over 26 percent strongly agree.

2.2.2 Collaboration with Contractors

According to the workforce survey and focus groups, SDG&E has cultivated a positive collaborative environment with its wildfire mitigation contractors in which learning flows in both directions. Participants in the contractors’ focus group described working with SDG&E in positive terms across the board. One participant noted that SDG&E’s safety culture is “improving every year.” Another participant shared that there is a lot of great collaboration between SDG&E’s wildfire programs where before there was a “program by program [approach] with not a lot of collaboration.” Participants pointed to open lines of communication between contractors and SDG&E (“they very much value our feedback” was one comment, “there’s an open door policy” was another) and the effectiveness of their relationship with their dedicated SDG&E liaison. The contractors indicated that they feel supported by SDG&E’s safety protocols, with one noting “SDG&E has very specific safety expectations. We abide by their expectations and their expectations are thorough and set us up for success.”

The focus group participants’ input supported the 2022 workforce survey results. As in 2021, the 2022 survey showed alignment between contractor and employee

perceptions, with all respondents indicating similar strengths and opportunities within SDG&E's safety culture. This may indicate that SDG&E's safety culture is consistently promulgated across wildfire mitigation work groups, including contractors. Contractors gave higher scores in 2022 than in 2021 on all survey statements and contractors reported more positive perceptions than employees across all statements. Notably, the statement that contractors gave the greatest increase in score from 2021 to 2022 is "The company cares about my opinions" (improving by 0.41).

In the 2022 management self-assessment, SDG&E outlined long-term goals to evolve as a learning organization. The collaboration that SDG&E is maintaining with its wildfire mitigation contractors is a meaningful step in nurturing a productive learning environment.

2.2.3 Safety in Interactions with the Public

The workforce focus group participants indicated that SDG&E prioritizes the safety of its workers by empowering them to walk away immediately in cases of potentially dangerous interactions with the public. Focus group participants described a safety culture at SDG&E that not only supports, but also insists frontline workers stop a job or walk away if faced with the threat of danger or violence from members of the public. Participants indicated they would not hesitate to walk away from a potential escalation without fear of retaliation or consequence. Additionally, participants were clear on the steps to take to report potentially dangerous situations posed by the public, such as an irate customer or aggressive dog, notifying the SDG&E system and receiving help with de-escalation.

The focus group testimonies supported some of the safety culture strengths indicated by the workforce survey. Over 89 percent of survey respondents agreed with the statement "Pausing work for hazards and safety concerns is viewed positively," with 63 percent indicating strong agreement with this statement. Similarly, 85 percent of survey respondents agreed with the statement "People have the ability to respond to and

correct problems and errors before they get out of control.” While these statements are not specific to cases of threats posed by the public, the statements are indicative of a safety culture that takes concerns reported in the field seriously and empowers workers to respond to problems, even if that means walking away from a job.

2.3 Opportunities

SDG&E has several areas where it can strengthen its safety culture. The following section describes the areas where SDG&E should prioritize improving its safety culture. Specific recommendations are in Section 3.

2.3.1 The Prioritization of Safety

Although focus group participants described an improving safety culture at SDG&E where safety is a true priority, participants in the supervisor-specific focus group were candid in describing factors that undermine the prioritization of safety. One frontline supervisor explained, “the culture is there, but there’s a disconnect between what is and what should be... the practical and... the idealistic don’t always match up.”

In the supervisors’ focus group, participants described a culture where safety is a priority, but, in one participant’s view, sometimes “there’s a disconnect between what happens on the ground and what is preached.” In the frontline worker focus group, one participant noted SDG&E’s well-intentioned focus on limiting the impact of outages on customers might at times be overambitious at the expense of worker safety: “now we’re jeopardizing safety because this customer’s business needs to be opened an hour earlier.” This observation resonated across the focus group as evidenced by head nods and other visual cues of agreement.

Instances of pressure from leadership to accelerate the pace of work also contributed to some worrying that safety is not always the top priority. One supervisor explained, “there’s a lot of emphasis to get work done quick... I have been told in the past ... someone’s manager had promised a certain amount of work done in a month and didn’t

care [how it got done]. Everyone was... killing themselves [so this person] could get a feather in their hat.” Another supervisor noted that, while most of his group is good about slowing down and stopping work if something’s incorrect, there are instances when “work ... has to get done even though the prerequisites haven’t been met.”

One participant in the frontline employee focus group noted that things have been getting better on this question of customer re-energization over worker safety. He noted that “re-energize ASAP” was the priority previously, where now it is “safety safety safety” and then re-energization. However, overall, findings from the focus groups reflect that, while SDG&E has moved to prioritize safety, there is still room for improvement.

Observations about pressure to perform made by participants in the supervisor focus group may be related to the workforce survey results in which respondents gave lower scores to the statement “People focus on one task at a time and avoid distractions.” Over 33 percent of respondents provided a neutral response or disagreed with this statement. This may indicate that workers are multi-tasking in order to meet production pressures, in which case these pressures can compromise safety.

See the corresponding recommendation in Section 3.1 of this report.

2.3.2 Risk from Interactions with the Public

Although frontline workers feel empowered to walk away from potential escalations in interactions with the public in the field, focus group participants agreed that more can be done to improve the preparation of frontline workers prior to going out to a location where there might be a threat from the public.²⁰ Participants in the contractors’ focus group talked about how the access protocols list, meaning the list of customers containing information pertinent to visiting specific locations—including previous threats

²⁰ Dangers noted by focus group participants included irate and threatening customers and free-roaming, aggressive dogs.

or factors that could endanger a crew—is updated “maybe twice annually,” so additional communication is needed between people in the field to ensure worker safety. A participant in the supervisors’ focus group explained that the access protocols list exists but the information it contains isn’t easily available to him. He added, “My guys go to 20 poles a day... each pole has its own little note... access protocols don’t make it over there and nobody would know to go in there [to the access protocols list] to look.” He noted that it would potentially require 20 calls to get the access protocols list information for the 20 poles.

Participants in both the contractors’ and supervisors’ focus groups described informal communication among professionals in the field as the best way to get information about potential issues at a location or dangers posed by the public. Creative methods of researching conditions are also in play: one contractor indicated that he has joined every back country Facebook page he could as a way of understanding “what irks the public.”

There is also the issue of ensuring property owners are adequately informed of work planned on their property. One SDG&E contractor explained that a customer once yelled at him, “you guys came out here three times last two weeks and nobody notified us.” One participant in the supervisors’ focus group said that when he goes out knowing there was no time for customers to be notified in advance that he is visiting, “I will literally say out loud to myself ‘looks like I’m getting shot today.’”

Reducing customer touchpoints and improving communication with customers when multiple touchpoints in a short time span are necessary could reduce the threat posed to the workforce from the public.

See the corresponding recommendation in Section 3.2 of this report.

2.3.3 Safety Event Reporting

In the management-self assessment, SDG&E outlined its focus on preventative safety

measures including conducting root cause analysis on near misses, tracking ignitions and potential ignitions through the Ignition Management Program (IMP), and holding monthly Safety Incident Review meetings in which these are discussed. Still, SDG&E identified opportunities to increase the maturity of safety event reporting including near-miss reporting as a focus for 12-month and 3-year objectives. Additionally, SDG&E identified gaps in the IMP that impact its ability to detect and investigate causal factors.

Workforce survey results supported SDG&E's conclusion, as reported in its management self-assessment, that there is room for it to improve its near-miss reporting. The second-lowest scoring statement on the survey was "People report mistakes they make, even if others do not notice them." While this statement's average score improved since 2021, 36 percent of respondents indicated a neutral response or disagreed with this statement.

It should be noted that in the management self-assessment SDG&E identified an encouraging trend in its near-miss reporting metrics. SDG&E noted an increase in the number of near misses reported and an increase in non-anonymous near-miss reports.²¹ Workers including their names on near-miss reports may indicate that they believe their input is valued and they feel safe to provide input without risk of retaliation. This is an indication that SDG&E is moving in the right direction with near-miss reporting and should continue its efforts.

See the corresponding recommendation in Section 3.3 of this report.

²¹ "SDG&E experienced an increased number of near miss events reported by contractors and employees. Although near miss submissions are typically reported anonymously, recently more employees are including their name to assist with proper follow up." From: [SDG&E 2022 Management Self-Assessment with Cover Letter \(Aug. 2022\)](#), Section 3.3 (<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52935&shareable=true>, accessed Feb. 9, 2022).

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 SDG&E'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, contractors, and supervisors that gave context to the workforce survey.

Recommendations for SDG&E 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 Reduce Barriers to Prioritizing Safety over Job Task Goals

SDG&E should continue to develop and implement actions to reduce barriers to prioritizing safety over job task goals. When frontline workers perceive that meeting a deadline is the actual top priority over safety, they may be more inclined to take unnecessary risks and fail to identify hazards as they appear, fearing they might result in work delays. Leadership should consistently demonstrate to workers that safety is the top priority through words, decision-making, and actions, especially when there is a short deadline or pressures to re-energize to reduce customer impact. This is a new recommendation for the 2022 SCA.

3.1.1 Observations

In the supervisors' focus group, participants noted that there is sometimes a disconnect between the official line—that safety is the priority—and what happens on the ground:

there are instances where pressure to meet a deadline leads to shortcuts.

Additionally, workforce survey respondents gave lower scores to the statement “People focus on one task at a time and avoid distractions.” The lower scores may be due to the pressure to perform, which leads to multi-tasking.

3.1.2 Goals of Recommendation

The goal of this recommendation is to ensure that SDG&E’s workers prioritize safety without exception, including when there is a short deadline or other pressure to perform.

3.1.3 Verification Method

In its 2023 SCA management self-assessment, SDG&E must provide detailed descriptions of the actions leadership is taking to reduce barriers to prioritizing safety over job task goals.

Progress must also be evident during future workforce focus groups in participant responses during the supervisors’ focus group when asked to describe SDG&E’s safety culture.

3.2 Mitigate Risk Exposure Posed by Interactions with the Public

SDG&E 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.

Frontline workers feel supported in walking away from jobs where interactions with the public pose threats to the crew, but the risk remains a significant concern for SDG&E workers. SDG&E should further reduce frontline worker exposure to potentially threatening interactions with the public and better prepare workers to handle these

situations.

SDG&E can mitigate this risk by focusing on timely customer communication, in particular communication about activities requiring multiple visits to the same property. SDG&E should combine visits whenever possible. In addition, SDG&E should better equip frontline workers to handle potentially dangerous interactions with the public environments by:

- Improving communication to work crews by providing pertinent information about previous incidents at specific job sites and accurate contact information for owners and inhabitants of properties they are visiting.
- Providing further de-escalation training to employees.

Conflict with the public is not only a problem for worker safety and morale but could meaningfully hamper wildfire mitigation activities, such as through property owners refusing work crews access to property where hazardous vegetation poses a wildfire threat.

3.2.1 Observations

In the workforce focus groups, frontline workers, contractors, and supervisors identified hostile interactions with members of the public as a concern. Focus group participants reported customers brandishing firearms and shooting at frontline workers. SDG&E frontline supervisors reported not being able to easily obtain information contained on the access protocol list about previous incidents with property owners or residents at a given job site.

3.2.2 Goals of Recommendation

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

3.2.3 Verification Method

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

1. Information on the tracking and monitoring of hostile customer interactions and external threats.
2. Details on how this information is communicated to crews (e.g., making information from the access protocol list available) and used to influence the approach to job sites where the potential for conflict is identified.
3. 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.
4. 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).

3.3 Build on Efforts to Track Trends in Safety Event Reporting and Learn from Them

A culture of learning is key to establishing safety operations. A learning organization²² is one that continuously improves, challenges, and fosters safety, including psychological safety. SDG&E should continue to build on its efforts to track trends in safety event-related reporting, specifically tracking the quality of near-miss investigations and addressing gaps in its Ignition Management Program.

SDG&E has taken steps to gather more near-miss event information. On its 2022

²² Learning organization: here, an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. [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).

management self-assessment, SDG&E included a three-year objective to review all incidents, including near misses with the intent to identify those with high SIF²³ potential and take preventative actions. In order to achieve this outcome, SDG&E should continue to focus on tracking trends in near-miss identification, reporting, and investigation.

According to its 2022 management-self assessment, there is a trend of more near misses being reported non-anonymously. However, in its management-self assessment and accompanying documents SDG&E indicated that near misses are “typically reported anonymously.” In a truly psychologically safe environment, all workers feel safe to speak up without retaliation or retribution. In addition to other trends in near-miss event information, SDG&E should monitor the trend in non-anonymous near-miss reporting, as more non-anonymous reporting is an indication of greater safety culture maturity.

In addition, in the management self-assessment and accompanying components, SDG&E described challenges with its quality of event investigations for its Ignition Management Program in the justification of its rating for event investigations and identified additional action in this area. SDG&E should complete actions associated with addressing “issues with gathering data and getting proper notification from the events that are occurring in the field” by July 31, 2023, the deadline indicated in SDG&E’s Summary Plan for 2023.²⁴ SDG&E should continue to address issues and gaps in its Ignition Management Program to increase event investigation quality and share lessons learned broadly across SDG&E.

3.3.1 Observation

SDG&E outlined in its management self-assessment steps it has taken to gather more

²³ SIF: serious injury or fatality.

²⁴ [SDG&E 2022 Management Self-Assessment with Cover Letter \(Aug. 2022\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52935&shareable=true), Page 24 (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=52935&shareable=true, accessed Feb. 9, 2022).

near-miss event information. Additionally, SDG&E has identified an increase in non-anonymous near-miss reporting, which is a sign of safety culture maturity. Still, SDG&E identified that the majority of near-miss reports are anonymous, indicating an opportunity to strengthen workers' psychological security, providing an environment in which they can speak up without fear of retaliation. Further, SDG&E has identified 12-month and 3-year objectives focused on continuous improvement in the area of near-miss reporting, investigation and response.

