



March 22, 2024

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Subject: 2023 Safety Culture Assessment for Bear Valley Electric Service, Inc.

Mr. Marconi:

Enclosed is the 2023 Safety Culture Assessment (SCA) for Bear Valley Electric Service, Inc., (BVES) 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 the process approved through Public Utilities Code section 8389(d)(4).

On February 23, 2024, Energy Safety provided BVES with a draft of its 2023 SCA for factual review. BVES did not submit a response.

BVES can satisfy the “good standing” requirement in Public Utilities Code section 8389(e)(2) by agreeing to implement the findings (including recommendations) of its most recent SCA performed pursuant to Public Utilities Code section 8386.2 and section 8389(d)(4), if applicable. This may be done by BVES submitting a letter to this effect to the 2023 Safety Culture Assessments docket (Docket #2023-SCAs).¹

Sincerely,

A handwritten signature in black ink, appearing to read "Suzie Rose".

Suzie Rose
Program Manager, Electrical Safety Policy Division
Office of Energy Infrastructure Safety

¹ [2023 Safety Culture Assessments \(SCAs\) docket](https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2023-SCAs)

(<https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2023-SCAs>, accessed February 23, 2024).



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The Office of Energy Infrastructure Safety's 2023 Safety Culture Assessment

Bear Valley Electric Service, Inc.

Prepared by the National Safety Council

Published March 2024

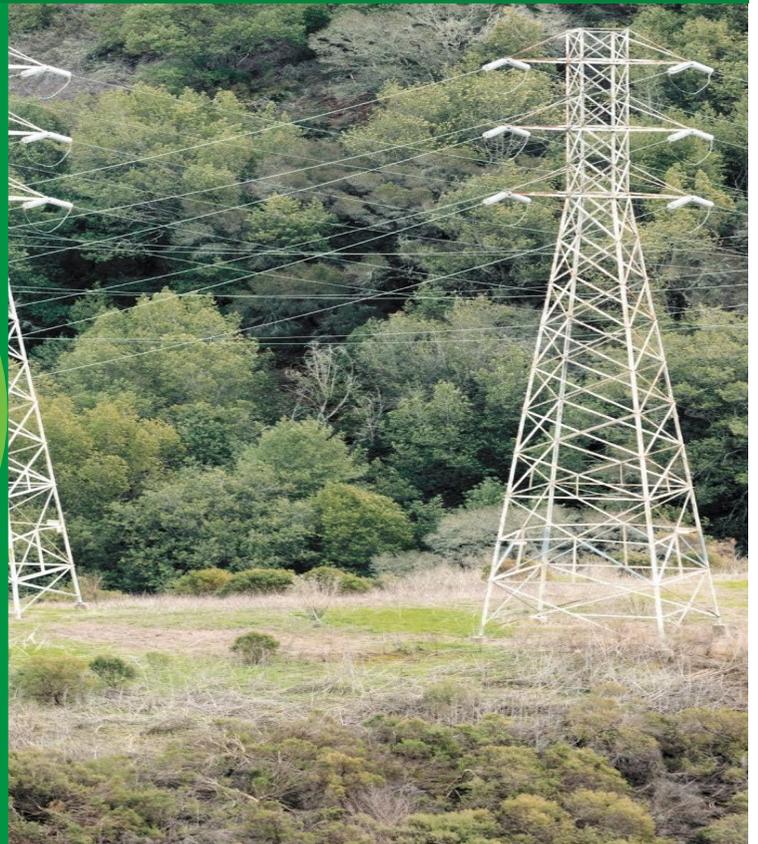




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Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety's) third annual Safety Culture Assessment of electrical corporations in California took place from June to September 2023. 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 2023, Energy Safety's Safety Culture Assessment contractor was the National Safety Council.

This report contains the assessment of Bear Valley Electric Service, Inc.'s (BVES's) inputs to the 2023 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on BVES's safety culture objectives, lessons learned, progress on 2022 recommendations, supporting documentation, and a workforce survey targeted at those who spend at least 10 percent of their time engaged in wildfire mitigation activities.

According to its Safety Culture Assessment inputs in 2021, 2022, and 2023, BVES has maintained a strong focus on wildfire safety. Respondents to the 2023 workforce survey answered positively regarding BVES's safety culture, with the wildfire safety statement category generating the highest category score. Four of the eight highest-performing workforce survey statements in 2023 were in the wildfire safety category. In 2023, the highest-scoring survey statement in the wildfire safety category, and second highest-scoring statement overall, was "Protecting the community from wildfire hazards is clearly a high priority with management."

BVES's workforce survey results, safety culture objectives, lessons learned, and progress on 2022 recommendations indicated improved employee engagement since 2022. BVES specified several actions it has taken since 2022 to provide employees the opportunity to express their opinions including leadership participating in monthly safety committee meetings, senior management conducting one-on-one open discussions about public and

worker safety opportunities, supervisors holding weekly meetings, and supervisors and management engaging in job hazard analysis actions to foster better understanding and communications with the field operations and contractors. In addition, the workforce survey statement with the greatest improvement in score since the first year the survey was administered (2021) was “The company cares about my opinions.”

BVES has demonstrated improvement in several areas of its Safety Culture Assessment. However, there are opportunities for further improvement in 2024. This assessment shows that BVES should continue to build on the progress made to date and address remaining safety culture gaps. Furthermore, BVES should build on the strengths described above to improve hazard and near miss management to strengthen a proactive safety culture of early reporting.

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

- Continue to act on the 2022 recommendation on reviewing and refining its current strategic improvement plan to address gaps in overall safety culture for contractors in collaboration with its contractors. This plan should propose ways to improve contractor relationships with BVES supervisors and contractor empowerment to address problems in a timely fashion.
- BVES should develop and implement a strategic improvement plan to address the workforce survey result indicating that Engineering and Planning employees have a less positive experience of safety culture in the wildfire mitigation work context than other employees. In 2022, this recommendation focused on Design and Construction employees.
- BVES should continue to act on the 2022 recommendation to strengthen its safety-enabling systems by improving protocols for responding to near misses and hazards, including their reporting and management.

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 informed by the SCA process as set out in Resolution SPD-6, adopted by the California Public Utilities Commission (CPUC) on December 1, 2022.² The framework for Energy Safety's SCA, included in Resolution SPD-6,³ 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.

1.2 Overview

Pursuant to Public Utilities Code Section 8389(d)(4),⁴ Energy Safety must conduct an annual SCA for each California electrical corporation.⁵ Energy Safety contracted the

¹ [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](#)

(<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Feb. 28, 2024).

² [Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389\(d\)\(4\)"](#)

(<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf>, accessed Sept. 28, 2023).

³ [Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389\(d\)\(4\)"](#) page 11

(<https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf>, accessed Sept. 28, 2023).

⁴ [The full text of Public Utilities Code section 8389](#)

(https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, accessed Sept. 28, 2023).

⁵ In 2023, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company, San Diego Gas & Electric Company, Southern California Edison Company, Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

National Safety Council (NSC)⁶ to conduct the third annual SCA, which took place between June and September 2023.

1.2.1 Focus of Energy Safety's SCA

Energy Safety's SCA is distinct and complementary 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.

1.2.2 Energy Safety's SCA Components

Energy Safety published the 2023 SCA Guidelines in April 2023.⁷ 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, San Diego Gas & Electric Company, and Southern California Edison Company.

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

⁷ [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024). See [Energy Safety's Safety Culture Assessments web page](https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-%20safety/safety-culture-assessments/) for more information (https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-%20safety/safety-culture-assessments/, accessed Sept. 28, 2023).

⁸ In this document "utility" means "electrical corporation."

- **Small and multijurisdictional utilities (SMJUs):** Liberty Utilities, PacifiCorp, and Bear Valley Electric Service, Inc. (BVES).
- **Independent transmission operators (ITOs):** Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

The 2023 SCA process included a management self-assessment with a summary plan for 2024, 12-month and 3-year safety culture objectives, lessons learned, progress on the 2022 SCA recommendations, a workforce survey, and follow-up interviews to give context and clarity to the management self-assessment (one interview) and workforce survey (one interview in the form of a focus group session). See below for more details about each of these components. The SCA Guidelines require different categories of electrical corporations to complete different components of the SCA as follows:⁹

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	Large IOUs	Energy Safety uses the management self-assessment, a detailed assessment of organizational systems, to

⁹ See Section 2 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

Component	Electrical corporations that must complete this component	Commentary
summary plan for the coming year		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.
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 2023 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 and 2022 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 on the high end to strongly disagree on the low end.¹⁰ The statements are framed in a positive light (e.g., “managers treat workers with respect”), so greater agreement—and an associated higher score—indicates a better opinion of the organization’s performance.

NSC assisted the electrical corporations in administering the workforce survey within the period of June 26 to July 24, 2023. NSC provided electronic survey administration options and provided Spanish translation upon request.

1.2.2.2 Management Self-Assessment with 2023 Summary Plan

The management self-assessment was only completed by the large electrical corporations in the 2024 SCA process: it was not completed by the SMJUs or ITOs.

1.2.2.3 Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year’s 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 the previous year’s recommendations.¹¹ Electrical corporations submitted these using an online survey administered by NSC.

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

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 Sept. 29, 2023).

¹¹ See Section 2 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

Electrical corporations also presented their lessons learned and a description of progress made on their 2022 SCA recommendations.

1.2.2.4 Interviews

Follow-up interviews were only conducted with the large electrical corporations in the 2023 SCA process; they were not conducted with the SMJUs or ITOs.

1.2.2.5 Observational Visits

The 2023 SCA process did not include observational visits due to time constraints.

1.2.2.6 Supporting Documentation

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

The online survey used to elicit safety culture objectives, summary of lessons learned, and progress on 2022 recommendations permitted electrical corporations to upload additional supporting documentation as attachments to illustrate actions taken since the 2022 SCA.

¹² See the [Safety Culture Assessment Guidelines for Electrical Corporations](#) Section 6.2 "Documentation to Support Responses to the Management Self-Assessment" for more information about supporting documentation Energy Safety may require (<https://efiling.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true>, accessed Sept. 28, 2023).