Workforce survey results also indicated that there is an opportunity to increase proactive near-miss reporting. The second lowest-scoring statement on the survey was "People report mistakes they make, even if others do not notice them." While this statement saw improvement in average score from 2021, 36 percent of respondents provided a neutral response or disagreed with this statement.

3.3.2 Goals of Recommendation

The goal of this recommendation is for SDG&E to focus on tracking near-miss reporting trends and learn from them.

3.3.3 Verification Method

In its 2023 SCA management self-assessment, SDG&E must report on the trends in numbers of near-miss reports submitted with an employee name or contact information attached. SDG&E must also provide the percent of near-miss reports submitted anonymously versus non-anonymously. Additionally, SDG&E must provide an update on its Ignition Management Program and plan for sharing lessons learned across SDG&E.

Progress must be evident on future workforce surveys in an increase in agreement with the statement "People report mistakes they make, even if others do not notice them."



4 Conclusion

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



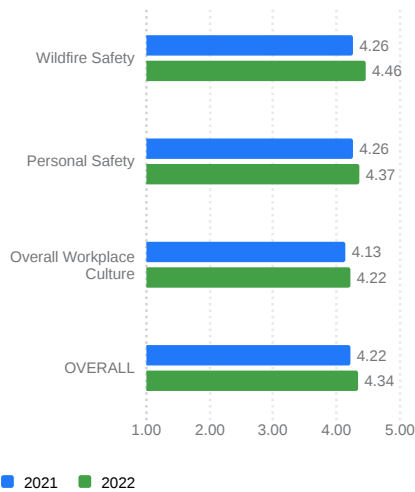
5 Data Attachments

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

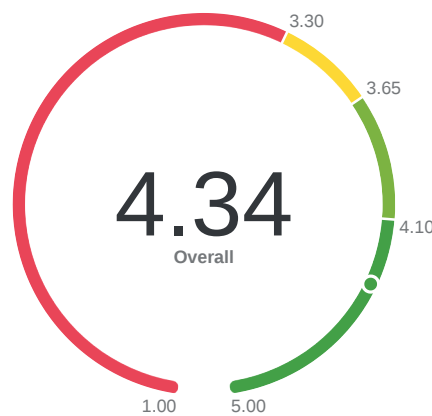
This page contains average response scores and percent distributions of response categories for the overall survey, the three performance categories, and the 30 Energy Safety Workforce Survey standard statements.

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**

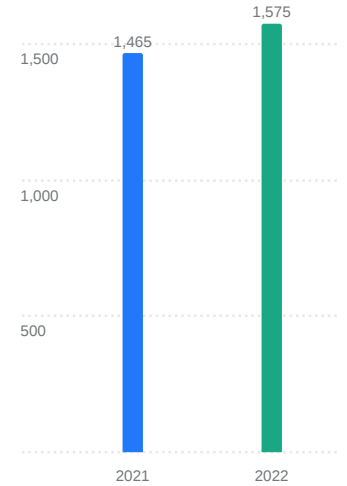
Average Response Scores by Year



Average Response Score 2022



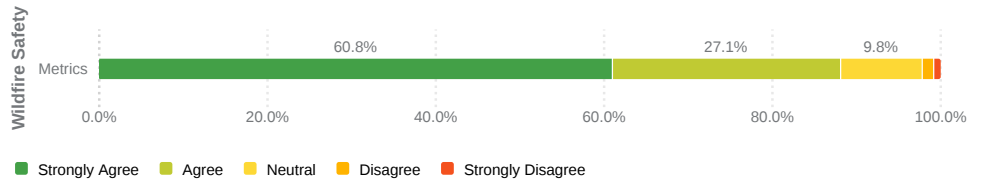
Number of Responses by Year



Wildfire Safety 2022



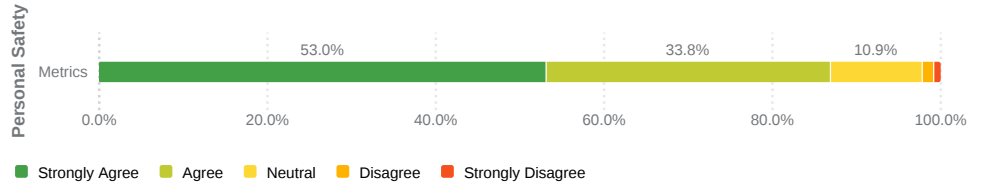
Percent Distributions 2022



Personal Safety 2022



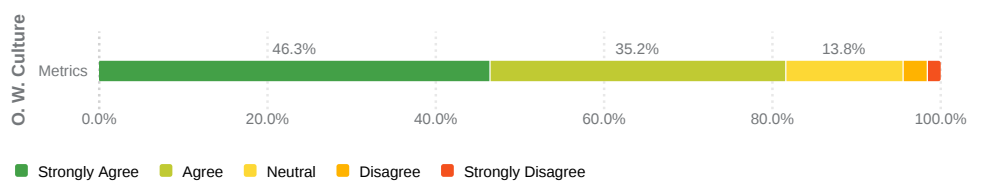
Percent Distributions 2022



Overall Workplace Culture 2022



Percent Distributions 2022



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

Overall Average Response Scores by Statement

Wildfire Safety	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	3.45	3.80	0.35	26%	29%	32%	9%	5%
People in my workgroup report all wildfire hazards, no matter how minor	4.13	4.40	0.27	50%	30%	18%	2%	1%
Leaders actively seek out signs of potential wildfire hazards	4.22	4.46	0.24	54%	30%	13%	2%	1%
Wildfire and personal safety concerns are communicated openly	4.38	4.59	0.21	61%	29%	8%	1%	1%
People look for wildfire hazards and risks as work progresses	4.25	4.44	0.19	52%	33%	13%	1%	1%
I feel comfortable discussing wildfire hazards with my supervisor	4.45	4.63	0.18	67%	24%	7%	1%	1%
Our management acts quickly to address wildfire hazards	4.42	4.53	0.10	62%	27%	9%	1%	1%
Protecting the community from wildfire hazards is clearly a high priority with management	4.59	4.69	0.10	73%	19%	6%	1%	1%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.47	4.56	0.09	63%	28%	8%	1%	1%

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

Overall Average Response Scores by Statement

Personal Safety	2021	2022	Change [▲]	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People focus on one task at a time and avoid distractions	3.71	3.95	0.24	28%	38%	24%	7%	2%
People have the ability to respond to and correct problems and errors before they get out of control	4.15	4.34	0.19	44%	41%	12%	2%	1%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.20	4.36	0.16	48%	36%	15%	2%	1%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.40	4.51	0.11	61%	27%	9%	1%	1%
I take responsibility for the safety of myself and others in my work area	4.60	4.69	0.09	72%	23%	5%	0%	1%
We have the right tools for the job	4.18	4.27	0.09	45%	38%	12%	3%	2%
Leaders use mistakes and incidents as learning opportunities	4.31	4.39	0.08	53%	34%	10%	2%	1%
Pausing work for hazards and safety concerns is viewed positively	4.47	4.53	0.06	63%	26%	8%	1%	1%
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.34	0.06	50%	35%	12%	1%	1%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.34	4.39	0.05	55%	30%	13%	2%	1%
People have the skills they need to resolve workplace safety issues	4.25	4.25	0.01	44%	40%	13%	2%	1%

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

Overall Average Response Scores by Statement

Overall Workplace Culture	2021	2022	Change [▲]	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People report mistakes they make, even if others do not notice them	3.76	3.92	0.16	28%	37%	28%	6%	2%
I believe managers apply the same rules for all workers	3.88	4.04	0.16	40%	31%	17%	7%	5%
People listen to one another: it is rare that someone's views go unheard	4.01	4.17	0.15	39%	39%	17%	4%	1%
The company cares about my opinions	3.81	3.94	0.13	32%	37%	21%	6%	4%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.13	4.25	0.12	45%	35%	15%	4%	2%
Managers treat workers with respect	4.27	4.35	0.09	52%	32%	11%	3%	2%
Information about important events and lessons learned is shared within my workgroup	4.30	4.36	0.05	51%	35%	11%	2%	1%
Leaders encourage people to ask questions	4.36	4.40	0.04	55%	32%	10%	1%	1%
My supervisor would use whatever power they have to help me out	4.40	4.40	0.00	57%	31%	9%	2%	1%
People in my workgroup treat each other with respect	4.41	4.35	-0.06	55%	33%	10%	2%	1%

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

Demographic Comparisons

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

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

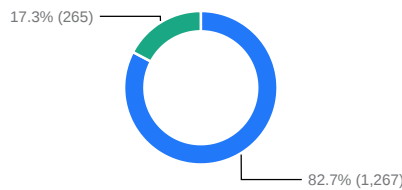
Average Response Score Metrics: **Low: < 3.30**, **Medium: 3.30 - 3.65**, **Moderately High: 3.65 - 4.10**, **High: 4.10 +**
 Response Categories: **Strongly Disagree = 1**, **Disagree = 2**, **Neutral = 3**, **Agree = 4**, **Strongly Agree = 5**

1. Comparison by Employment Status

Overall Average Response Score

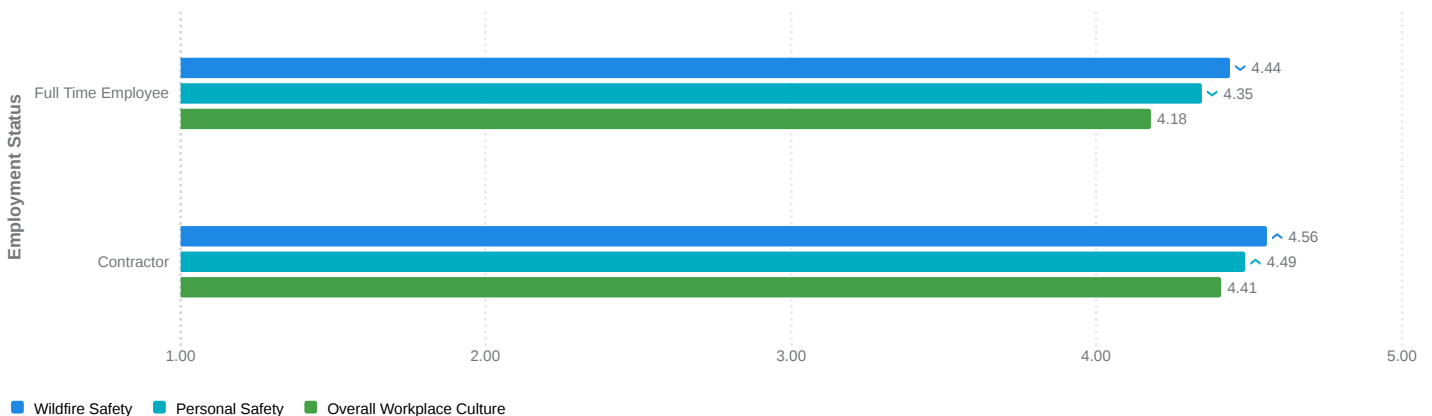


Number of Responses 1,532



■ Full Time Employee ■ Contractor

Average Response Scores by Statement Category



Average Response Scores by Statement

Wildfire Safety	Contractor	Full Time Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.84	3.80
I feel comfortable discussing wildfire hazards with my supervisor	4.77	4.61
Leaders actively seek out signs of potential wildfire hazards	4.60	4.43
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.66	4.54
Our management acts quickly to address wildfire hazards	4.66	4.50
People in my workgroup report all wildfire hazards, no matter how minor	4.50	4.38
People look for wildfire hazards and risks as work progresses	4.52	4.43
Protecting the community from wildfire hazards is clearly a high priority with management	4.78	4.67
Wildfire and personal safety concerns are communicated openly	4.70	4.57

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

Average Response Scores by Statement

Personal Safety	Contractor	Full Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.54	4.36
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.46	4.34
I take responsibility for the safety of myself and others in my work area	4.78	4.68
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.64	4.49
Leaders keep people prepared to intervene when an emergency occurs	4.47	4.32
Leaders use mistakes and incidents as learning opportunities	4.51	4.37
Pausing work for hazards and safety concerns is viewed positively	4.66	4.51
People focus on one task at a time and avoid distractions	4.00	3.94
People have the ability to respond to and correct problems and errors before they get out of control	4.48	4.32
People have the skills they need to resolve workplace safety issues	4.38	4.23
We have the right tools for the job	4.44	4.24

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

Average Response Scores by Statement

Overall Workplace Culture	Contractor	Full Time Employee
I believe managers apply the same rules for all workers	4.30	3.99
Information about important events and lessons learned is shared within my workgroup	4.51	4.33
Leaders encourage people to ask questions	4.57	4.36
Managers treat workers with respect	4.53	4.32
My supervisor makes sure all employee concerns are heard before job decisions are made	4.37	4.22
My supervisor would use whatever power they have to help me out	4.59	4.36
People in my workgroup treat each other with respect	4.59	4.30
People listen to one another: it is rare that someone's views go unheard	4.35	4.13
People report mistakes they make, even if others do not notice them	4.08	3.89
The company cares about my opinions	4.17	3.89

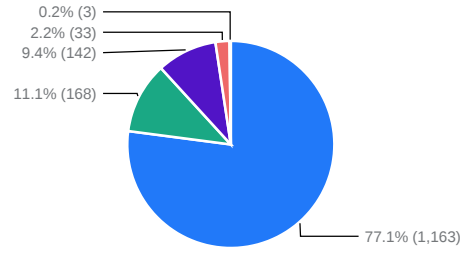
Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

2. Comparison by Position

Overall Average Response Score

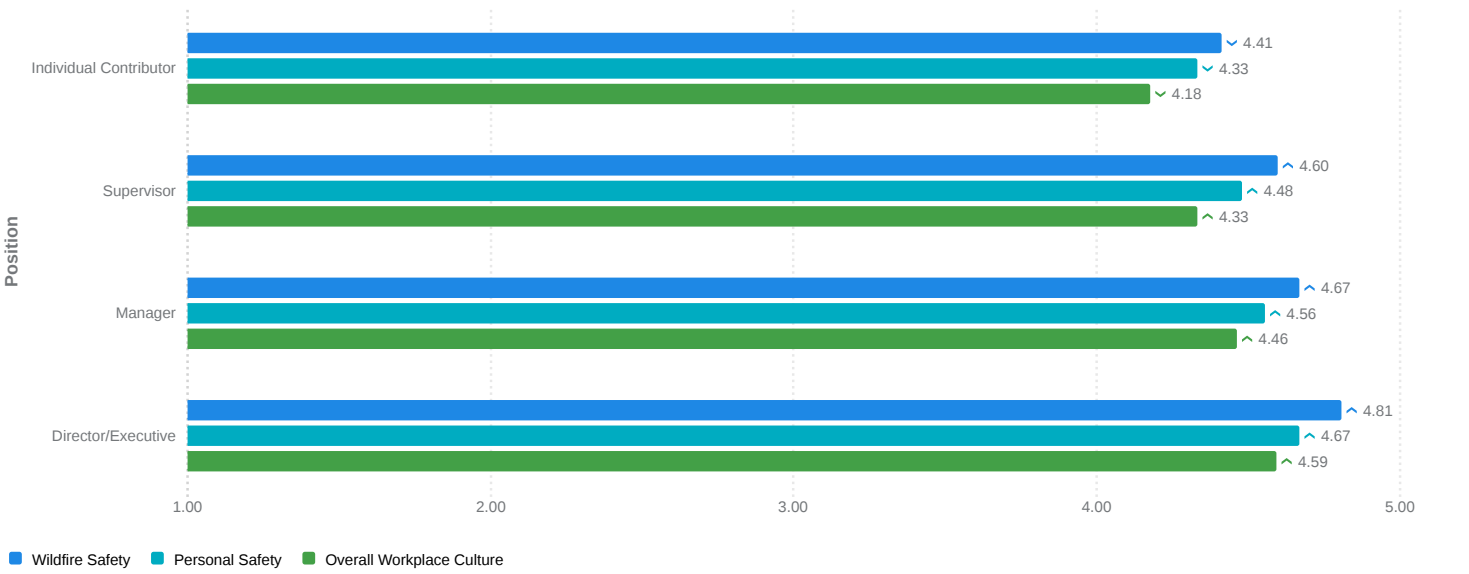


Number of Responses 1,509



Legend: Individual Contributor (Blue), Supervisor (Green), Manager (Purple), Director/Executive (Red), Executive (Dark Red)

Average Response Scores by Statement Category



Legend: Wildfire Safety (Blue), Personal Safety (Teal), Overall Workplace Culture (Green)

Average Response Scores by Statement

Wildfire Safety	Director/Executive	Individual Contributor	Manager	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.55	3.74	4.14	3.93
I feel comfortable discussing wildfire hazards with my supervisor	4.88	4.59	4.82	4.80
Leaders actively seek out signs of potential wildfire hazards	4.82	4.41	4.72	4.62
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.91	4.53	4.71	4.67
Our management acts quickly to address wildfire hazards	4.79	4.48	4.74	4.68
People in my workgroup report all wildfire hazards, no matter how minor	4.76	4.36	4.62	4.51
People look for wildfire hazards and risks as work progresses	4.85	4.40	4.65	4.62
Protecting the community from wildfire hazards is clearly a high priority with management	4.88	4.66	4.85	4.82
Wildfire and personal safety concerns are communicated openly	4.85	4.55	4.78	4.74

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	Director/Executive	Individual Contributor	Manager	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.61	4.34	4.62	4.54
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.58	4.32	4.53	4.50
I take responsibility for the safety of myself and others in my work area	4.85	4.66	4.82	4.85
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.88	4.46	4.73	4.72
Leaders keep people prepared to intervene when an emergency occurs	4.73	4.31	4.55	4.39
Leaders use mistakes and incidents as learning opportunities	4.76	4.37	4.60	4.46
Pausing work for hazards and safety concerns is viewed positively	4.88	4.48	4.75	4.70
People focus on one task at a time and avoid distractions	4.27	3.95	4.00	3.91
People have the ability to respond to and correct problems and errors before they get out of control	4.67	4.30	4.58	4.43
People have the skills they need to resolve workplace safety issues	4.52	4.23	4.44	4.37

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

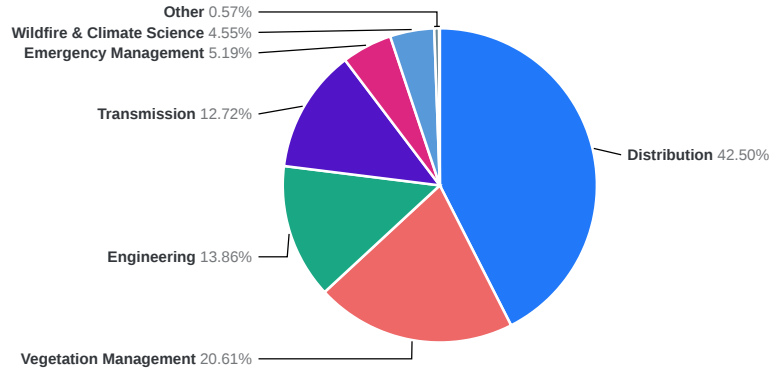
Average Response Scores by Statement

Overall Workplace Culture	Director/Executive	Individual Contributor	Manager	Supervisor
I believe managers apply the same rules for all workers	4.52	3.99	4.35	4.22
Information about important events and lessons learned is shared within my workgroup	4.70	4.31	4.57	4.54
Leaders encourage people to ask questions	4.70	4.35	4.64	4.58
Managers treat workers with respect	4.73	4.31	4.62	4.49
My supervisor makes sure all employee concerns are heard before job decisions are made	4.52	4.21	4.47	4.35
My supervisor would use whatever power they have to help me out	4.64	4.36	4.65	4.51
People in my workgroup treat each other with respect	4.79	4.31	4.59	4.41
People listen to one another: it is rare that someone's views go unheard	4.55	4.13	4.39	4.27
People report mistakes they make, even if others do not notice them	4.39	3.91	4.03	3.87
The company cares about my opinions	4.42	3.88	4.32	4.07

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

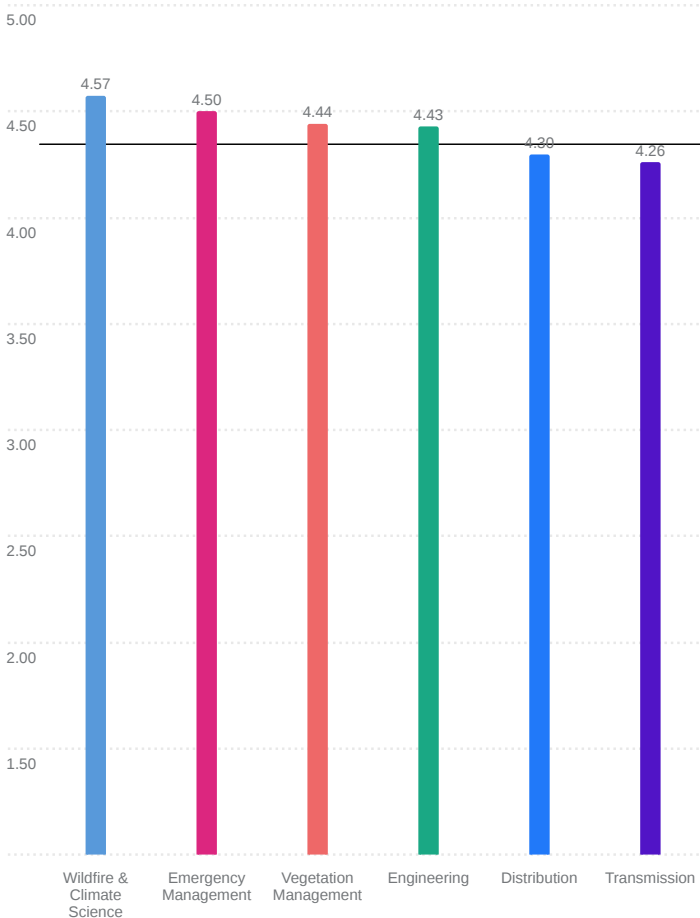
3. Comparison by Business Unit

Number of Responses 1,407

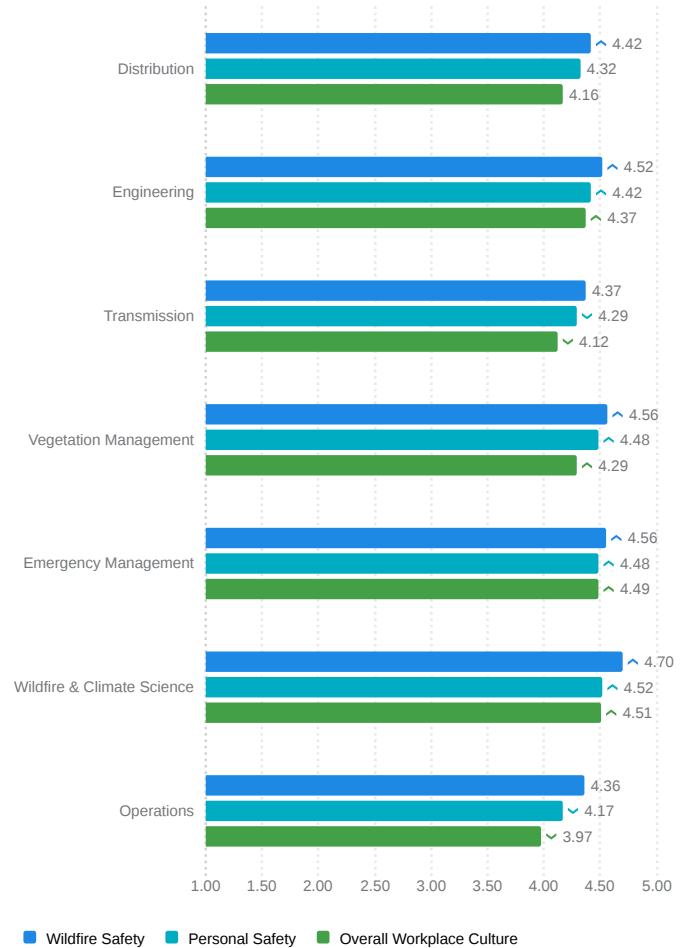


■ Distribution
 ■ Vegetation Management
 ■ Engineering
 ■ Transmission
 ■ Emergency Management
 ■ Wildfire & Climate Science
 ■ Other
 ■ Engineering & Planning

Overall Average Response Score



Average Response Scores by Statement Category



■ Wildfire Safety
 ■ Personal Safety
 ■ Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	Distribution	Emergency Management	Engineering	Operations	Transmission	Vegetation Management	Wildfire & Climate Science
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.76	3.86	3.96	3.57	3.68	3.90	4.11
I feel comfortable discussing wildfire hazards with my supervisor	4.59	4.74	4.64	4.57	4.57	4.70	4.91
Leaders actively seek out signs of potential wildfire hazards	4.40	4.62	4.52	4.43	4.35	4.59	4.72
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.52	4.62	4.59	4.71	4.47	4.69	4.83
Our management acts quickly to address wildfire hazards	4.48	4.60	4.58	4.29	4.45	4.63	4.78
People in my workgroup report all wildfire hazards, no matter how minor	4.36	4.47	4.46	4.29	4.36	4.50	4.63
People look for wildfire hazards and risks as work progresses	4.44	4.52	4.50	3.14	4.36	4.53	4.63
Protecting the community from wildfire hazards is clearly a high priority with management	4.65	4.81	4.77	5.00	4.58	4.73	4.88
Wildfire and personal safety concerns are communicated openly	4.54	4.74	4.62	4.57	4.49	4.71	4.86

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

Average Response Scores by Statement

Personal Safety	Distribution	Emergency Management	Engineering	Operations	Transmission	Vegetation Management	Wildfire & Climate Science
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.34	4.52	4.49	4.00	4.26	4.47	4.54
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.32	4.36	4.35	4.43	4.35	4.45	4.44
I take responsibility for the safety of myself and others in my work area	4.63	4.77	4.74	4.86	4.66	4.78	4.83
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.43	4.63	4.55	4.43	4.49	4.63	4.69
Leaders keep people prepared to intervene when an emergency occurs	4.30	4.49	4.40	4.43	4.25	4.47	4.59
Leaders use mistakes and incidents as learning opportunities	4.36	4.55	4.47	4.29	4.24	4.57	4.52
Pausing work for hazards and safety concerns is viewed positively	4.48	4.67	4.56	4.43	4.46	4.66	4.61
People focus on one task at a time and avoid distractions	3.96	3.97	3.92	4.00	3.82	4.13	3.88
People have the ability to respond to and correct problems and errors before they get out of control	4.30	4.54	4.44	4.14	4.26	4.45	4.56
People have the skills they need to resolve workplace safety issues	4.23	4.34	4.33	3.86	4.20	4.35	4.45
We have the right tools for the job	4.22	4.44	4.33	3.71	4.22	4.35	4.59