2 BVES Inputs and Findings

2.1 BVES Inputs to the SCA

The findings and recommendations below are based on BVES’s safety culture objectives, lessons learned, progress on 2022 recommendations, and a workforce survey targeting those who spend at least 10 percent of their time engaged in wildfire mitigation activities.¹³ As an SMJU, BVES was not required to complete all components of the SCA process.¹⁴

In 2023, the first step of the SCA process was submission of the safety culture objectives, lessons learned, and progress on 2022 recommendations. BVES submitted these components on July 7, 2023. BVES voluntarily appended two supporting documents to provide additional context to its responses.¹⁵ BVES’s supporting documentation included the “BVES Incident/Near Miss Tracker” spreadsheet and a screenshot of the “BVES Safety Dashboard.” NSC reviewed this supporting documentation to further understand BVES’s safety culture objectives, lessons learned, and progress on 2022 recommendations.

NSC (via BVES) next administered the BVES workforce survey using an anonymous online survey, available in English and Spanish, between June 26 and July 24, 2023. NSC encouraged BVES 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.

¹³ See Section 5 for BVES’s safety culture objectives, lessons learned, progress on 2022 recommendations, and 2023 workforce survey results.

¹⁴ See Section 2 “Application of Safety Culture Assessment Components to Different Electrical Corporations,” [Safety Culture Assessment Guidelines for Electrical Corporations \(April 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

¹⁵ See the supporting documentation appended at the end of Section 5.

A total of 31 BVES employees and contractors responded to the workforce survey out of 39 invited to respond, of which 31 were employees and 8 were contractors working on wildfire mitigation. With these base numbers, BVES achieved a 79.5 percent overall response rate for its wildfire mitigation workforce, compared to a 92 percent response rate in 2022 and an 89 percent response rate in 2021.¹⁶

2.2 Strengths

Through its SCA inputs, BVES has demonstrated safety culture strengths, identified in the following sections. BVES should continue to build on these to advance its safety culture.

2.2.1 Focus on Wildfire Safety

BVES's 2023 workforce survey results indicated that it maintained a strong focus on wildfire safety. The wildfire safety category achieved an average response score of 4.33 (out of a possible 5), a decrease of 0.13 from BVES's 2022 average response score of 4.46 for this category. While BVES's workforce survey results showed a slight decrease in scores overall and within each of the three categories (wildfire safety, personal safety, and overall culture) assessed in the survey, the wildfire safety category maintained a relatively high score. Three of the eight highest-performing workforce survey statements in 2023 were in the wildfire safety category. In particular, the following statement had the second-highest¹⁷ score in the survey overall and the highest score in the wildfire safety category:

“Protecting the community from wildfire hazards is clearly a high priority with management.” (Average score: 4.52.)

In 2023, 94 percent of respondents reporting agreement with this statement, of which 71 percent strongly agreed. In 2022, this statement was tied for the third highest-scoring

¹⁶ Note that in 2023 workforce survey participants had access to the survey in an online format only; they did not have a paper survey option which had been available in previous years.

¹⁷ The highest-scoring workforce survey statement in 2023 (at 4.55) was also the highest-scoring statement in 2022 and 2021: “I take responsibility for the safety of myself and others in my work area.”

statement with an average response score of 4.58. In 2021, it was the second highest-scoring statement with an average response score of 4.69.

2.2.2 Improved Employee Engagement

In BVES's 2023 workforce survey, the statement "Leaders encourage people to ask questions," in the overall culture category, generated the greatest improvement, gaining 0.17, with 93 percent of respondents indicating agreement with this statement. It is essential to an effective safety culture for an organization's leadership to encourage people to ask questions as it helps employees feel more engaged, empowered, and valued.

In BVES's 2023 safety culture objectives, lessons learned, and progress on 2022 recommendations, BVES indicated several actions that provided employees the opportunity to express their opinions:

- BVES senior management and supervisors engaged in job hazard analysis (JHA) to observe actual work in the field.
- Employees attend the monthly Safety Committee meetings led by senior staff.
- BVES senior management conducted one-on-one open discussions with employees regarding public and worker safety opportunities.

2.3 Opportunities

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

2.3.1 Safety Culture Gaps

Results from the workforce survey showed notable safety culture gaps, with less positive perceptions held by BVES's contractors and the Engineering and Planning business unit.

2.3.1.1 Contractor Safety Culture Perceptions

Although the contractor workforce survey respondent numbers are small (11 in 2021 and 2022 and 8 in 2023), rendering analysis of results difficult, some trends in contractor responses are notable. In 2023, contractors were notably less positive in their responses than full-time employees about BVES’s safety culture across all three workforce survey categories (wildfire safety, personal safety, and overall culture). The table below shows contractor scores for workforce survey categories in 2023 and 2022, as well as the difference in score.

Workforce Survey Categories	Contractor 2023 Average Score	Contractor 2022 Average Score	Difference in score from 2021 to 2022
Wildfire Safety	3.64	3.76	-0.12
Personal Safety	3.58	3.64	-0.06
Overall Culture	3.62	3.56	0.06

In 2023, BVES’s overall lowest-scoring workforce survey statements, with notably lower scores among contractors, were:

- “People focus on one task at a time and avoid distractions.” (Contractor average: 3.40; full-time employee average: 3.92; overall average: 3.83.)
- “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them.” (Contractor average: 3.60; full-time employee average: 3.96; overall average: 3.90.)
- “People report mistakes they make, even if others do not notice them.” (Contractor average: 3.60; full-time employee average: 3.96; overall average: 3.90.)

One of the lowest scoring statements for contractors in 2023 was “If I stopped a job because an important safety step was missing, it would be viewed positively by my

supervisor,” a statement from the personal safety category. Another low-scoring statement for contractors in 2023 was “The company cares about my opinions,” from the overall culture category.

See the corresponding recommendation in Section 3.1.1 of this report.

2.3.1.2 Engineering and Planning Business Unit Safety Culture Perceptions

Disparity in safety culture perceptions among business units indicates an imbalance in how safety culture is experienced across BVES. The 2022 SCA report identified disparity in safety culture perceptions among business units in the overall culture category, with a recommendation focusing on improving safety culture perceptions in the Design and Construction business unit.¹⁸ This opportunity for safety culture improvement remains in 2023 and extends to other units and across workforce survey statement categories (wildfire safety, personal safety, and overall culture). Notably, one business unit, Operations, gave much higher scores to BVES’s safety culture than other business units.

Engineering and Planning employees gave the lowest overall average score of 4.15 (out of a possible 5), with similar averages across the wildfire safety, personal safety, and overall culture categories. The lowest-performing statement for Engineering and Planning, “People focus on one task at a time and avoid distractions,” generated a substantially lower score than other business units, with an average score of 3.14 compared to the next lowest score of 4.08, generated by respondents in Operations.

Further, four of the eight top-performing survey statements for BVES were among the lower-scoring half of statements for the Engineering and Planning business unit. Notably, these statements are all from the personal safety category. These four relatively low-scoring statements were:

¹⁸ [Bear Valley Electric Service's 2022 Safety Culture Assessment \(May 2022\)](#)

(<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53803&shareable=true>, accessed Sept. 28, 2023).

- “I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment.” (Overall BVES average: 4.32; Engineering and Planning average: 4.00.)
- “Leaders use mistakes and incidents as learning opportunities.” (Overall BVES average: 4.32; Engineering and Planning average: 4.00.)
- “People have the skills they need to resolve workplace safety issues.” (Overall BVES average: 4.32; Engineering and Planning average: 4.00.)
- “People have the ability to respond to and correct problems and errors before they get out of control.” (Overall BVES average: 4.23; Engineering and Planning average: 4.00.)

These differences indicate that Engineering and Planning employees have a less positive experience of safety culture in the personal safety work context than other employees. BVES should involve Engineering and Planning in the development of strategic actions for safety culture improvement.

In BVES’s 2022 SCA report, a recommendation addressed a similar gap in safety culture perceptions in the Design and Construction unit. Although that unit was surveyed in 2023, the response counts were too low (less than 5 respondents) to provide comparative analysis. The only two units for which response counts were high enough for comparative analysis were Engineering and Planning and Operations.

See the corresponding recommendation in Section 3.1.2 of this report.

2.3.2 Near Misses and Hazard Management

BVES’s hazard and near-miss reporting is another area where it has an opportunity to improve.

One of the lowest-scoring statements on the 2023 workforce survey was “People report mistakes they make, even if others do not notice them.” Although this statement has increased in average score each year since 2021 (3.77 in 2021 compared to 3.89 in 2022

and 3.90 in 2023), approximately one out of five respondents (20 percent) answered neutrally or strongly disagreed with this statement, and in 2022 one out of three (33 percent) answered neutrally, disagreed, or strongly disagreed with this statement.

Additionally, all of the statements in the wildfire safety category and seven of the 11 statements in the personal safety category declined in score. The following statements related to safety event (near-miss and hazard) reporting are among those with declining scores:

- “Pausing work for hazards and safety concerns is viewed positively.”
- “Leaders use mistakes and incidents as learning opportunities.”
- “If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor.”
- “People in my workgroup report all wildfire hazards, no matter how minor.”

While these statements were still relatively high-performing, declining employee agreement with these statements indicate an opportunity to strengthen BVES’s protocols for response to near misses and hazards, including their reporting and management.

While the high average score of the statement “Protecting the community from wildfires is clearly a high priority with management” (at 4.52) indicates that management is prioritizing wildfire prevention, “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them” was one of the lowest-scored survey statements (at 3.90). There may be an opportunity for BVES to capitalize on employees’ sense of mutual responsibility for safety to improve near-miss and hazard reporting. Furthermore, the development of solutions to problems evident in near-miss and hazard trends will strengthen employee empowerment and ownership of safety operations.