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

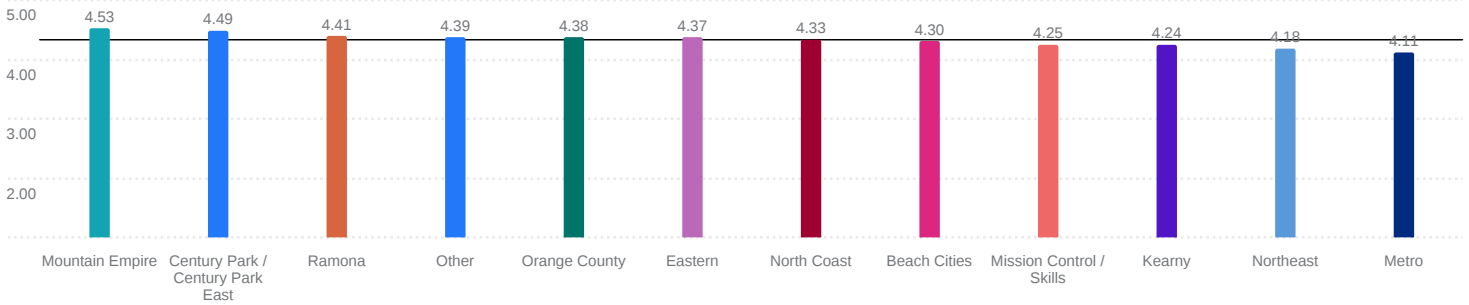
Average Response Scores by Statement

Overall Workplace Culture	Distribution	Emergency Management	Engineering	Operations	Transmission	Vegetation Management	Wildfire & Climate Science
I believe managers apply the same rules for all workers	3.99	4.37	4.28	3.14	3.95	4.10	4.44
Information about important events and lessons learned is shared within my workgroup	4.29	4.60	4.44	4.43	4.19	4.50	4.66
Leaders encourage people to ask questions	4.35	4.67	4.49	3.71	4.30	4.48	4.69
Managers treat workers with respect	4.33	4.63	4.56	4.00	4.28	4.34	4.58
My supervisor makes sure all employee concerns are heard before job decisions are made	4.19	4.42	4.35	4.29	4.08	4.33	4.56
My supervisor would use whatever power they have to help me out	4.35	4.67	4.41	4.43	4.34	4.45	4.69
People in my workgroup treat each other with respect	4.26	4.61	4.51	4.43	4.32	4.39	4.70
People listen to one another: it is rare that someone's views go unheard	4.10	4.53	4.38	4.14	4.06	4.21	4.44
People report mistakes they make, even if others do not notice them	3.90	4.04	4.09	3.71	3.85	3.94	4.08
The company cares about my opinions	3.87	4.26	4.18	3.43	3.84	3.96	4.28

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

4. Comparison by Location

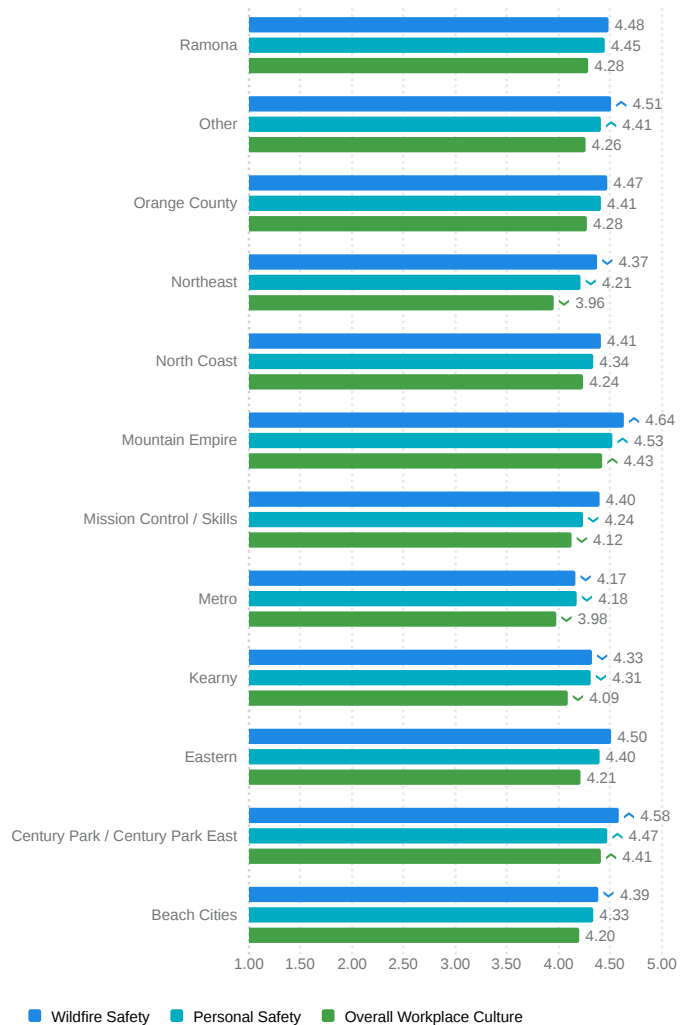
Overall Average Response Score



Number of Responses 1,434

Location	Count	Percent
Beach Cities	94	7%
Century Park / Century Park East	422	29%
Eastern	94	7%
Kearny	160	11%
Metro	62	4%
Mission Control / Skills	66	5%
Mountain Empire	37	3%
North Coast	57	4%
Northeast	119	8%
Orange County	36	3%
Other	255	18%
Ramona	32	2%

Average Response Scores by Safety Components



Average Response Scores by Statement

Wildfire Safety	Beach Cities	Century Park / Century Park East	Eastern	Kearny	Metro	Mission Control / Skills	Mountain Empire	North Coast	Northeast	Orange County	Other	Ramona
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.84	3.88	3.93	3.56	3.44	3.75	4.24	3.81	3.74	3.89	3.81	3.88
I feel comfortable discussing wildfire hazards with my supervisor	4.59	4.76	4.66	4.57	4.34	4.62	4.76	4.46	4.50	4.64	4.70	4.66
Leaders actively seek out signs of potential wildfire hazards	4.35	4.63	4.51	4.29	4.16	4.38	4.62	4.42	4.35	4.33	4.52	4.50
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.51	4.66	4.55	4.48	4.26	4.52	4.76	4.49	4.47	4.56	4.58	4.59
Our management acts quickly to address wildfire hazards	4.43	4.67	4.55	4.42	4.19	4.44	4.68	4.54	4.47	4.53	4.58	4.56
People in my workgroup report all wildfire hazards, no matter how minor	4.26	4.50	4.52	4.27	4.15	4.44	4.59	4.30	4.32	4.47	4.45	4.44
People look for wildfire hazards and risks as work progresses	4.35	4.57	4.54	4.32	4.08	4.42	4.59	4.42	4.38	4.47	4.53	4.55
Protecting the community from wildfire hazards is clearly a high priority with management	4.62	4.82	4.71	4.58	4.55	4.57	4.76	4.67	4.59	4.69	4.73	4.63
Wildfire and personal safety concerns are communicated openly	4.52	4.74	4.56	4.47	4.34	4.51	4.73	4.55	4.48	4.61	4.65	4.56

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	Beach Cities	Century Park / Century Park East	Eastern	Kearny	Metro	Mission Control / Skills	Mountain Empire	North Coast	Northeast	Orange County	Other	Ramona
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.32	4.53	4.31	4.36	4.27	4.28	4.62	4.46	4.12	4.37	4.42	4.34
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.29	4.39	4.43	4.28	4.15	4.38	4.54	4.33	4.24	4.38	4.42	4.29
I take responsibility for the safety of myself and others in my work area	4.61	4.77	4.70	4.68	4.55	4.63	4.81	4.58	4.58	4.74	4.74	4.69
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.45	4.68	4.45	4.49	4.27	4.48	4.68	4.51	4.39	4.50	4.54	4.47
Leaders keep people prepared to intervene when an emergency occurs	4.32	4.49	4.32	4.23	4.10	4.17	4.46	4.19	4.28	4.57	4.35	4.47
Leaders use mistakes and incidents as learning opportunities	4.39	4.52	4.43	4.31	4.35	4.22	4.43	4.33	4.24	4.49	4.39	4.44
Pausing work for hazards and safety concerns is viewed positively	4.51	4.65	4.49	4.49	4.31	4.51	4.62	4.54	4.40	4.46	4.58	4.59
People focus on one task at a time and avoid distractions	4.01	3.90	4.09	3.95	3.81	3.48	4.24	4.11	3.88	4.09	3.98	4.25
People have the ability to respond to and correct problems and errors before they get out of control	4.31	4.50	4.41	4.21	4.10	4.23	4.46	4.25	4.18	4.37	4.39	4.41
People have the skills they need to resolve workplace safety issues	4.28	4.37	4.37	4.15	3.97	4.17	4.43	4.21	4.03	4.29	4.29	4.53
We have the right tools for the job	4.17	4.41	4.38	4.28	4.08	4.12	4.51	4.26	4.03	4.21	4.34	4.47

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

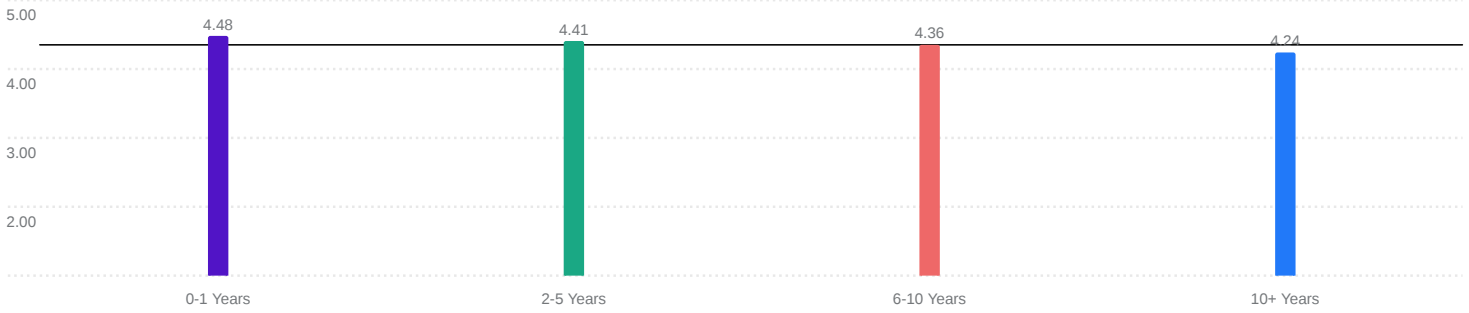
Average Response Scores by Statement

Overall Workplace Culture	Beach Cities	Century Park / Century Park East	Eastern	Kearny	Metro	Mission Control / Skills	Mountain Empire	North Coast	Northeast	Orange County	Other	Ramona
I believe managers apply the same rules for all workers	4.04	4.27	3.98	3.85	3.81	3.94	4.41	4.16	3.78	4.11	4.09	4.31
Information about important events and lessons learned is shared within my workgroup	4.26	4.51	4.37	4.24	4.21	4.23	4.61	4.39	4.18	4.40	4.37	4.22
Leaders encourage people to ask questions	4.43	4.57	4.38	4.31	4.08	4.29	4.46	4.44	4.18	4.46	4.47	4.34
Managers treat workers with respect	4.38	4.57	4.28	4.30	4.18	4.34	4.50	4.42	4.08	4.51	4.36	4.50
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	4.41	4.32	4.09	4.02	4.06	4.51	4.25	4.02	4.23	4.30	4.25
My supervisor would use whatever power they have to help me out	4.29	4.56	4.39	4.32	4.18	4.30	4.57	4.46	4.18	4.57	4.46	4.44
People in my workgroup treat each other with respect	4.32	4.60	4.37	4.19	4.03	4.21	4.57	4.26	4.03	4.49	4.39	4.25
People listen to one another: it is rare that someone's views go unheard	4.26	4.37	4.20	4.01	3.85	4.02	4.32	4.18	3.89	4.26	4.20	4.28
People report mistakes they make, even if others do not notice them	3.96	4.04	3.99	3.79	3.84	4.02	4.11	4.02	3.67	3.77	3.89	4.16
The company cares about my opinions	3.89	4.23	3.83	3.79	3.61	3.80	4.24	3.81	3.60	4.00	4.04	4.09

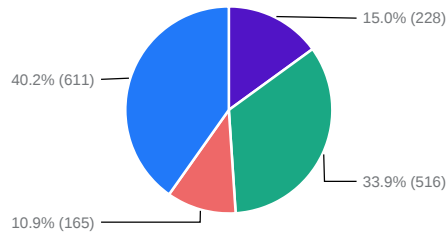
Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

5. Comparison by Tenure

Overall Average Response Score

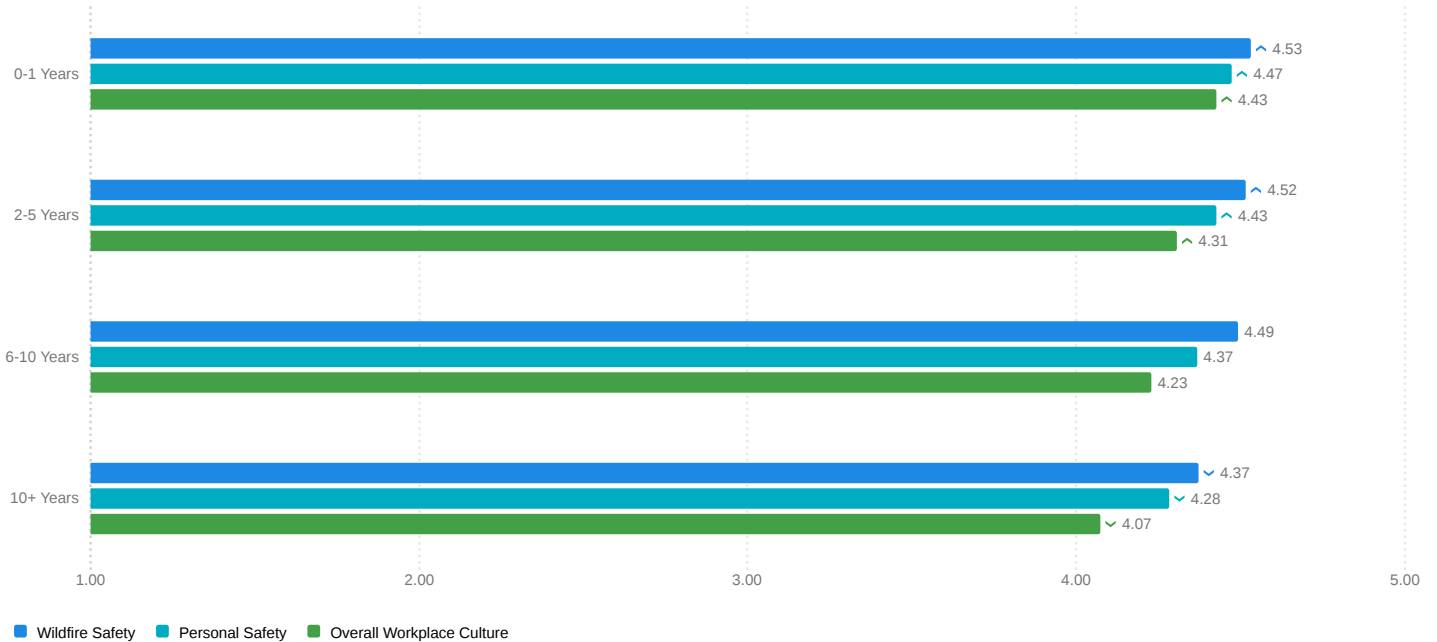


Number of Responses 1,520



0-1 Years 2-5 Years 6-10 Years 10+ Years

Performance Category Average Response Scores



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	3.87	3.85	3.98	3.69
I feel comfortable discussing wildfire hazards with my supervisor	4.72	4.68	4.62	4.57
Leaders actively seek out signs of potential wildfire hazards	4.56	4.55	4.50	4.35
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.67	4.60	4.55	4.49
Our management acts quickly to address wildfire hazards	4.60	4.62	4.56	4.41
People in my workgroup report all wildfire hazards, no matter how minor	4.46	4.50	4.46	4.29
People look for wildfire hazards and risks as work progresses	4.49	4.50	4.50	4.36
Protecting the community from wildfire hazards is clearly a high priority with management	4.74	4.72	4.68	4.65
Wildfire and personal safety concerns are communicated openly	4.67	4.63	4.60	4.54