The “Empowered Employees” 3-year objective, described in its 2023 safety culture objectives, may provide a new path to improving near-miss and hazard reporting. The goal



of this objective is to “[e]stablish an environment at the company where employees feel empowered and comfortable reporting unsafe conditions and providing suggestions for improvement without fear of retaliation, intimidation, harassment or discrimination.”¹⁹

See the corresponding recommendation in Section 3.2 of this report.

¹⁹ See Section 5 for BVES’s safety culture objectives.

3 Recommendations

Culture change takes time, dedication, and starts with understanding where a company is on its organizational safety journey and the underlying drivers influencing the workforce. The recommendations in this report are based on observations from BVES's 2023 SCA inputs: safety culture objectives; lessons learned; progress on 2022 recommendations; and a workforce survey. Some of the recommendations included here build on recommendations from BVES's 2022 SCA report^{20, 21} while others are newly introduced based on BVES's 2023 assessment.

Recommendations for BVES 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 Address Safety Culture Gaps

3.1.1 Refine Contractor Strategic Improvement Plan

Continue to act on the 2022 recommendation on reviewing and refining its current strategic improvement plan to address gaps in overall safety culture for contractors in collaboration with its contractors. BVES should continue its progress towards this goal and should propose ways to improve contractor relationships with BVES supervisors and contractor empowerment to address problems in a timely fashion.

BVES's 2023 safety culture objectives and lessons learned²² outline the efforts that BVES has made in response to the 2021 and 2022 recommendations regarding contractor safety

²⁰ [Bear Valley Electric Service's 2022 Safety Culture Assessment \(May 2023\)](https://efiling.energyinfrastructuresafety.ca.gov/eFiling/Getfile.aspx?fileid=53803&shareable=true)

(<https://efiling.energyinfrastructuresafety.ca.gov/eFiling/Getfile.aspx?fileid=53803&shareable=true>, accessed Sept. 28, 2023).

²¹ Due to a short reporting period for the 2023 SCA reports, the electrical corporation had limited time to make progress on the 2022 recommendations. Therefore, the 2022 recommendations are continued herein.

²² See Section 5.2 "Safety Culture Objectives, Lessons Learned, and 2021 Recommendations Report."

culture, including high-level leadership discussions, implementation of an action plan to improve information flow, contractor-specific training, and a weekly meeting cadence with contractor field crews to discuss safety issues.

BVES should continue making improvements to its efforts to onboard, train, and otherwise engage contractors in its strategic plan. BVES should consider the role of BVES supervisors in listening to, supporting, and empowering contractors. The BVES improvement plan should include measures like listening sessions to better understand and respond to contractor perceptions, increased presence of leadership at job sites to witness challenges encountered by contractors, and increased training to improve the ability of frontline supervisors to communicate effectively with contractors and ultimately improve the safety culture among contractors.

3.1.1.1 Observations

BVES contractors gave notably lower scores on the workforce survey, overall and across workforce survey statement categories, compared to full-time employees. In addition, contractors gave lower scores than full-time employees for all 30 survey statements.

3.1.1.2 Goals of Recommendation

The goals of this recommendation are to continue progress on improving supervisory support and guidance for BVES contractors and increase contractor empowerment to respond to problems in a timely fashion.

3.1.1.3 Verification Method

BVES's 2024 progress report on 2023 recommendations must include a description of the plan designed and implemented in collaboration with contractors to address contractor empowerment and supervisory support. BVES must include information about the problems it identified collaboratively with contractors and actions it took to improve safety culture among contractor employees.

Progress should be evident in increased contractor response scores on future workforce

surveys.

3.1.2 Address Safety Culture Opportunities for the Engineering and Planning Business Unit

BVES should develop and implement a strategic improvement plan to address the workforce survey result indicating that Engineering and Planning employees have a less positive experience of safety culture in the wildfire mitigation work context than other employees. The survey also indicated that this unit may need support in focusing and avoiding distractions. In 2022 a similar recommendation addressed the Design and Construction business unit's relatively low scores on the workforce survey, indicating a less positive experience of safety culture than other employees: BVES should also continue looking at how safety culture perceptions might differ in that business unit and how that unit might require additional support.

3.1.2.1 Observations

The workforce survey scores for the Engineering and Planning business unit were notably lower than other business units overall and across statement categories. Further, top-performing statements for BVES overall did not perform well in the Engineering and Planning unit's surveys. The lowest-performing statement for Engineering and Planning (receiving lower scores from this business unit than others) was "People focus on one task at a time and avoid distractions."

As noted above, the safety culture perceptions of the Design and Construction unit were not captured in the 2023 workforce survey.

3.1.2.2 Goals of Recommendation

The goals of this recommendation are to improve the safety culture in the Engineering and Planning business unit, bringing it into alignment with the safety culture in other BVES business units.

3.1.2.3 Verification Method

BVES's 2024 progress report on 2023 recommendations must include a description of the strategic actions it takes to improve the Engineering and Planning business unit's safety culture. Progress should be evident through improved scores on future workforce surveys for the Engineering and Planning business unit.

3.2 Strengthen Safety-Enabling Systems

BVES should continue to act on the 2022 recommendation to strengthen its safety-enabling systems by improving protocols for responding to safety events (near misses and hazards), including their reporting and management.

In connection with this, BVES should further develop its "Empowered Employees" 3-year objective, described in its 2023 safety culture objectives, to improve employee understanding of the importance of reporting unsafe conditions and monitoring the number and quality of near miss and hazard reporting.

In addition, BVES should conduct at least one training session on near-miss reporting protocols. BVES should identify and address any barriers to reporting within its safety-enabling systems (procedures, software, communication, etc.).

3.2.1 Observations

Average scores declined for the following statements:

- "Pausing work for hazards and safety concerns is viewed positively."
- "Leaders use mistakes and incidents as learning opportunities."
- "If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor."
- "People in my workgroup report all wildfire hazards, no matter how minor."



3.2.2 Goals of Recommendation

The goals of this recommendation are to improve employee understanding of the importance of and process for submitting safety event (near-miss and hazard) reports and to promote continuous learning.

3.2.3 Verification Method

BVES's 2024 progress report on 2023 recommendations must include the number of safety event (near-miss and hazard) reports submitted by employees monthly and include an assessment of the quality of these reports, any trends identified, and actions taken to improve safety based on the reports. BVES must also report on the date and attendance on the training it conducts on near miss reporting protocols.

Progress should also be evident in an improved workforce survey score for statements related to safety event response on future workforce surveys.

4 Conclusion

This report provides the findings and recommendations from BVES's 2023 SCA, its third under Public Utilities Code section 8389(d)(4). Following the publication of this report, BVES 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 BVES. 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 BVES'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

5.1 Workforce Survey Results

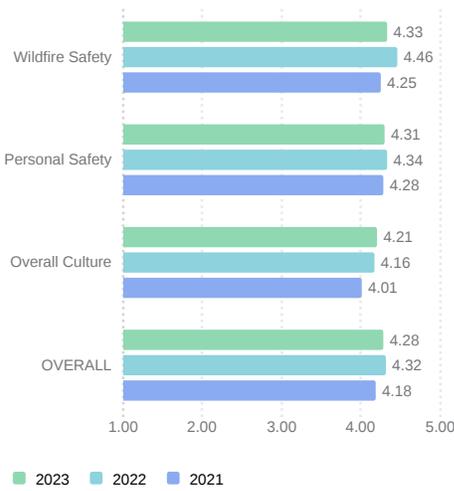


Energy Safety Workforce Survey 2023: Overall Results and 30 Standard Statements

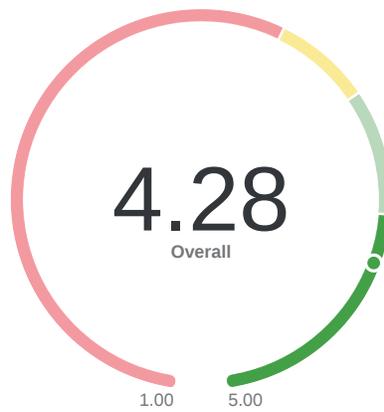
This page contains average response scores and percent distributions of response categories for the overall survey.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)
Response Categories: Strongly Disagree = 1 (Red), Disagree = 2 (Orange), Neutral = 3 (Yellow), Agree = 4 (Light Green), Strongly Agree = 5 (Dark Green)

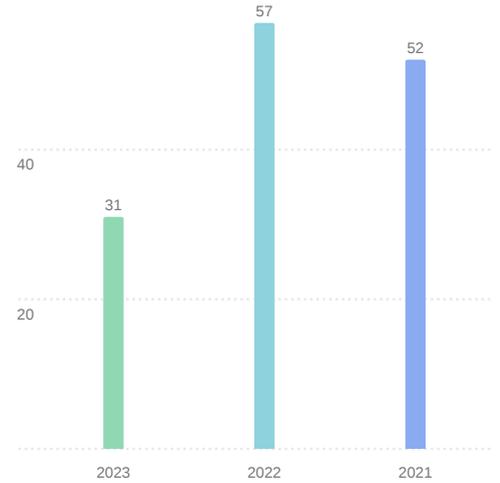
Average Response Scores



Average Response Score 2023



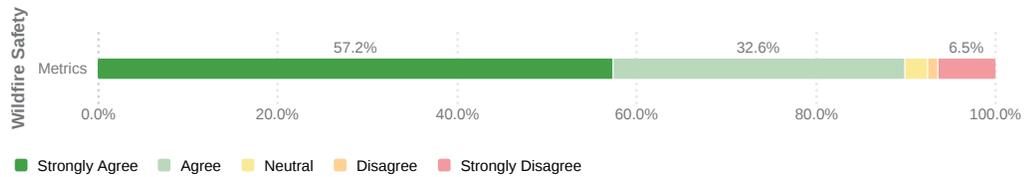
Response Count 140



Wildfire Safety 2023



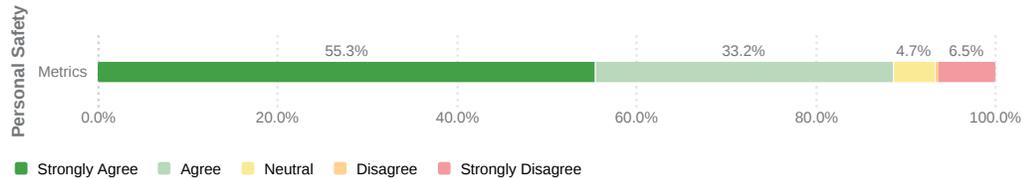
Percent Distributions 2023



Personal Safety 2023



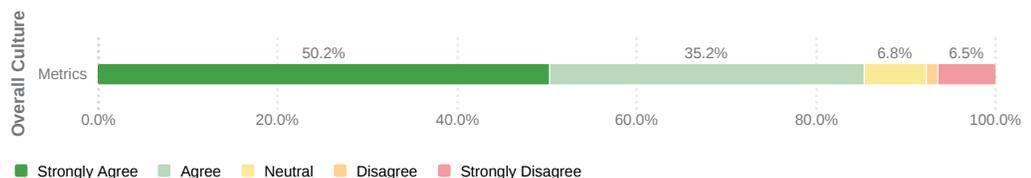
Percent Distributions 2023



Overall Culture 2023



Percent Distributions 2023



Energy Safety Workforce Survey 2023: Overall Results and 30 Standard Statements

Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)
Change Score Metrics: Increase in Score: > 0 (Blue), Decrease in Score: < 0 (Red), No Change in Score: = 0 (Gray)

Overall Average Response Scores by Statement

Wildfire Safety	2023	2022	2021	Change 2022-2023 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our management acts quickly to address wildfire hazards	4.45	4.47	4.63	-0.022	65%	29%	0%	0%	6%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.90	3.95	3.52	-0.046	40%	30%	17%	7%	7%
Wildfire and personal safety concerns are communicated openly	4.42	4.47	4.42	-0.054	61%	32%	0%	0%	6%
Protecting the community from wildfire hazards is clearly a high priority with management	4.52	4.58	4.69	-0.063	71%	23%	0%	0%	6%
I feel comfortable discussing wildfire hazards with my supervisor	4.48	4.56	4.06	-0.078	68%	26%	0%	0%	6%
People in my workgroup report all wildfire hazards, no matter how minor	4.30	4.39	4.29	-0.093	53%	37%	3%	0%	7%
Leaders actively seek out signs of potential wildfire hazards	4.32	4.58	4.33	-0.256	58%	32%	0%	3%	6%
People look for wildfire hazards and risks as work progresses	4.27	4.53	4.35	-0.260	50%	40%	3%	0%	7%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.29	4.60	3.98	-0.306	48%	45%	0%	0%	6%

Overall Average Response Scores by Statement

Personal Safety	2023	2022	2021	Change 2022-2023 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.42	4.30	4.38	0.121	61%	32%	0%	0%	6%
We have the right tools for the job	4.16	4.09	4.04	0.074	48%	35%	6%	3%	6%
Leaders keep people prepared to intervene when an emergency occurs	4.42	4.39	4.44	0.033	65%	26%	3%	0%	6%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.32	4.30	4.15	0.024	55%	35%	3%	0%	6%
Leaders use mistakes and incidents as learning opportunities	4.32	4.33	4.33	-0.011	55%	35%	3%	0%	6%
Pausing work for hazards and safety concerns is viewed positively	4.42	4.46	4.65	-0.037	65%	26%	3%	0%	6%
People have the ability to respond to and correct problems and errors before they get out of control	4.23	4.30	4.13	-0.072	45%	45%	3%	0%	6%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.35	4.44	4.50	-0.084	61%	26%	6%	0%	6%
I take responsibility for the safety of myself and others in my work area	4.55	4.65	4.71	-0.101	74%	19%	0%	0%	6%
People have the skills they need to resolve workplace safety issues	4.32	4.44	4.23	-0.116	52%	42%	0%	0%	6%
People focus on one task at a time and avoid distractions	3.83	4.02	3.56	-0.185	27%	43%	23%	0%	7%

Overall Average Response Scores by Statement

Overall Culture	2023	2022	2021	Change 2022-2023 ▼	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Leaders encourage people to ask questions	4.39	4.21	4.27	0.173	58%	35%	0%	0%	6%
My supervisor would use whatever power they have to help me out	4.32	4.18	4.33	0.144	58%	29%	6%	0%	6%
I believe managers apply the same rules for all workers	4.13	4.00	3.87	0.129	52%	23%	19%	0%	6%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	4.14	4.00	0.060	53%	30%	7%	3%	7%
Managers treat workers with respect	4.27	4.23	4.19	0.035	50%	40%	3%	0%	7%
Information about important events and lessons learned is shared within my workgroup	4.26	4.23	3.79	0.030	52%	39%	0%	3%	6%
People report mistakes they make, even if others do not notice them	3.90	3.89	3.77	0.009	23%	57%	13%	0%	7%
People in my workgroup treat each other with respect	4.35	4.35	4.33	0.004	58%	32%	3%	0%	6%
The company cares about my opinions	4.19	4.21	3.58	-0.017	52%	32%	6%	3%	6%
People listen to one another: it is rare that someone's views go unheard	4.10	4.19	3.96	-0.096	45%	35%	10%	3%	6%

Energy Safety Workforce Survey 2023: Demographic Comparisons

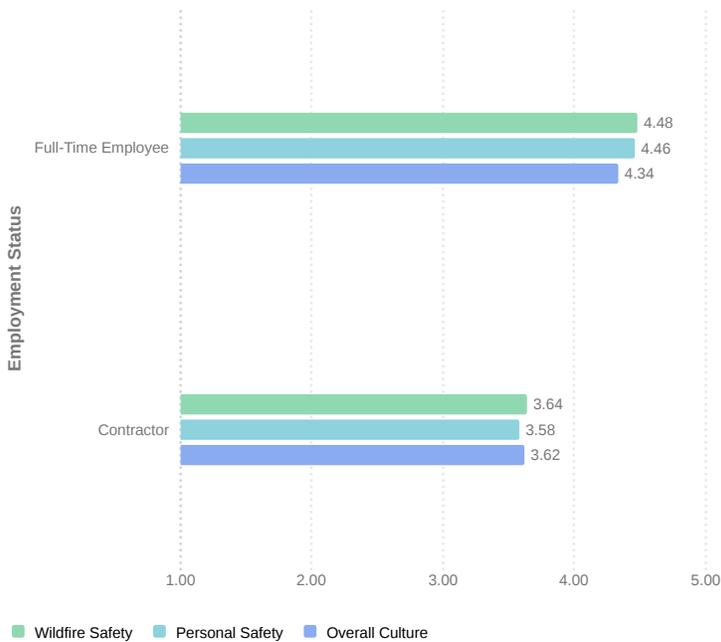
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

Comparisons were not computed for groups with fewer than five respondents.

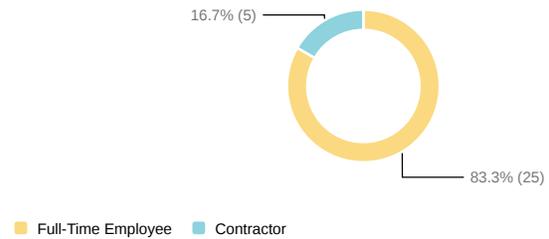
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

1. Comparison by Employment Status

Average Response Scores by Statement Category



Number of Responses 30



Overall Average Response Score



Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

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	3.60	3.96
I feel comfortable discussing wildfire hazards with my supervisor	3.80	4.60
Leaders actively seek out signs of potential wildfire hazards	3.60	4.48
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	3.60	4.44
Our management acts quickly to address wildfire hazards	3.80	4.60
People in my workgroup report all wildfire hazards, no matter how minor	3.60	4.46
People look for wildfire hazards and risks as work progresses	3.40	4.46
Protecting the community from wildfire hazards is clearly a high priority with management	3.80	4.68
Wildfire and personal safety concerns are communicated openly	3.60	4.60

Average Response Scores by Statement

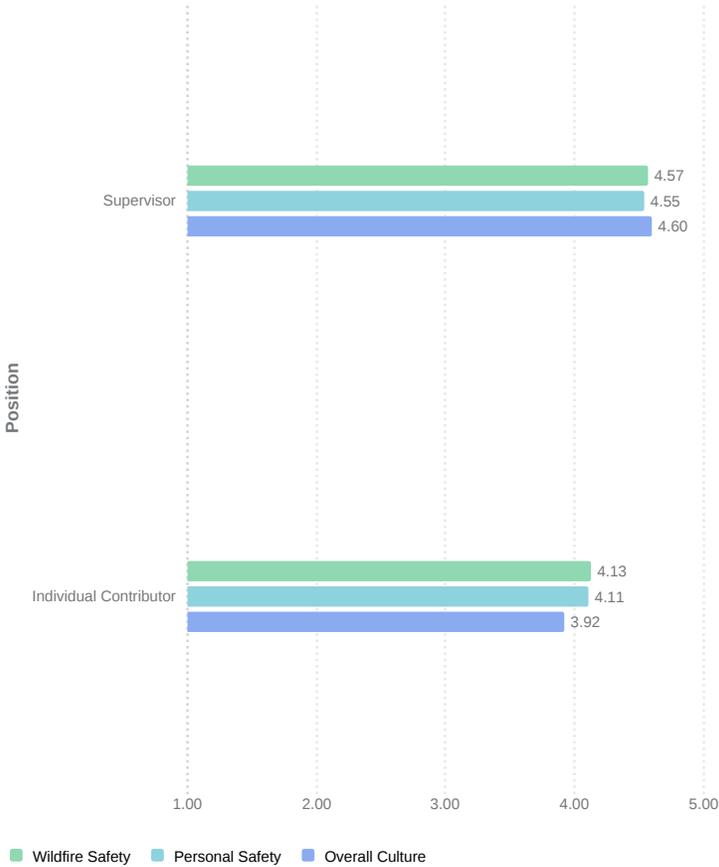
Personal Safety	Contractor	Full-Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.80	4.56
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	3.40	4.52
I take responsibility for the safety of myself and others in my work area	3.80	4.68
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	3.40	4.56
Leaders keep people prepared to intervene when an emergency occurs	3.60	4.60
Leaders use mistakes and incidents as learning opportunities	3.60	4.48
Pausing work for hazards and safety concerns is viewed positively	3.40	4.64
People focus on one task at a time and avoid distractions	3.40	3.92
People have the ability to respond to and correct problems and errors before they get out of control	3.80	4.32
People have the skills they need to resolve workplace safety issues	3.80	4.44
We have the right tools for the job	3.40	4.36