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

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	4.44	4.47	4.41	4.29
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.35	4.38	4.35	4.33
I take responsibility for the safety of myself and others in my work area	4.73	4.70	4.68	4.68
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.62	4.57	4.48	4.45
Leaders use mistakes and incidents as learning opportunities	4.48	4.41	4.40	4.23
Leaders keep people prepared to intervene when an emergency occurs	4.54	4.49	4.41	4.27
Pausing work for hazards and safety concerns is viewed positively	4.62	4.57	4.45	4.50
People focus on one task at a time and avoid distractions	4.11	4.03	3.93	3.83
People have the ability to respond to and correct problems and errors before they get out of control	4.51	4.39	4.37	4.25
People have the skills they need to resolve workplace safety issues	4.42	4.32	4.29	4.13
We have the right tools for the job	4.41	4.35	4.29	4.15

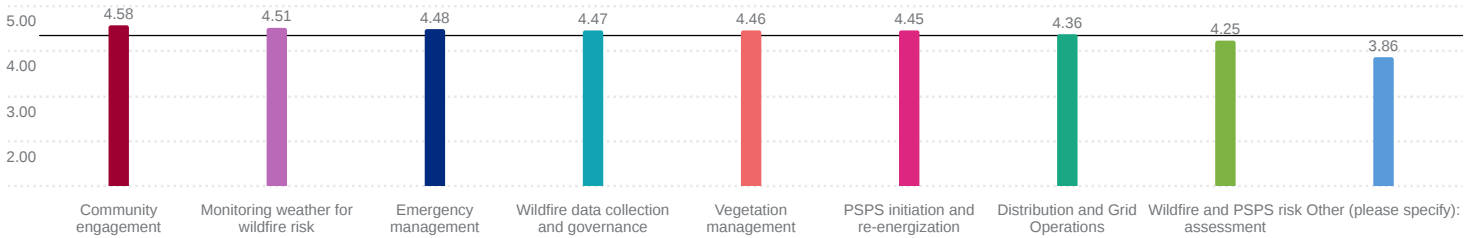
Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

Overall Workplace Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.37	4.19	4.03	3.81
Information about important events and lessons learned is shared within my workgroup	4.52	4.43	4.42	4.23
Leaders encourage people to ask questions	4.58	4.47	4.44	4.27
Managers treat workers with respect	4.58	4.45	4.33	4.22
My supervisor makes sure all employee concerns are heard before job decisions are made	4.42	4.35	4.25	4.11
My supervisor would use whatever power they have to help me out	4.52	4.48	4.41	4.30
People in my workgroup treat each other with respect	4.52	4.41	4.41	4.22
People listen to one another: it is rare that someone's views go unheard	4.37	4.25	4.16	4.05
People report mistakes they make, even if others do not notice them	4.17	4.03	3.90	3.74
The company cares about my opinions	4.22	4.02	3.95	3.78

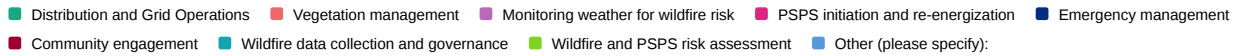
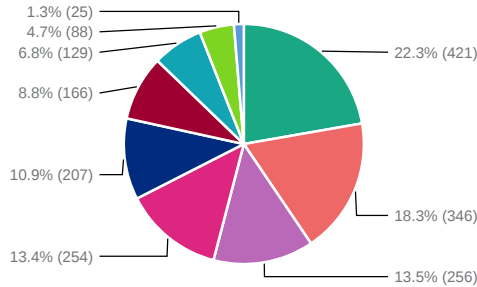
Average Response Score Metrics: **Low:** < 3.30, **Medium:** 3.30 - 3.65, **Moderately High:** 3.65 - 4.10, **High:** 4.10 +

6. Comparison by Wildfire Activities

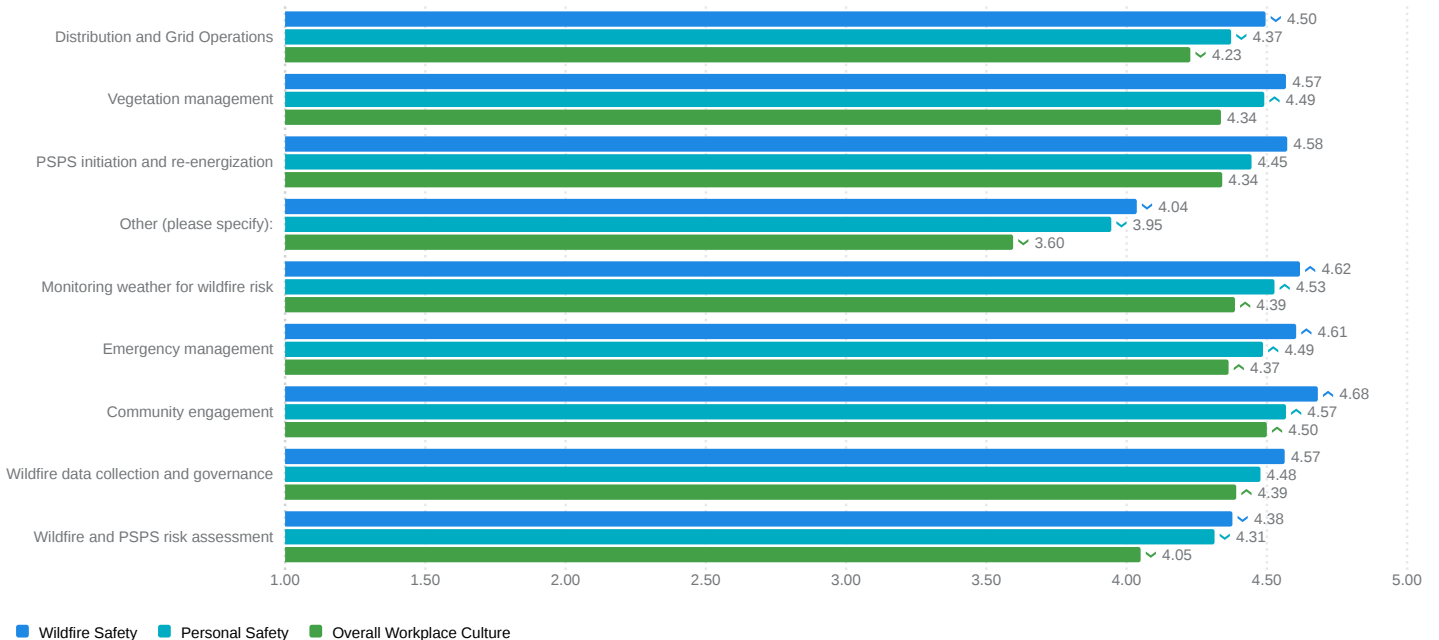
Overall Average Response Score



Number of Responses 1,072



Performance Category Average Response Scores



Average Response Scores by Statement

Wildfire Safety	Community engagement	Distribution and Grid Operations	Emergency management	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation management	Wildfire and PSPS risk assessment	Wildfire data collection and governance
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.21	3.94	4.06	4.00	3.44	4.05	3.92	3.82	4.10
I feel comfortable discussing wildfire hazards with my supervisor	4.80	4.65	4.74	4.77	4.24	4.70	4.72	4.50	4.71
Leaders actively seek out signs of potential wildfire hazards	4.72	4.46	4.63	4.67	4.04	4.57	4.62	4.41	4.63
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.77	4.58	4.66	4.68	4.20	4.64	4.67	4.41	4.59
Our management acts quickly to address wildfire hazards	4.74	4.55	4.66	4.71	4.12	4.64	4.66	4.44	4.64
People in my workgroup report all wildfire hazards, no matter how minor	4.61	4.49	4.58	4.61	3.96	4.56	4.52	4.34	4.51
People look for wildfire hazards and risks as work progresses	4.69	4.50	4.59	4.62	3.96	4.57	4.57	4.41	4.56
Protecting the community from wildfire hazards is clearly a high priority with management	4.84	4.69	4.79	4.80	4.32	4.78	4.76	4.64	4.71
Wildfire and personal safety concerns are communicated openly	4.79	4.59	4.74	4.74	4.04	4.68	4.70	4.45	4.64

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

Average Response Scores by Statement

Personal Safety	Community engagement	Distribution and Grid Operations	Emergency management	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation management	Wildfire and PSPS risk assessment	Wildfire data collection and governance
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.64	4.43	4.49	4.55	3.96	4.42	4.50	4.26	4.48
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.50	4.38	4.49	4.53	4.00	4.46	4.42	4.44	4.44
I take responsibility for the safety of myself and others in my work area	4.83	4.66	4.81	4.83	4.48	4.76	4.79	4.70	4.73
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.70	4.51	4.66	4.71	3.92	4.63	4.64	4.44	4.64
Leaders keep people prepared to intervene when an emergency occurs	4.61	4.34	4.50	4.54	3.92	4.42	4.49	4.27	4.50
Leaders use mistakes and incidents as learning opportunities	4.58	4.39	4.49	4.56	3.88	4.44	4.59	4.42	4.57
Pausing work for hazards and safety concerns is viewed positively	4.71	4.50	4.68	4.69	4.16	4.62	4.66	4.56	4.59
People focus on one task at a time and avoid distractions	4.14	3.96	4.00	4.10	3.63	4.00	4.11	4.03	4.11
People have the ability to respond to and correct problems and errors before they get out of control	4.61	4.37	4.48	4.49	3.92	4.45	4.44	4.18	4.45
People have the skills they need to resolve workplace safety issues	4.48	4.27	4.39	4.38	3.84	4.36	4.34	4.20	4.35
We have the right tools for the job	4.49	4.32	4.36	4.45	3.68	4.35	4.42	3.97	4.40

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

Average Response Scores by Statement

Overall Workplace Culture	Community engagement	Distribution and Grid Operations	Emergency management	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation management	Wildfire and PSPS risk assessment	Wildfire data collection and governance
I believe managers apply the same rules for all workers	4.39	4.09	4.25	4.24	3.20	4.21	4.18	3.77	4.25
Information about important events and lessons learned is shared within my workgroup	4.59	4.36	4.50	4.54	3.84	4.44	4.51	4.24	4.47
Leaders encourage people to ask questions	4.69	4.40	4.54	4.56	3.96	4.50	4.53	4.23	4.54
Managers treat workers with respect	4.61	4.38	4.47	4.47	3.76	4.50	4.43	4.23	4.49
My supervisor makes sure all employee concerns are heard before job decisions are made	4.57	4.24	4.37	4.45	3.76	4.34	4.37	4.09	4.46
My supervisor would use whatever power they have to help me out	4.69	4.40	4.51	4.55	3.83	4.53	4.49	4.25	4.54
People in my workgroup treat each other with respect	4.62	4.31	4.47	4.50	3.83	4.52	4.44	4.21	4.49
People listen to one another: it is rare that someone's views go unheard	4.48	4.16	4.33	4.31	3.52	4.30	4.28	4.06	4.35
People report mistakes they make, even if others do not notice them	4.18	3.99	4.12	4.09	3.20	4.08	4.04	3.78	4.10
The company cares about my opinions	4.21	3.97	4.10	4.15	3.08	4.00	4.09	3.64	4.21

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



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



Safety Culture Assessment Management Self-Assessment Analysis

August 2022

San Diego Gas & Electric



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

The *dark blue* arrows 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* dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.