Average Response Scores by Statement

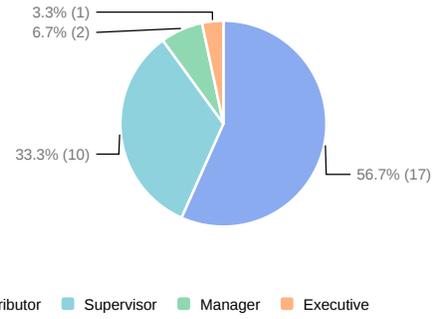
Overall Culture	Contractor	Full-Time Employee
I believe managers apply the same rules for all workers	3.80	4.20
Information about important events and lessons learned is shared within my workgroup	3.60	4.40
Leaders encourage people to ask questions	3.60	4.56
Managers treat workers with respect	3.80	4.38
My supervisor makes sure all employee concerns are heard before job decisions are made	3.60	4.33
My supervisor would use whatever power they have to help me out	3.60	4.48
People in my workgroup treat each other with respect	3.80	4.48
People listen to one another: it is rare that someone's views go unheard	3.40	4.24
People report mistakes they make, even if others do not notice them	3.60	3.96
The company cares about my opinions	3.40	4.36

2. Comparison by Position

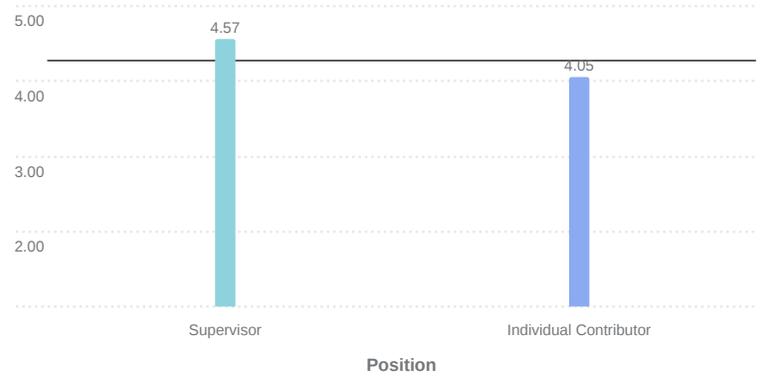
Average Response Scores by Statement Category



Number of Responses 30



Overall Average Response Score



Comparisons were not computed for groups with fewer than five respondents.
Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Wildfire Safety	Individual Contributor	Supervisor
Wildfire and personal safety concerns are communicated openly	4.24	4.70
Protecting the community from wildfire hazards is clearly a high priority with management	4.29	4.80
People look for wildfire hazards and risks as work progresses	4.18	4.30
People in my workgroup report all wildfire hazards, no matter how minor	4.12	4.50
Our management acts quickly to address wildfire hazards	4.29	4.70
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.06	4.60
Leaders actively seek out signs of potential wildfire hazards	4.18	4.50
I feel comfortable discussing wildfire hazards with my supervisor	4.24	4.80
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.59	4.20

Average Response Scores by Statement

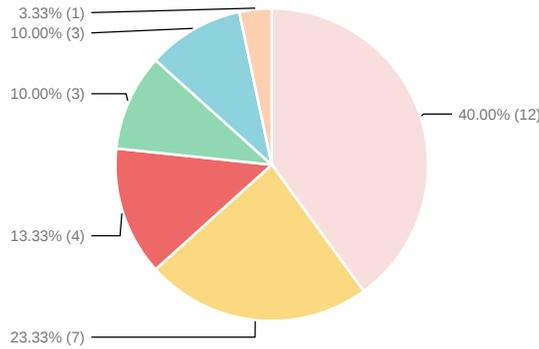
Personal Safety	Individual Contributor	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.29	4.60
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.24	4.40
I take responsibility for the safety of myself and others in my work area	4.35	4.70
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.18	4.60
Leaders keep people prepared to intervene when an emergency occurs	4.18	4.70
Leaders use mistakes and incidents as learning opportunities	4.06	4.70
Pausing work for hazards and safety concerns is viewed positively	4.35	4.50
People focus on one task at a time and avoid distractions	3.59	4.10
People have the ability to respond to and correct problems and errors before they get out of control	4.00	4.50
People have the skills they need to resolve workplace safety issues	4.06	4.70
We have the right tools for the job	3.94	4.50

Average Response Scores by Statement

Overall Culture	Individual Contributor	Supervisor
The company cares about my opinions	3.88	4.60
People report mistakes they make, even if others do not notice them	3.71	4.10
People listen to one another: it is rare that someone's views go unheard	3.76	4.50
People in my workgroup treat each other with respect	4.00	4.80
My supervisor would use whatever power they have to help me out	4.06	4.70
My supervisor makes sure all employee concerns are heard before job decisions are made	3.88	4.60
Managers treat workers with respect	3.94	4.78
Leaders encourage people to ask questions	4.24	4.60
Information about important events and lessons learned is shared within my workgroup	4.00	4.60
I believe managers apply the same rules for all workers	3.71	4.70

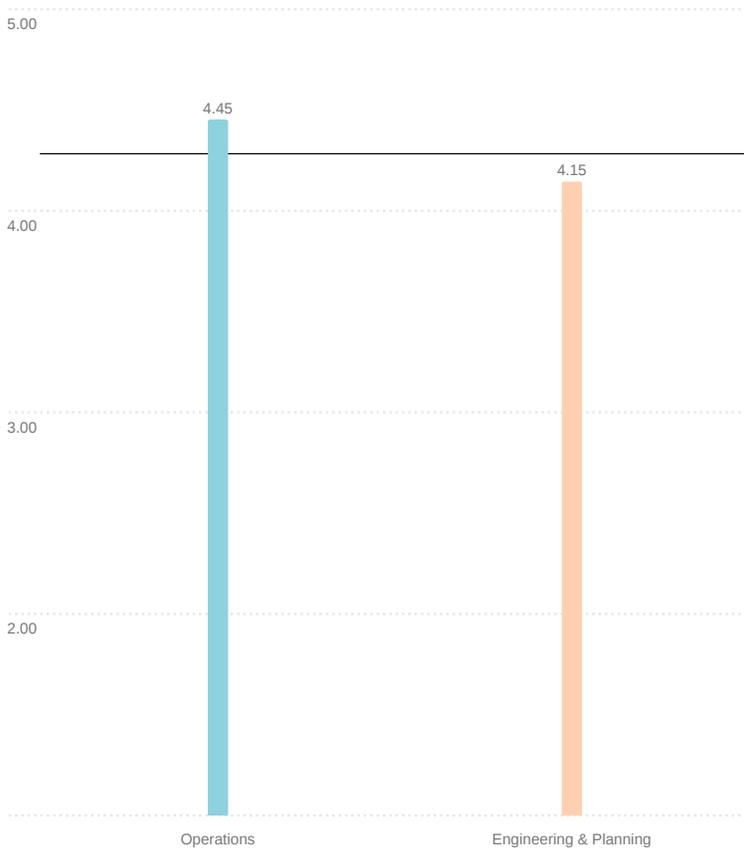
3. Comparison by Business Unit

Number of Responses 30

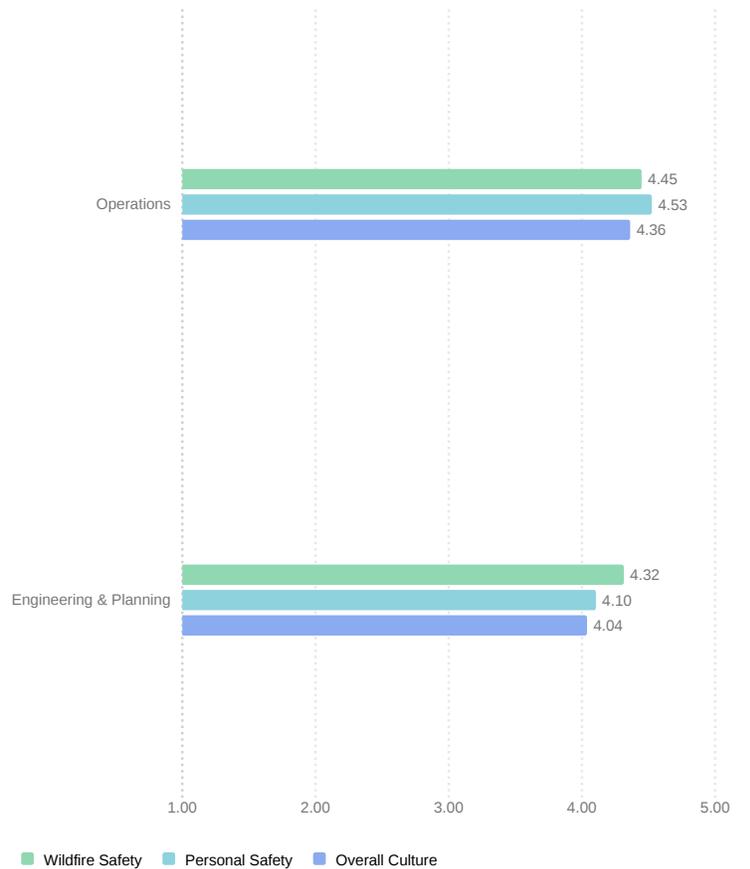


Operations Engineering & Planning Other (ie. Customer Care, IT/Project Management, Regulatory, Administrative) Vegetation Management Accounting Design & Construction