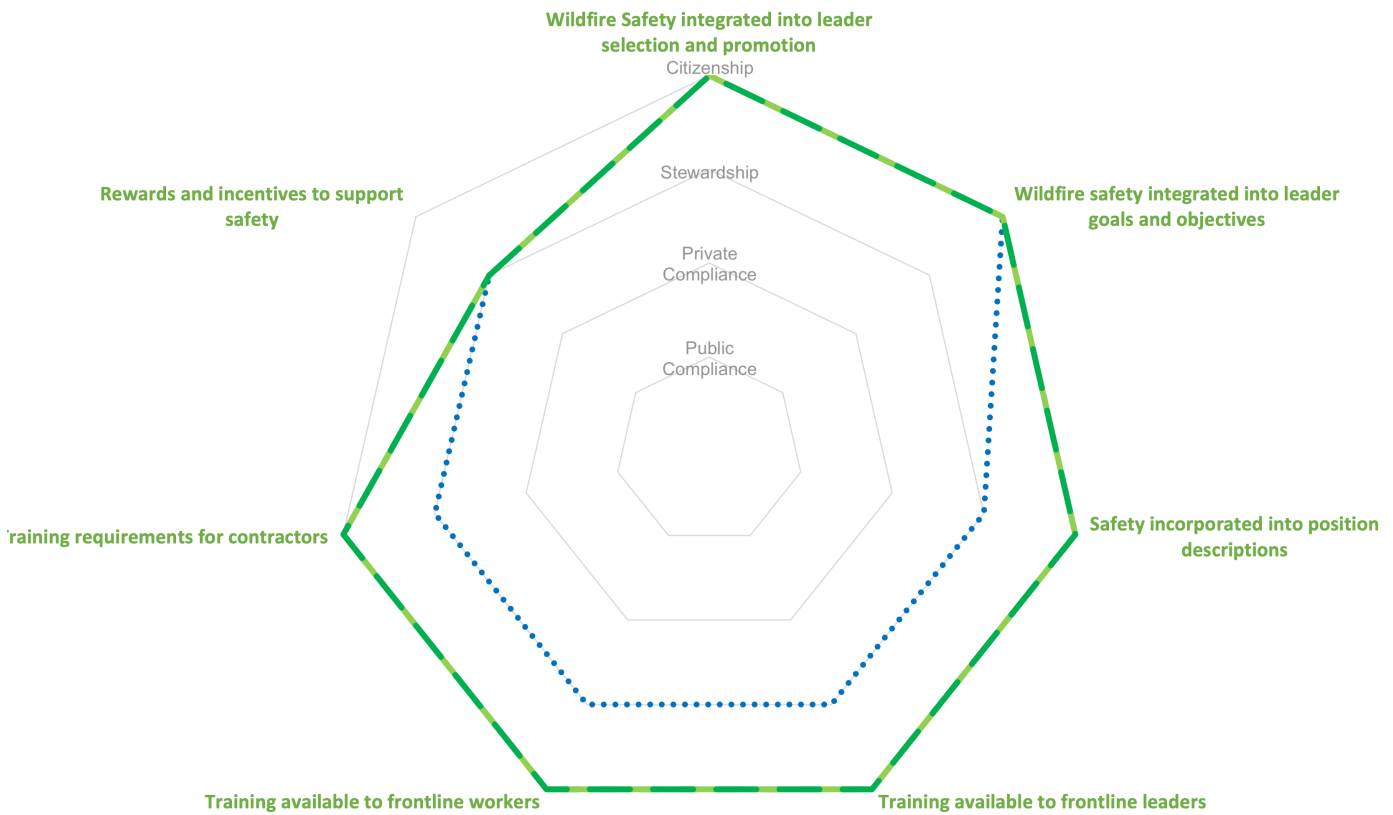
Section 1. Management Self-Assessment Analysis: 2021, 2022 to 2023 Goal

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

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



Section 1. Management Self-Assessment and Justification

Dimension 1: Organizational Sustaining Systems

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

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

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

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

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

1.1.1 Justification

Wildfire safety is the highest priority at SDG&E. Having wildfire prevention knowledge, safety experience, and prior safety performance is a significant factor during interviews for leadership positions and weighs heavily in the selection process. Individuals with a record of poor safety performance especially in the operational and wildfire area will not be selected for a leadership role. SDGE's high score in its 2020 Safety Barometer Survey results serves as evidence of how wildfire safety is embedded in our safety culture and leadership's performance.

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

1.1.2 Justification

At SDG&E, frontline leaders' operational goals for safety, inspection and construction include a mix of leading and lagging indicators. Some examples of leading indicators are near misses and field observations. SDG&E ties frontline leader goals and objectives to various metrics that track wildfire safety. For example, frontline leaders prioritize clearing infractions in HFTD-Tier 3 in 3 months, which is before the 6 month due date. Additionally, all employees and contractors, that conduct activities in wildland areas of the service territory receive the Electric Standard Practice (ESP) 113.1 training on an annual basis which specifically addresses wildland prevention and fire safety.

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

<p>Public Compliance</p> <p>No mention of safety</p>	<p>Private Compliance</p> <p>Focus is on compliance with rules and dismissal if found out of compliance</p>	<p>Stewardship</p> <p>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</p>	<p>Citizenship</p> <p>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</p>
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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 embedded in SDG&E's culture. SDG&E emphasizes that each person in the organization has a responsibility to work safely and is accountable. Each employee has both the authority and responsibility to speak up and intervene by stopping the job if unsafe conditions exist, both for wildfire and personal safety. Some examples include, stop work authority, near-miss reporting, Behavioral Based Safety (BBS) and recently launched Serious Injury & Fatality (SIF) program. Examples at the operational level include updating jobs or bid profiles with expectations of after hour response during inclement events.

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

At SDG&E, frontline leaders get job specific wildfire safety training and support resources are readily available to them to improve their safety leadership skills. The Supervisor Academy leadership training program, electric safety center, Essentials of Supervision Training, human performance, effective communications, accountability, Just Culture Training, Respectful Workplace Overview Training, and crew field safety visits are some examples of training offerings provided to frontline leaders to develop their safety leadership skills. These trainings also touch on giving feedback and coaching behaviors. Wildfire mitigation safety is a key component of frontline leader and employee safety goals and ICP metrics. SDG&E Vegetation Management began a collaborative sponsorship with San Diego Community College District in the development of a Line Clearance Qualified Arborist program to develop new frontline contractor workforce. The initiative has a major worker and wildfire safety component. Lastly, Wildfire Mitigation training is provided annually to all leaders and frontline workers.

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

At SDG&E, frontline workers get job specific wildfire safety training and support resources are made available to them to improve their wildfire safety skills. Annually, employees are trained on Wildfire Mitigation practices and processes. Some examples of training provided to frontline workers to improve their wildfire safety awareness and knowledge include annual PSPS tabletop exercises, Virtual Reality training around PSPS process and roles, and Electric Standard Practice No. 113.1 (ESP 113.1) which specifically addresses wildland prevention. Fire safety trainings are also provided for all electric field employees along with Vegetation Management field employees. Periodic joint inspections between SDG&E and Cal Fire and SED are performed for regulatory compliance and adherence to wildfire safety standards.

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

Public Compliance	Private Compliance	Stewardship	Citizenship
No safety training required	Site or location-specific general safety introduction and orientation	Electrical corporation-wide standardized safety training in addition to site-specific orientation	Electrical corporation-wide standardized safety training in addition to site-specific orientation and wildfire hazard awareness training

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

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

1.2.3 Justification

At SDG&E, all contractors are required to meet minimum personal safety and wildfire-specific training requirements. These requirements are in addition to site-specific orientation. Examples of such training include hazard awareness training, fire prevention and preparedness, identifying infractions, environmental regulations, review of written safety programs, patrol process etc. In addition, SDG&E requires that contractors and consultants develop internal company fire plans, undergo annual wildland fire prevention training, and that they follow SDG&E's ESP 113.1. For Additional Justification, please reference Supporting Documentation Section 4.

1.2.3 – Additional Language

SDG&E Safety Services performs daily observations of contracted workforce (e.g., compliance with wildfire safety procedures, proper fire PPE, knowledge of SDG&E and internal company fire plans, etc.). In 2022 contractor employee specific training requirements are also verified through observing contractors' employees performing specific tasks then following up with the contractor requesting the training documentation. Training documentation is reviewed to meet requirements. All training gaps are identified and corrected.

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

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

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

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

1.3.1 Justification

At SDG&E, rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards. The incentive compensation plan (ICP) emphasizes lagging goals such as number of ignitions, vegetation contacts, wildfires caused by the utility, etc. The ICP structure also emphasizes leading goals such as near misses, field safety observations, and resolving infractions.

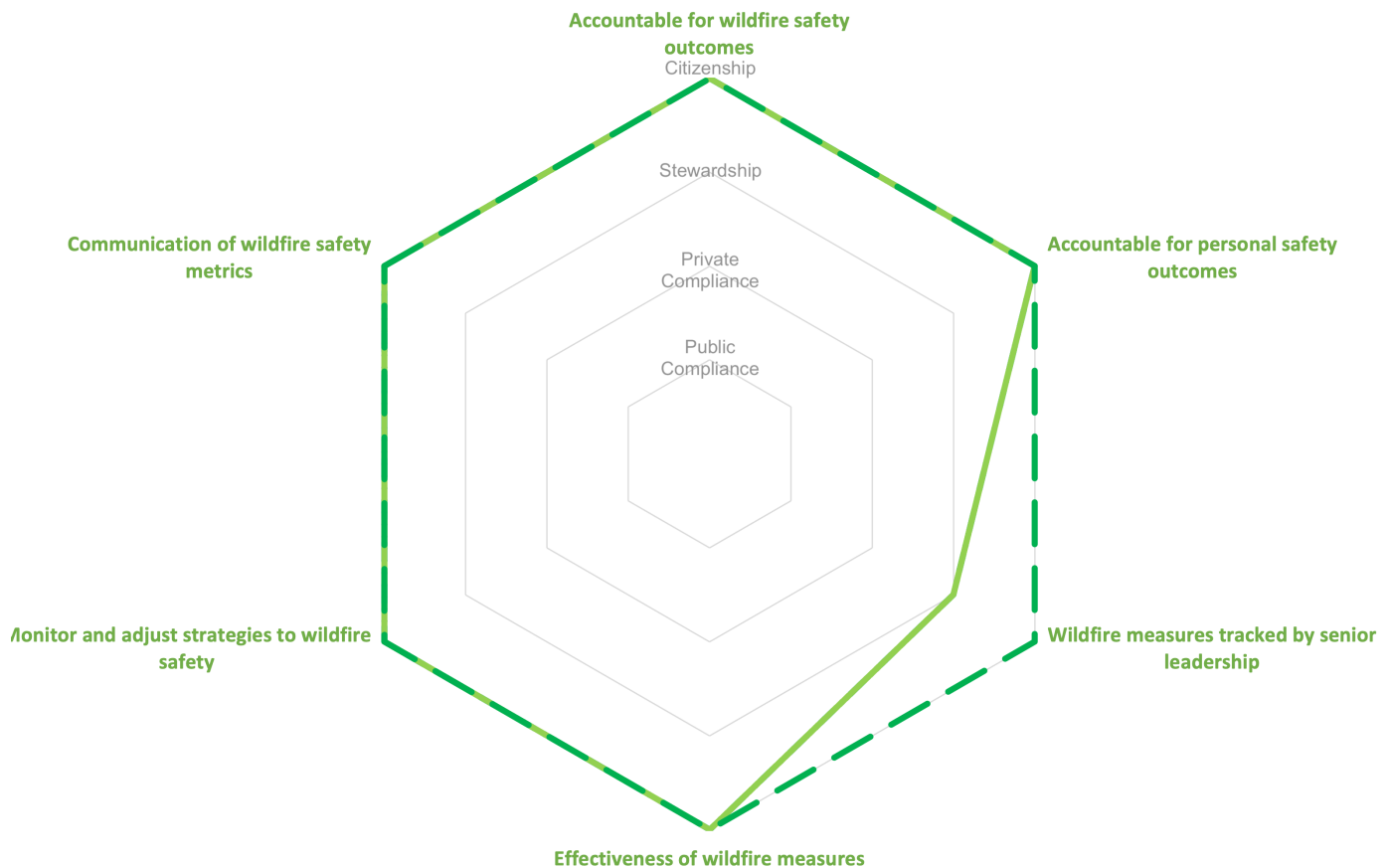


Section 1. Management Self-Assessment Analysis: 2021, 2022 to 2023 Goal Dimension 2: Structure and Governance

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 2021 (Status) line and 2022 (Goal) line fall along the same line as the 2022 (Current) line, and so are 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

At SDG&E, safety is a core value. Every employee, all the way up to and including executive leadership, is responsible for their personal safety and the safety of others. Executive leadership, including SDG&E's Chief Safety Officer, with input from the safety department as trusted advisor, are accountable for safety outcomes. Safety metrics, including both leading and lagging safety indicators are key components of every executive's compensation and incentive structure. Additionally, leadership and employees are able to discuss and share wildfire safety and overall safety culture through the Executive Safety Council and Wildfire Council established for a number of years now.

2.1.2 Who is accountable for personal safety outcomes?

Public Compliance

Not defined

Private Compliance

Safety department

Stewardship

Operational leadership and
Safety Department

Citizenship

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

At SDG&E, safety is a core value. Every employee, all the way up to and including executive leadership, is responsible for their personal safety and the safety of others. Executive leadership, including SDG&E's Chief Safety Officer, with input from the safety department as trusted advisor, are accountable for safety outcomes. Safety metrics, including both leading and lagging safety indicators are key components of every executive's compensation and incentive structure. Additionally, leadership and employees are able to discuss and share wildfire safety and overall safety culture through the Executive Safety Council and Wildfire Council established for a number of years now.

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.</p> <p>Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives</p>	<p>Citizenship</p> <p>Required safety indicators.</p> <p>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	1	0
2023: Organization's Projected Status	0	0	0	1

2.1.3 Justification

At SDG&E there are leading measures in place used for wildfire mitigation work that are aligned to actionable initiatives and tracked by senior operational leadership. For example, there is a dedicated patrol person focused in the HFTD to do continuous patrols effectively, which has reduced the number of vegetation-related outages. Another example is SDG&E’s bi-annual employee Safety Barometer Survey which includes 4 questions specific to wildfire mitigation that measure how employees throughout the company feel about how SDG&E is prioritizing safety and mitigating risk. Other examples include safety observations, drone inspections (DIAR), ESP 113.1 and pre-patrols. Vegetation Management performs a minimum of two separate regulatory compliance and hazard tree inspections annually throughout the entire HFTD. Patrols are scheduled, tracked, documented, and reported through this activity.

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

At SDG&E, wildfire safety measures are highly effective in providing data and critical exposure area trends, and actionable insight. For example, with enhanced vegetation management (EVM) program, based on the outages caused by vegetation, specific species are identified to target with enhanced clearances as an actionable insight. We have used data such as wildfire risk components like outages or tree data to develop a Vegetation Risk Index and Circuit Risk Index which identifies risk areas and is used in PSPS decision making. Other examples include specific equipment replacement programs identified by trends such as expulsion fuse replacement, lightening arrestors, conductor replacement under FIRM project, strategic undergrounding (SUG), and applying covered conductor. We also have focused our drone and infrared inspections on HFTD to identify risk and provide insight on trends. In addition, our system protection advancement allows for detection of failing equipment prior to an outage as part of iProtect.