Overall Average Response Score



Average Response Scores by Statement Category



Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Wildfire Safety	Engineering & Planning	Operations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	3.92
I feel comfortable discussing wildfire hazards with my supervisor	4.43	4.58
Leaders actively seek out signs of potential wildfire hazards	4.43	4.33
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.00	4.58
Our management acts quickly to address wildfire hazards	4.43	4.58
People in my workgroup report all wildfire hazards, no matter how minor	4.43	4.33
People look for wildfire hazards and risks as work progresses	4.29	4.42
Protecting the community from wildfire hazards is clearly a high priority with management	4.43	4.67
Wildfire and personal safety concerns are communicated openly	4.43	4.67

Average Response Scores by Statement

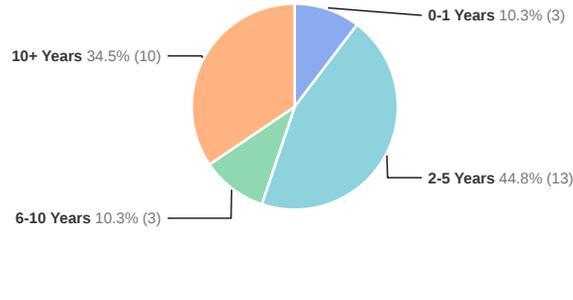
Personal Safety	Engineering & Planning	Operations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.43	4.50
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.00	4.67
I take responsibility for the safety of myself and others in my work area	4.43	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.29	4.67
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.58
Leaders use mistakes and incidents as learning opportunities	4.00	4.67
Pausing work for hazards and safety concerns is viewed positively	4.43	4.67
People focus on one task at a time and avoid distractions	3.14	4.08
People have the ability to respond to and correct problems and errors before they get out of control	4.00	4.42
People have the skills they need to resolve workplace safety issues	4.00	4.58
We have the right tools for the job	4.14	4.25

Average Response Scores by Statement

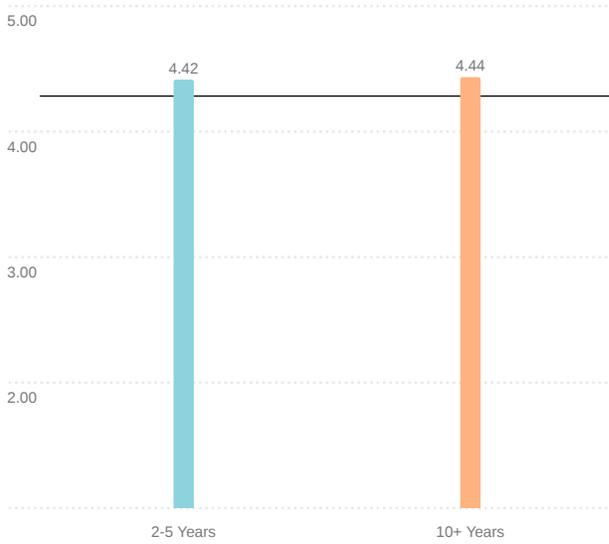
Overall Culture	Engineering & Planning	Operations
I believe managers apply the same rules for all workers	3.86	4.33
Information about important events and lessons learned is shared within my workgroup	4.14	4.33
Leaders encourage people to ask questions	4.29	4.67
Managers treat workers with respect	4.00	4.45
My supervisor makes sure all employee concerns are heard before job decisions are made	4.14	4.25
My supervisor would use whatever power they have to help me out	4.14	4.42
People in my workgroup treat each other with respect	4.00	4.58
People listen to one another: it is rare that someone's views go unheard	4.00	4.33
People report mistakes they make, even if others do not notice them	3.71	4.00
The company cares about my opinions	4.14	4.25

4. Comparison by Tenure

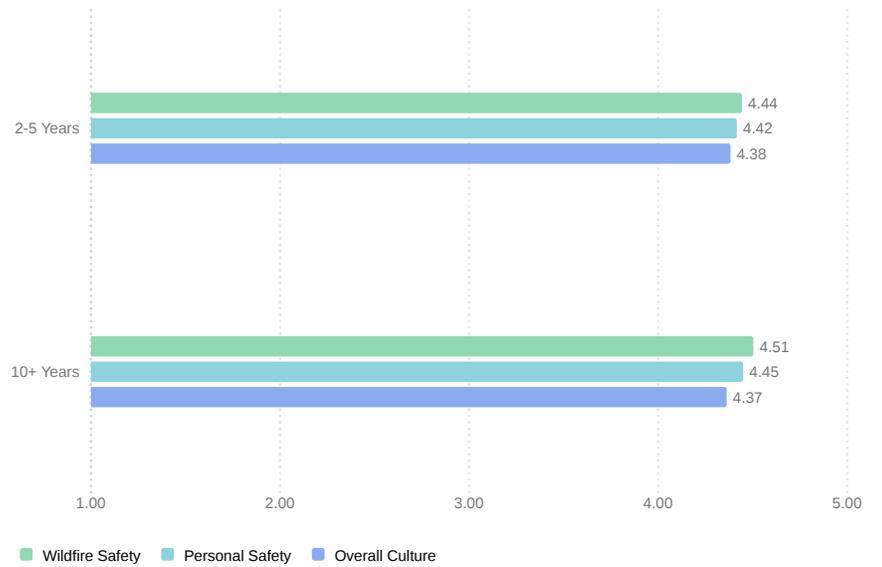
Number of Responses 29



Overall Average Response Score



Performance Category Average Response Scores



Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Wildfire Safety	2-5 Years	10+ Years
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.15	3.89
I feel comfortable discussing wildfire hazards with my supervisor	4.54	4.60
Leaders actively seek out signs of potential wildfire hazards	4.54	4.50
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.38	4.60
Our management acts quickly to address wildfire hazards	4.54	4.70
People in my workgroup report all wildfire hazards, no matter how minor	4.31	4.56
People look for wildfire hazards and risks as work progresses	4.46	4.33
Protecting the community from wildfire hazards is clearly a high priority with management	4.62	4.70
Wildfire and personal safety concerns are communicated openly	4.46	4.60

Average Response Scores by Statement

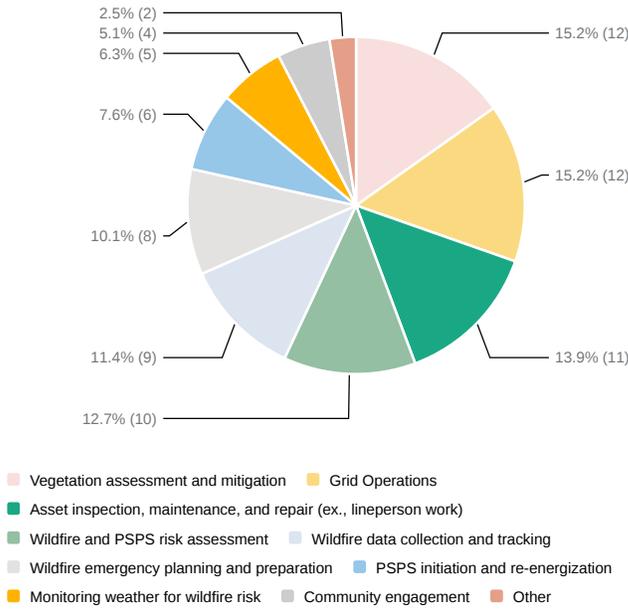
Personal Safety	2-5 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.54	4.60
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.38	4.50
I take responsibility for the safety of myself and others in my work area	4.62	4.70
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.38	4.40
Leaders keep people prepared to intervene when an emergency occurs	4.54	4.60
Leaders use mistakes and incidents as learning opportunities	4.38	4.60
Pausing work for hazards and safety concerns is viewed positively	4.54	4.30
People focus on one task at a time and avoid distractions	3.85	4.22
People have the ability to respond to and correct problems and errors before they get out of control	4.46	4.30
People have the skills they need to resolve workplace safety issues	4.46	4.50
We have the right tools for the job	4.46	4.20

Average Response Scores by Statement

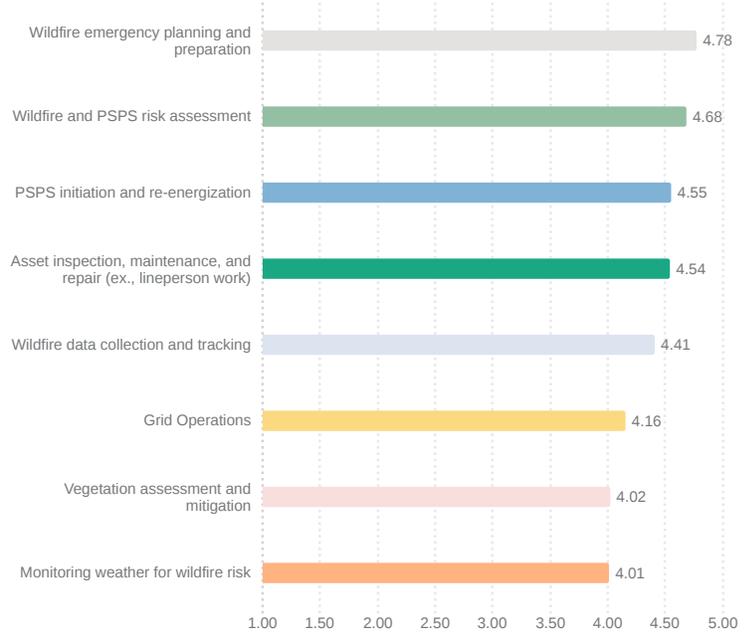
Overall Culture	2-5 Years	10+ Years
I believe managers apply the same rules for all workers	4.31	4.50
Information about important events and lessons learned is shared within my workgroup	4.54	4.30
Leaders encourage people to ask questions	4.54	4.50
Managers treat workers with respect	4.38	4.60
My supervisor makes sure all employee concerns are heard before job decisions are made	4.46	4.33
My supervisor would use whatever power they have to help me out	4.54	4.50
People in my workgroup treat each other with respect	4.31	4.70
People listen to one another: it is rare that someone's views go unheard	4.38	4.00
People report mistakes they make, even if others do not notice them	3.92	4.00
The company cares about my opinions	4.46	4.20

5. Comparison by Wildfire Activities

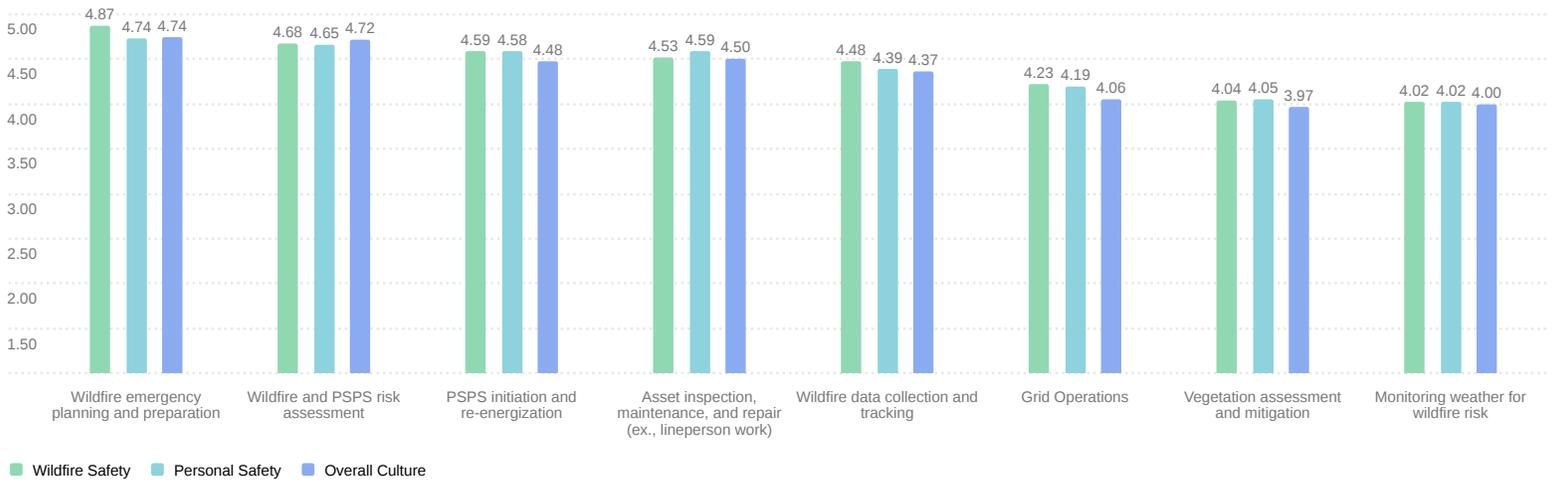
Number of Responses 30



Overall Average Response Score



Performance Category Average Response Scores



Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Wildfire Safety	Asset inspection, maintenance, and repair (ex., lineperson work)	Grid Operations	Monitoring weather for wildfire risk	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.18	3.73	-	4.00	3.83	4.30	4.44	4.71
I feel comfortable discussing wildfire hazards with my supervisor	4.64	4.25	4.00	4.67	4.17	4.90	4.56	4.88
Leaders actively seek out signs of potential wildfire hazards	4.36	4.17	4.00	4.33	3.92	4.60	4.44	4.88
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.64	4.33	4.00	4.67	4.00	4.70	4.44	4.75
Our management acts quickly to address wildfire hazards	4.64	4.33	4.00	4.67	4.17	4.80	4.56	4.88
People in my workgroup report all wildfire hazards, no matter how minor	4.36	4.18	-	4.80	4.00	4.60	4.44	5.00
People look for wildfire hazards and risks as work progresses	4.55	4.27	-	4.60	4.08	4.50	4.33	4.86
Protecting the community from wildfire hazards is clearly a high priority with management	4.73	4.42	4.20	4.83	4.08	4.90	4.56	5.00
Wildfire and personal safety concerns are communicated openly	4.64	4.33	4.00	4.67	4.08	4.80	4.56	4.88

Comparisons by wildfire safety activities and response category continued on the next page.

Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Personal Safety	Asset inspection, maintenance, and repair (ex., lineperson work)	Grid Operations	Monitoring weather for wildfire risk	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.55	4.33	4.00	4.67	4.17	4.70	4.44	4.88
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.55	4.25	4.00	4.50	4.00	4.50	4.44	4.75
I take responsibility for the safety of myself and others in my work area	4.73	4.50	4.20	4.67	4.17	4.80	4.56	5.00
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.82	4.25	4.00	4.83	4.17	4.80	4.44	4.50
Leaders keep people prepared to intervene when an emergency occurs	4.64	4.25	4.20	4.67	4.00	4.80	4.56	5.00
Leaders use mistakes and incidents as learning opportunities	4.64	4.25	4.00	4.50	3.92	4.80	4.44	4.75
Pausing work for hazards and safety concerns is viewed positively	4.82	4.25	4.00	4.67	4.17	4.70	4.56	4.88
People focus on one task at a time and avoid distractions	3.91	3.64	-	4.40	3.67	4.00	3.67	4.14
People have the ability to respond to and correct problems and errors before they get out of control	4.55	4.08	4.00	4.33	4.17	4.60	4.33	4.63
People have the skills they need to resolve workplace safety issues	4.64	4.25	4.00	4.50	4.08	4.80	4.44	4.75
We have the right tools for the job	4.64	4.00	4.00	4.67	4.08	4.70	4.44	4.75

Comparisons by wildfire safety activities and response category continued on the next page.

Comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)

Average Response Scores by Statement

Overall Culture ^	Asset inspection, maintenance, and repair (ex., lineperson work)	Grid Operations	Monitoring weather for wildfire risk	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
I believe managers apply the same rules for all workers	4.45	4.08	4.00	4.50	4.00	4.80	4.33	4.63
Information about important events and lessons learned is shared within my workgroup	4.64	4.08	4.00	4.67	4.08	4.70	4.44	4.75
Leaders encourage people to ask questions	4.64	4.33	4.00	4.50	4.08	4.70	4.44	4.75
Managers treat workers with respect	4.55	4.17	4.00	4.50	4.00	4.89	4.44	4.75
My supervisor makes sure all employee concerns are heard before job decisions are made	4.45	3.91	-	4.20	4.00	4.80	4.44	4.86
My supervisor would use whatever power they have to help me out	4.55	4.08	4.00	4.50	4.08	4.90	4.44	4.75
People in my workgroup treat each other with respect	4.55	4.17	4.00	4.67	3.92	4.80	4.44	4.88
People listen to one another: it is rare that someone's views go unheard	4.55	4.00	4.00	4.33	3.75	4.60	4.44	4.75
People report mistakes they make, even if others do not notice them	4.09	3.82	-	4.40	3.75	4.20	3.78	4.57
The company cares about my opinions	4.55	3.92	4.00	4.50	4.00	4.80	4.44	4.75



OFFICE OF ENERGY
INFRASTRUCTURE
SAFETY



**Safety Culture Objectives and
Lessons Learned Report**
July 2023

Bear Valley Electric Service, Inc.



Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

The electrical corporation provided a description of its 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

1.1 Objectives for the Next 12 Months

A1. Objective 1

Safety Recognition Program: Recognizing and rewarding employees that go above and beyond to enhance public and workplace safety incentivizes the right behaviors and attitudes that are essential to improving safety culture. Additionally, when Company staff or groups of employees perform above and beyond safety program targets, they should be recognized and rewarded. It should be clear to employees that performing safety program activities per the Company's standards is expected as part of their job. Recognition and reward should be reserved for above and beyond performance and results.

Objective Statement: Implement a highly effective safety recognition program that regularly recognizes and rewards employees that go above and beyond to enhance public and workplace safety and whose efforts contribute to reducing the risk of wildfire.

B1. Progress Metrics (if applicable)

Attainment of this objective is measured by:

- Records showing safety recognition awards are used regularly by management and the Safety Committee. The initial award target is 2 or more awards per year.
- Safety recognition citations document specific safety performance achievement at demonstrates above and beyond behavior.
- Greater than 85% of employees feel that recognition is provided to employees that genuinely went above and beyond in their safety performance as measured by employee survey.
- Greater than 85% of employees feel that they will be recognized if they go above and beyond and that the "system" is not rigged as measured by employee survey.

C1. 12-Month Target

Management and the Safety Committee recognize and reward employees that go above and beyond to improve public and workplace safety. Management and the Safety Committee celebrate groups of employees or even the entire staff when performance is above and beyond safety program targets. Employees know that safety performance above and beyond what is expected of them will be recognized by management and their peers.

D1. Description of Objective

An effective safety recognition program will reduce the risk of wildfires and improve workplace safety for workers performing wildfire mitigation initiatives by incentivizing the right behaviors and attitudes essential to a great safety culture. A great safety culture is key to enhancing public safety and promoting workplace safety.

A2. Objective 2

Transparency and Open Communication: Transparency and open communication are essential ingredients of great safety cultures. If the lines of communication are not open, employees will not have clear direction and management will not receive the feedback it needs to make the safety culture successful.

Objective Statement: Develop multiple avenues of effective communications from management to employees and employees to management to permits the exchange of honest, relevant, and timely information that may reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work.

B2. Progress Metrics (if applicable)

Attainment of this objective is measured by: 1. Safety audit identifies the following:

- Safety policies and procedures are widely made available in print and via online resources as evaluated in safety audit.
- Safety Committee agendas and minutes are widely published for employees to review.
- Safety Committee meetings include input from employees.
- Cross functional teams of employees are used to address safety issues.

2. Employees have a mechanism to report safety issues anonymously and/or without fear of retribution.

3. Greater than 85% of employees feel that they are encouraged to report safety hazards and that there will be no retribution as measured by employee survey.

4. Greater than 85% of employees feel that they are encouraged to recommend improvements to safety and wildfire risk reduction as measured by employee survey

5. Greater than 85% of employees feel that their communications with management on safety matters are listened to and acted upon as measured by employee survey.

C2. 12-Month Target

Management communicates frequently with employees through safety talks. Management encourages employees to also periodically lead safety talks. Safety policies and procedures are readily available to all employees.