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

<p>Public Compliance</p> <p>Never</p>	<p>Private Compliance</p> <p>Periodically (at even or uneven intervals; for example, once or twice a year as wildfire season approaches)</p>	<p>Stewardship</p> <p>Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments</p>	<p>Citizenship</p> <p>Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments</p>
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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

At SDG&E, senior leadership reviews an operational dashboard on a weekly basis that includes fire weather conditions and fire potential index. SDG&E’s leadership uses SDG&E’s mobile application, which can be viewed any time. Additionally, there are multiple meetings held on a regular basis, such as the Fire Director Steering Committee, Executive Safety Board and Wildfire Safety Council meetings where leaders are held accountable to wildfire safety, mitigation action items, and follow-ups on fire events or leading indicators, etc. SDG&E emphasizes outreach, interaction, input from the community at quarterly Community Advisory Council, and meetings with community safety partners to continue adjustments to wildfire safety strategies where deemed necessary.

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

At SDG&E, both lagging and leading measures for wildfire safety are discussed throughout the organization. Wildfire metrics are regularly reviewed with employees, displayed on digital message boards and emails to employees. Additionally, individual and team contributions to the leading measures are highlighted and recognized publicly at community outreach forums, i.e. meetings with community safety partners, Community Advisory Council, social media, newsletters, and Wildfire Safety Fairs in the back country, etc.



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

3.1.1 Justification

SDG&E investigates all incidents with the potential to be serious or fatal, including near misses. Some near miss reports may be anonymous or information is not available, so there are times when a root cause analysis (RCA) can't be performed. For example, the Serious Injury & Fatality (SIF) program investigates incidents and near misses. Additionally, the Ignition Management Program tracks ignitions and potential ignitions, performs RCA on each ignition to detect correlations.

3.1.2 Rate the quality of event investigations.

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

SDG&E’s event investigations focus on identifying the root cause of the exposure and describing actions to control the exposure. As part of improving its safety culture, SDG&E’s Safety department has established a comprehensive and robust incident investigation standard and reporting process. The quality of investigations has improved at SDG&E. We now hold monthly investigation review meetings to learn and share the incidents. Also, the incident learnings are shared at larger sub-committees on the gas & electric side. Details of the incidents and lesson learned from each of the monthly meetings are uploaded and made available in SharePoint Site. On the Ignition Management Program (IMP) side, there are still some gaps that are being addressed. See action to achieve 2023 target. Applying this process uniformly across the Company will result in consistent investigations and will allow lessons learned to be shared broadly.

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	0	1

3.1.3 Justification

SDG&E reviews all significant incidents and activations to identify potential improvements & establish comprehensive and measurable After-Action Report (AAR). Additionally, SDG&E is evaluating whether the AAR program can align and integrate the processes with SDG&E's SMS. The SMS provides a systematic, cohesive framework which builds upon SDG&E's strong safety culture and integrates new and existing processes. It also promotes improved communication, better documentation, enhanced coordination, and continuous improvement. Another example would be the Electric Citation Program Self Reporting. Incident investigation results, corrective actions, and learnings are shared now regularly at the larger sub-committee meetings on electric and gas side.

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

SDG&E has implemented various programs for frontline workers to recognize and report wildfire hazards. These include SDG&E's established inspection and maintenance programs, which promote safety for SDG&E personnel, the public and contractors, by providing a safe operating construction environment. These programs also enable SDG&E personnel to identify and repair conditions to reduce potentially defective equipment on SDG&E's electric system to minimize hazards. Other examples include use of drone technology, Tier 2 & 3 DIAR program, patrols prior to RFW days, and post-PSPS patrols prior to restoration of outages. Annual ESP 113.1 training and the monthly newsletter are some of the ways SDG&E communicates and shares takeaways across the organization.

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

SDG&E has a team in concert with supporting systems and processes established to proactively make observations, report, and mitigate wildfire hazards. For example, programs such as the Ignition Management Program where electric troubleshooters (ETS) patrol to identify fire-related issues, and report and mitigate wildfire hazards. Additionally, the Electric Risk Analysis (ERA)Team, PSPS pre-patrols, Drone Investigation Assessment Repair (DIAR) program, and vegetation patrols are all examples of process/programs to help identify fraying, strain or abrasion on wires or wind contact.

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

SDG&E uses a utility-compatible Incident Command System (ICS) structure as an all-hazards framework to manage emergency incidents and events. This includes integration of ICS training and simulation exercises for leaders and the workforce, participation of field responders in Utility ICS training and After-Action Review (AAR) processes to continue building and improving our capabilities in operational planning, and in response to wildfire, PSPS incidents, and all-hazards emergencies. Operating within the Incident Command System (ICS) framework, SDG&E's Emergency Management department created a Training and Exercise division to design and deliver capability-based training. The continued expansion and maturation of this division, along with the After-Action Review (AAR) counterpart process, has been instrumental to prepare our Operations workforce for an all-risk, all-hazard approach to emergency and wildfire response.

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

SDG&E operates within a Company-wide SMS focused on continuous safety improvement and fostering a learning environment. SDG&E has implemented several programs and processes to enhance SDG&E’s commitment to being a learning organization and sharing safety-related best practices and lessons learned throughout the organization. For example, Serious Injury & Fatality prevention, Behavior Based Safety, and the Safety Barometer Survey, are all programs that are committed to implementing safety-related best practices company-wide to create a strong safety culture and place the highest priority on employee, customer, public safety and continuous learning and improvement. SDG&E leadership and management hold monthly Safety Incident Review Meetings where the previous month's safety incidents and near misses that had the potential to cause serious injury or fatality are reviewed for lessons learned, corrective actions and safety improvements. These meetings focus on improvements and do not place any blame. Following the meeting, key takeaways, lessons learned and safety improvements are shared with cross-functional teams and also posted to a Company-wide SharePoint page accessible to all employees.

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

SDG&E performs internal audits based on the wildfire risk present. Examples include SDG&E conducting QA/QC audits within its wildfire hazard mitigation programs, including the vegetation management program, Corrective and Maintenance Program (CMP), and construction associated with material change. SDG&E regularly monitors its inspection programs to confirm inspection goals are met. In addition, SDG&E conducts an audit to ascertain the effectiveness of the inspections managed by SDG&E's operational and engineering managers. Moreover, SDGE's Distribution System utilizes Light Detection and Ranging (LiDAR) data to perform post-construction survey and pre-construction design specifications. Contractor Safety Services Audits of contractor oversight, focused on controls in place to ensure compliance with safety and environmental policies and procedures, and programs in place to mitigate incidents and injuries. Audit did not focus on wildfire activities, but this activity is included within the overall scope of CSS oversight. (Sept 2021) Aviation Services Audit which specifically included all flights scheduled by SDG&E for contractor-provided helicopters, leased helicopters, and SDG&E's Unmanned Aircraft System (UAS) operations, including those performed by licensed SDG&E personnel and third-party UAS service providers. UAS operations significantly increased over the past two years primarily due to the Drone Investigation, Assessment, and Repair (DIAR) Program which is part of SDG&E's Wildfire Mitigation Plan efforts. Other examples of audits include, Vegetation Management Internal Audit, general evaluation of Wildfire Mitigation work by Energy Safety independent evaluator, and Aviation Services Audit

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

3.4.2 Justification

At SDG&E, internal safety audit findings are tracked to completion and corrective actions are put in place and verified. For regulatory audit findings, there is a follow up process ensuring that corrective actions have been completed. Additionally, Behavioral Based Safety (BBS) observation findings are tracked to closure and discussed at the monthly management meetings. Issues or findings brought up at Electric Safety Committee are also followed up and tracked through closure. Moreover, SDG&E has an After-Action Review program that identifies, tracks and assists groups to bring issues to closure.



Section 2. Summary Plan for 2023

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

A1. Action/Activity 1

1) The Air Quality Index (AQI) Program will install particulate sensors and an automatic notification system. This program is built on the backbone of an existing best-in-class weather network. Real-time AQI values for townships in San Diego County will be available on the FS&CA App. The app will also have the option of sending real time alerts of poor air quality detected from particulates contained in wildfire smoke that are hazardous to employees and the public.

B1. Deadline

7/31/2023

C1. Management Self-Assessment Reference(s)

Question number 2.1.3

A2. Action/Activity 2

SDG&E's Ignition Management Program (IMP) is not at a rating level 4 yet. We are still working through the issues with gathering data and getting proper notification from the events that are occurring in the field. Until that is resolved we will stay at a rating level 3.

B2. Deadline

7/31/2023

C2. Management Self-Assessment Reference(s)

Question number 3.1.2

A3. Action/Activity 3

SDG&E's SMS takes a systematic and consistent approach to tracking incident reviews and follow-up action items to take corrective action to prevent future injury or reoccurrence. SDG&E's SMS was established in 2020. As this program matures, SDG&E will move toward its 2023 target where lessons learned are shared broadly across the organization

B3. Deadline

11/15/2023

C3. Management Self-Assessment Reference(s)

Question 3.1.3

A4. Action/Activity 4

Under Emergency Management, Aviation Services has completed and exceeded the 2021 audit finding items. These items will show as closed on the extended closure date of September 15, 2022. Additionally, we are opening a third-party aviation audit in August 2022. This audit will focus on our Flight Operations Management, in conformance with international business operations standards, and will be completed in early 2023.

B4. Deadline

9/15/2023

C4. Management Self-Assessment Reference(s)

Question 3.4.2



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

Objective

Continuously improving the safety culture by focusing on management leadership, worker participation, and a proactive approach to finding and fixing hazards

B1. Progress Metrics (if applicable)

C1. 12-Month Target

Number of near misses

350

D1. Description of Objective

Near miss reports are leading indicators that allow SDG&E to communicate and follow-up on reported hazards and incidents, including those that pose wildfire risk, to proactively reduce exposure or prevent future incidents. Near miss reports also indicate employees' comfort level in raising risks and trusting management to share and follow up to improve awareness and prevention.

B2. Progress Metrics (if applicable)

C2. 12-Month Target

Environment and safety compliance management program (ESCMP) Findings Mediated

100%

D2. Description of Objective

SDG&E's ESCMP allows SDG&E to document safety incidents (including wildfire safety incidents) in the system of record and an action plan is identified and tracked through completion in a timely manner.

B3. Progress Metrics (if applicable)

C3. 12-Month Target

Number of Safety Observations

17,000

D3. Description of Objective

Safety observations - which include supervisors/leaders observing tasks and peer-to-peer observations - of employees performing wildfire mitigation (e.g., pole hardening and undergrounding) and other work, provide additional safety assurances and lead to positive engagement with employees. Safety observations identify and communicate safe and at-risk behaviors. This engagement shows up in many ways, with the key being increased trust and transparency and constant improvement of SDG&E's workplace safety culture and safety performance in all areas.

B4. Progress Metrics (if applicable)

C4. 12-Month Target

Number of Contractor Safety Observations

15,500

D4. Description of Objective

Safety observations of third-party contractors performing wildfire mitigation (e.g., vegetation management) or other work provide additional safety assurances that the work is being performed in a safe manner. Safety observations identify and communicate safe and at-risk behaviors. Coaching regarding avoidance of at-risk behaviors and recognition of safe behaviors help move the safety culture forward and ultimately improve safety performance of contractors performing work on behalf of SDG&E.



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

Objective

Continuously improving the safety culture by focusing on management leadership, worker participation, and a proactive approach to finding and fixing hazards

B1. Progress Metrics (if applicable)

Number of Stop the Job/Stop the Task

C1. 3-Year Target

2025 target - 20/year (may change as program is being rolled out in 2022)

D1. Description of Objective

Encouraging and tracking Stop the Job/Stop the Task indicates employees' comfort levels in speaking up, risk awareness, and trust. Employees are empowered and encouraged to Stop the Job/Stop the Task when performing all work, including wildfire mitigation work, if the task is perceived to be unsafe.

B2. Progress Metrics (if applicable)

Number of Serious Injury or Fatality (SIF) potential assessments completed

C2. 3-Year Target

2025 target - Review all incidents (near misses/injuries/motor vehicle incidents) and determine all which have SIF potential; for those that do and for which adequate information is available, 100% will be investigated and analyzed, and preventative actions generated where necessary (excluding incidents that are out of employer's control)

D2. Description of Objective

Assessing Near Miss incidents and Safety Incidents for the potential to have caused serious injury or fatality. Of those incidents assessed and determined to have SIF-potential, including wildfire-related incidents, perform a root cause analysis/in-depth investigation to allow for identification of corrective actions and/or preventative actions to reduce risk and exposure, and broad sharing of lessons learned.

B3. Progress Metrics (if applicable)

Number of near misses

C3. 3-Year Target

2025 target 300-400

D3. Description of Objective

Near miss reports allow SDG&E to communicate, assess, and follow-up on reported hazards and incidents, including those that pose wildfire risk, to proactively reduce exposure or prevent future incident. Near miss reports also indicate employees' comfort level in raising risk issues and trusting management to share and follow up to improve awareness and prevention.

B4. Progress Metrics (if applicable)

Number of Safety Observations

C4. 3-Year Target

2025 target 18,000-20,000

D4. Description of Objective

Safety observations of employees performing wildfire mitigation (e.g., pole hardening, undergrounding) and other work provide additional safety assurances and lead to positive engagement with employees. This engagement shows up in many ways, including building trust and transparency to improving SDG&E's workplace safety culture and ultimately safety performance in all areas.

B5. Progress Metrics (if applicable)

Number of Contractor Safety Observations

C5. 3-Year Target

2025 target 15,500-17,000

D5. Description of Objective

Safety observations of third-party contractors performing wildfire mitigation (e.g., vegetation management) or other work provide additional safety assurances that the work is being performed in a safe manner. Safety observations identify and communicate safe and at-risk behaviors. Coaching regarding observation of at-risk behaviors and recognition of safe behaviors help move safety culture forward and ultimately improve safety performance for contractors performing work on behalf of SDG&E.

B6. Progress Metrics (if applicable)

ESCMP Findings Mediated

C6. 3-Year Target

100% is always the target

D6. Description of Objective

When a safety incident (including wildfire safety incidents) occurs it is documented in the system of record (SIMS) and an action plan is identified and completed in a timely manner.



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

Management Commitment: Management Participation items describe ways in which top and middle management demonstrate their leadership and commitment to safety in the form of words, actions, organizational strategy, and personal engagement with safety.

B1. Actions Taken

Examples of top management demonstrating their leadership and commitment to safety include:

- Bi-monthly Executive Safety Council Meetings – these meetings are held virtually or rotate through various company locations and integrate employee and supervisor dialogue sessions so that employees have an opportunity to share safety experiences directly with Company leadership.
- Chief Safety Officer and management participation in monthly Electric Safety Sub-committee, Gas Safety Sub-committee and Safety Incident Review Meetings.
- Chief Safety Officer and management participation in monthly Behavior Based Safety (BBS) meetings.

Employee Safety Barometer Survey results: Management participation score improved from 91.7 in 2018 to 98.3 in 2020.

A2. Major Theme/ Lesson Learned 2

Supervisor Engagement: Supervisor Participation items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, training, organizational representative, and personal engagement with safety.

B2. Actions Taken

Supervisor Engagement improved with supervisors providing safety training and addressing methods to reduce employee concerns regarding reporting safety problems. For example:

- Increased field safety visits at the supervisor level to improve in the area of supervisor engagement.
- Developed and implemented training curriculum and testing program for supervisors and working foreman to enhance their leadership skills.

Employee Safety Barometer Survey results: Supervisor participation score improved from 90.8 in 2018 to 99.0 in 2020.

A3. Major Theme/ Lesson Learned 3

Employee Involvement: Employee Participation items specify selected actions and reactions that are critical to making a safety program work. Emphasis placed on personal engagement, responsibility, and compliance.

B3. Actions Taken

SDG&E increased measures to promote safety awareness and promoted an active role in incident investigations and in identifying and eliminating hazards. For example:

- SDG&E experienced an increased number of near miss events reported by contractors and employees. Although near miss submissions are typically reported anonymously, recently more employees are including their name to assist with proper follow up.
- Implemented a specific skills audit team from the Skill Training Center that visited the field in addition to district leadership site visits to look at safety items. Having ongoing dialogue with employees is another example that led to improved employee engagement and response.

Employee Safety Barometer Survey results: Employee participation score improved from 85.3 in 2018 to 95.8 in 2020.

A4. Major Theme/ Lesson Learned 4

Safety Support Activities: Safety Support Activities items probe the presence or quality of various safety program practices, with a focus on communications, training, inspection, maintenance, and emergency response.

B4. Actions Taken

SDG&E improved the frequency of detailed and regularly scheduled inspections and focused on improving safety training for new employees. For example:

- SDG&E's Behavioral Accident Prevention Process (BAPP®), formerly referred to as the Behavior Based Safety (BBS) Process, which is a partnership between management and volunteer front-line employees (employee-led and management-supported).

- o This program provides a structured process for continuous safety improvements specific to the high-risk tasks and situations faced by front-line employees.

- o BAPP volunteers rely on hazard and risk assessment checklists, developed from historical injury analytics, to perform observations focused on key areas of “critical risk.”

- o BAPP volunteers conduct on the spot accountability conversations, defining “Safe” and “At Risk” behaviors, and collect safety data.

- o Data provided from the BAPP is further analyzed and utilized to identify and further act on undiagnosed risk exposure.

- o The BAPP teams work with leadership to drive hazard and risk removal and mitigation efforts.

Employee Safety Barometer Survey results: Safety Support Activities score improved from 89.0 in 2018 to 96.9 in 2020.

A5. Major Theme/ Lesson Learned 5

Safety Support Climate: Safety Support Climate items asked employees across the organization for general beliefs, impressions, and observations about management's commitment and underlying values with regards to safety.

B5. Actions Taken

SDG&E improved the status and value of safety committees and more management focus from supervisors on how they think about safety. This improved focus by management also demonstrated management's ongoing commitment to the various safety programs (Ex: BBS, Near-Miss Reporting).

- o SDG&E's Near Miss Reporting program: SDG&E encourages employees to report close calls in SDG&E tailgates, safety meetings, through an online process, or by using a newly developed smart device application. Reporting online or through the app allows employees to report anonymously. The information is submitted to Safety Services for review and then is shared with employees throughout the company, so they can better understand and benefit from overall awareness and lessons learned

Employee Safety Barometer Survey results: Safety Support Climate score improved from 89.8 in 2018 to 98.6 in 2020.



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

Integrate safe behaviors associated with mitigating hazards from wildfires and hostile interactions with discontended members of the public into the Behavior-Based Safety observation program.

B1. Actions Taken

- Operational managers and supervisors communicate and educate workers on the safe behaviors associated with mitigating hazards from wildfires and hostile interactions with discontended members of the public.
 - SDG&E is developing a Behavior-Based Safety process specific to Electric Distribution Operations for electric distribution system operators to identify safe and at-risk behaviors associated with mitigating hazards from wildfires. Safety tailgate was also updated to include a section on Electric Standard Practice 113.1 related to wildfire safety operations.
 - Safety advisors host meetings with groups who are likely to have interaction with members of the public and provide public safety training refreshers.
 - SDG&E's near miss reporting application was enhanced to capture hazards posed by wildfires and risks posed by discontended members of the public.
 - SDG&E hosted company-wide psychological safety town hall events and manager training workshops to educate and promote a culture of safety and trust.
 - Chief Safety Officer performs on-site safety visits (rotating district locations) with direct employee engagement, and monitor interactions and feedback.
 - District leadership (Directors) perform on-site safety visits (rotating district locations) with direct employee engagement; track interactions and feedback.
 - District leaders hold safety all-hands meetings to clarify and set safety expectations to advance the safety culture.
 - Executive Safety Council (ESC) meetings solicit feedback from front-line operational employees and supervision on safety culture
-
- SDG&E is expanding its BBS checklist to include items directly related to identifying a hostile work environment due to discontended members of the public. SDG&E currently addresses these risks indirectly within the BBS process within several categories , including:
 - "Eyes on Task" – this specifically addresses employee's maintaining good situational awareness of their work area, which includes customers and the public.
 - "Work Environment" – addresses if the employee is aware of and maintaining a safe work environment beyond the immediate work area.
 - "Uniform and PPE" – employees use SDG&E logoed uniforms, traffic vests, and hard hats to identify themselves when interacting with customers.

C1. Results

- SDG&E ended 2021 with the highest number of safety observations ever performed and the highest number of Near Miss Reports ever submitted.
 - 2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July.
 - Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports.
 - Implemented in 2022 coordination monthly meetings between electric and gas teams. Resulted in enhanced training and awareness between gas and electric teams for broader safety awareness.
 - Completed Psychological safety townhall events & manager training. 2022 is focused on driving the psychological safety messaging deeper into organization through SMS Champions and Gas/Electric Safety Centers
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A2. Recommendation 2

Clarify, coach, and track the behaviors field leadership needs to adopt to advance the safety culture.

B2. Actions Taken

- SDG&E hosted company-wide manager training workshops to educate and promote a culture of safety and trust.
- Increased leadership safety observations, visits and engagements.
- District leaders hold safety all-hands meetings to clarify and set safety expectations to advance the safety culture.
- In June 2022, SDG&E launched its Supervisor Training Academy for frontline leaders, which includes curriculum on how SDG&E can recognize strong performance through positive feedback, rewards, and meaningful opportunities. The holistic training curriculum covers safety, supervisor effectiveness, diversity and inclusion, compliance, employee engagement and culture. SDG&E plans to roll this out more broadly to all supervisors in 2023.

C2. Results

• SDG&E ended 2021 with the highest number of safety observations ever performed and the highest number of Near Miss Reports ever submitted. • 2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July. • Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports. • Implemented in 2022 coordination monthly meetings between electric and gas teams. Resulted in enhanced training and awareness between gas and electric teams for broader safety awareness. • Completed Psychological safety townhall events & manager training. 2022 is focused on driving the psychological safety messaging deeper into organization through SMS Champions and Gas/Electric Safety Centers.

A3. Recommendation 3

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

B3. Actions Taken

- SDG&E's external communications team issued postings on social media platforms (e.g., Instagram, Facebook, Nextdoor.com) reminding customers and members of the public that SDG&E employees may be on their property performing work to maintain safety and reliability.
- Heighted Company-wide focus, attention, and communications regarding "hostile interactions with discontented members of the public" resulting from Winter 2022 bill increases and local media attention.
- SDG&E's Senior Vice President – Customer Services & External Affairs issued employee-wide communications providing talking points and safety tips for customer interactions.
- SDG&E's Senior Vice President – Electric Operations and Chief Safety Officer issued employee-wide communications focusing on safely interacting with customers or members of the public and instructed operational leaders to reiterate messaging in safety briefings.

C3. Results

- SDG&E ended 2021 with the highest number of safety observations ever performed and the highest number of Near Miss Reports ever submitted. • 2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July. • Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports. • Implemented in 2022 coordination monthly meetings between electric and gas teams. Resulted in enhanced training and awareness between gas and electric teams for broader safety awareness. • Completed Psychological safety townhall events & manager training. 2022 is focused on driving the psychological safety messaging deeper into organization through SMS Champions and Gas/Electric Safety Centers.
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OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



SDG&E

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 SDG&E

Following are the written comments from SDG&E dated March 31, 2023, “RE: SDG&E Comments on Draft 2022 Safety Culture Assessment Report.”



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March 31, 2023

VIA E-MAIL

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

RE: SDG&E Comments on Draft 2022 Safety Culture Assessment Report

Dear Director Thomas Jacobs:

San Diego Gas & Electric (“SDG&E”) provides the following comments addressing The Office of Energy Infrastructure Safety (“Energy Safety”) and the National Safety Council’s (“NSC”) Draft 2022 Safety Culture Assessment Report (“the Draft Report”).

I. Introduction

On March 15, 2023, Energy Safety issued the Draft Report and an accompanying letter inviting SDG&E to send written comments to NSC and Energy Safety to clarify factual information in the Report no later than March 31, 2023. SDG&E appreciates NSC and Energy Safety’s efforts leading the 2022 Safety Culture Assessment process, and the opportunity to provide comment to address any misunderstandings and factual findings in the Report.

SDG&E values a strong, healthy safety culture and has consistently performed internal assessments of its safety culture to identify opportunities for continuous improvement since 2013. The Draft Report recognizes, generally, “[a]ccording to its Safety Culture Assessment inputs in 2021 and 2022, SDG&E has exhibited continued commitment to advancing its safety culture maturity.”¹ SDG&E generally welcomes the perspective of the Draft Report in identifying additional opportunities for enhancement of the safety of the Company’s employees, contractors, and the public from wildfire risks. SDG&E offers these written comments for NSC and Energy Safety’s consideration with respect to the following statements that SDG&E respectfully requests be removed from the Report.

II. DISCUSSION

¹ Draft 2022 Safety Culture Assessment Report at 3.

Safety is a core value at SDG&E and the Company takes the safety of its workforce seriously. This includes the risks associated with interactions with disgruntled members of the public, which has been a priority since SDG&E's 2021 Safety Culture Assessment Report. Section 2.3.2 (p. 22-23) of the Report addresses "Risk from Interactions with the Public." The draft Report states:

One participant in the supervisors' focus group said that when he goes out knowing there was no time for customers to be notified in advance that he is visiting, "I will literally say out loud to myself 'looks like I'm getting shot today.'"

The SCA process included a number of inputs, including a broadly distributed workforce survey and follow-up interviews to provide additional context and clarity. SDG&E is concerned that—while expressing a valid and extremely important safety concern—this single statement may lack appropriate context and tone. SDG&E suggests that Energy Safety consider removing the specific quote from the final SCA report, which seems appropriate in light of the other opportunities to express the overall sentiment and concern regarding hostile public interactions, as already included in the Draft Report. For instance, section 3.2.1 (p. 28) of the Report states "in the workforce focus groups, frontline workers, contractors, and supervisors identified hostile interactions with members of the public as a concern. Focus group participants reported customers brandishing firearms and shooting at frontline workers." This general statement similarly captures the very serious nature of the threat of potential gun violence in a more appropriate context. SDG&E will implement additional efforts to further mitigate risk to its employees from interactions with the public but requests that OEIS consider striking the above quoted statement.

SDG&E is also concerned with the timeframes for improvement described in the Draft Report. The Draft Report recognizes "[c]ulture 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."² However, the verification method for Recommendation 1 states that "[p]rogress must also be evident during next year's workforce focus groups in participant responses during the supervisors' focus group when asked to describe SDG&E's safety culture." Additionally, the verification method for Recommendation 3 states "[p]rogress must be evident on the 2023 workforce survey in an increase in agreement with the statement 'People report mistakes they make, even if others do not notice them.'"

While SDG&E will implement actions to address Recommendations 1 and 3, progress of culture change may not be evident in the workforce focus groups and participant responses that will occur in just a few short months. SDG&E notes that the draft report was issued in March 2023, giving SDG&E a very short turnaround between the 2022 SCA Report and the commencement of the 2023 SCA process. SDG&E respectfully requests that the Draft Report be revised to align with the statement recognizing that "culture change takes time" and provide at least 12 months to demonstrate improvement on workforce surveys, with improvement evident in the 2024 SCA process. During that time, SDG&E will continue to report on its efforts to implement the recommendations of the Final Safety Culture Assessment for 2022 in the quarterly notifications to Energy Safety.

² Id at 26.

III. CONCLUSION

SDG&E appreciates Energy Safety's consideration of these comments on the Draft 2022 Safety Culture Assessment Report, and requests that these recommendations be taken into account in the final report.

Respectfully submitted,

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