Safety Committee meeting results are made available to employees. Safety performance metrics are made available to employees.

Management encourages employees to report safety hazards by recognizing and rewarding them.

Management encourages employees to make recommendations on how to reduce workplace hazards and reduce the risk of wildfire.

Employees are involved in the safety programs processes to encourage buy-in.

D2. Description of Objective

Transparent safety programs that have open lines of communications between employees and management promote a highly effective safety culture which will reduce the risk of wildfire, enhance public safety and improve worker safety for workers performing wildfire mitigation initiatives. Transparency and open lines of communication encourage employees to report actual or potential safety issues and unsafe conditions so that management and the Safety Committee are able to take effective corrective action.

Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

The electrical corporation provided a description of its 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

1.2 Objectives for the Next 3 Years

A1. Objective 1

Safety Recognition Program: Recognizing and rewarding employees that go above and beyond to enhance public and workplace safety incentivizes the right behaviors and attitudes that are essential to improving safety culture. Additionally, when Company staff or groups of employees perform above and beyond safety program targets, they should be recognized and rewarded. It should be clear to employees that performing safety program activities per the Company's standards is expected as part of their job. Recognition and reward should be reserved for above and beyond performance and results.

Objective Statement: Implement a highly effective safety recognition program that regularly recognizes and rewards employees that go above and beyond to enhance public and workplace safety and whose efforts contribute to reducing the risk of wildfire.

B1. Progress Metrics (if applicable)

Attainment of this objective is measured by:

- Records showing safety recognition awards are used regularly by management and the Safety Committee. The initial award target is 2 or more awards per year.
- Safety recognition citations document specific safety performance achievement at demonstrates above and beyond behavior.
- Greater than 85% of employees feel that recognition is provided to employees that genuinely went above and beyond in their safety performance as measured by employee survey.
- Greater than 85% of employees feel that they will be recognized if they go above and beyond and that the "system" is not rigged as measured by employee survey.

C1. 3-Year Target

Management and the Safety Committee recognize and reward employees that go above and beyond to improve public and workplace safety. Management and the Safety Committee celebrate groups of employees or even the entire staff when performance is above and beyond safety program targets.

Employees know that safety performance above and beyond what is expected of them will be recognized by management and their peers.

D1. Description of Objective

An effective safety recognition program will reduce the risk of wildfires and improve workplace safety for workers performing wildfire mitigation initiatives by incentivizing the right behaviors and attitudes essential to a great safety culture. A great safety culture is key to enhancing public safety and promoting workplace safety.

A2. Objective 2

Transparency and Open Communication: Transparency and open communication are essential ingredients of great safety cultures. If the lines of communication are not open, employees will not have clear direction and management will not receive the feedback it needs to make the safety culture successful.

Objective Statement: Develop multiple avenues of effective communications from management to employees and employees to management to permits the exchange of honest, relevant, and timely information that may reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work.

B2. Progress Metrics (if applicable)

Attainment of this objective is measured by:

1. Safety audit identifies the following:
 - Safety policies and procedures are widely made available in print and via online resources as evaluated in safety audit.
 - Safety Committee agendas and minutes are widely published for employees to review.
 - Safety Committee meetings include input from employees.
 - Cross functional teams of employees are used to address safety issues.
2. Employees have a mechanism to report safety issues anonymously and/or without fear of retribution.
3. Greater than 85% of employees feel that they are encouraged to report safety hazards and that there will be no retribution as measured by employee survey.
4. Greater than 85% of employees feel that they are encouraged to recommend improvements to safety and wildfire risk reduction as measured by employee survey
5. Greater than 85% of employees feel that their communications with management on safety matters are listened to and acted upon as measured by employee survey.

C2. 3-Year Target

Management communicates frequently with employees through safety talks. Management encourages employees to also periodically lead safety talks. Safety policies and procedures are readily available to all employees.

Safety Committee meeting results are made available to employees. Safety performance metrics are made available to employees.

Management encourages employees to report safety hazards by recognizing and rewarding them.

Management encourages employees to make recommendations on how to reduce workplace hazards and reduce the risk of wildfire.

Employees are involved in the safety programs processes to encourage buy-in.

D2. Description of Objective

Transparent safety programs that have open lines of communications between employees and management promote a highly effective safety culture which will reduce the risk of wildfire, enhance public safety and improve worker safety for workers performing wildfire mitigation initiatives. Transparency and open lines of communication encourage employees to report actual or potential safety issues and unsafe conditions so that management and the Safety Committee are able to take effective corrective action.

A3. Objective 3

Apply Behavior-Based Safety: Unsafe behaviors cause anywhere from 80 percent to 98 percent of all workplace accidents. By adopting a behavior-based safety culture, organizations can reduce workplace accidents and improve public safety. Behavior-based safety is a comprehensive look at safety and focuses on the behaviors of employees. It looks closely at accidents caused by unsafe behaviors and develops ways to change those behaviors and prevent injuries. Objective Statement: Conduct an on-site safety behavior review and study of power line workers performing wildfire mitigation work and implement recommendations to reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work as noted in the study.

B3. Progress Metrics (if applicable)

Attainment of this objective is measured by:

1. An on-site safety behavior review and study of power line workers performing wildfire mitigation work has been completed and delivered to the Safety Committee and Management for review.
2. Management adopts the recommendations of the study.
3. Greater than 85% of employees are feel that recommendations have improved safety as measured by employee survey

C3. 3-Year Target

An on-site safety behavior review and study of power line workers performing wildfire mitigation work has been completed and the recommendations of the study have been implemented. These recommendations are leading to improved public and worker safety.

D3. Description of Objective

By adopting Behavior-based safety program, improvements in safety will be made in the way wildfire mitigation is performed, which in turn will reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work.

A4. Objective 4

Shared Awareness of the Most Important Risks: Shared awareness of the most important risks is a priority when it comes to safety, because it is these risks that are the greatest threat to the public, workers, and the organization.

Objective Statement: Establish a highly effective campaign to educate and raise awareness that the risk wildfire is the greatest threat to the public and the electric utility has a major role in mitigating that risk.

B4. Progress Metrics (if applicable)

Attainment of this objective is measured by:

1. Completing quarterly all-employee briefing on wildfire risk and mitigations.
2. Including wildfire risk and mitigation metrics in monthly safety message to employees.
3. Greater than 85% of employees are knowledgeable of how electric utility facilities may cause ignitions as measured on employee survey.
4. Greater than 85% of employees are knowledgeable of what environmental conditions would support the rapid spread of an ignition into a wildfire as measured on employee survey.
5. Greater than 85% of employees are aware of what mitigations are effective at preventing ignitions as measured by employee survey.

C4. 3-Year Target

Management and employees are fully aware of the Company's top risk to public safety, utility caused wildfires. Employees understand why the risk exists, what environmental conditions support the spread of wildfires, and what mitigations is the Company pursuing to reduce the risk of utility caused wildfires. Employees have a strong commitment to public safety as a result of their understanding of the risk.

D4. Description of Objective

When an organization's employees have shared awareness of the risk of utility cause wildfires to public safety, their job performance will gravitate to reduce the risk of wildfires.

Employees that understand the importance of what they do will drive them to ensure that their work is high quality, which will support improving public safety. Additionally, workers that have a shared understanding of the top risks will dedicate their efforts to improve workplace safety for workers performing wildfire mitigation initiatives.

A5. Objective 5

Empowered Employees: All employees must be personally responsible and accountable for public and workplace safety. For this to happen, they must feel empowered and comfortable reporting unsafe conditions and providing suggestions for improvement without fear of retaliation, intimidation, harassment or discrimination.

Objective Statement: Establish an environment at the company where employees feel empowered and comfortable reporting unsafe conditions and providing suggestions for improvement without fear of retaliation, intimidation, harassment or discrimination.

B5. Progress Metrics (if applicable)

Attainment of this objective is measured by:

1. Monitoring the number and quality of near miss and hazard reporting events.
2. Monitoring the number of safety improvement suggestions coming from employees.
3. Employee survey results regarding their empowerment.
4. Interviews with employees and their feedback on how empowered they consider themselves.

C5. 3-Year Target

Management and employees are fully responsible and accountable for public and workplace safety and employees feel not only comfortable but responsible for reporting unsafe conditions and providing suggestions for improvement without fear of retaliation, intimidation, harassment or discrimination.

D5. Description of the Objective

When an organization's employees are empowered and comfortable in reporting unsafe conditions and providing suggestions for improvement without fear of retaliation, intimidation, harassment or discrimination; they each become "safety risk managers". When every employees is at the "safety risk manager" level of performance, they are an impressive force multiplier and their commitment through empowerment to establish strong public and workplace safety practices will certainly contribute to reducing wildfire risk.

Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

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1.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

Engaged Management

B1. Actions Taken

Management is now accustomed to discussing safety concerns with employees which helps strengthen Safety Culture.

A2. Major Theme/ Lesson Learned 2

Safety Committee needs to have more active role in leading the safety program

B2. Actions Taken

Staff attends monthly Safety Committee meeting led by senior staff. Safety Committee members provide safety messages to other employees which help build the safety culture.

A3. Major Theme/ Lesson Learned 3

Management needs to be more engaged out in the field at work sites

B3. Actions Taken

All senior management and supervisors are engaged in Job Hazard Analysis to observe actual work in the field. This has led to better understanding and communications with the Field Operations and Contractors.

A4. Major Theme/ Lesson Learned 4

Safety Training quality need to improve.

B4. Actions Taken

BVES has established a formalized training program through our Health and Safety contractor working with our internal Human Capital Management group. The formalized program better insures a high quality of training along with better coverage of training topics.

A5. Major Theme/ Lesson Learned 5

Addition of Leading Indicators

B5. Actions Taken

Leading indicators were first introduced in the Monthly Safety Report which began in February 2022. Now that employees are familiar these numbers, a new set of leading indicators will be added to the Monthly Safety Report. In addition, management will discuss Leading Indicators with employees and during the Safety Committee Meetings.

A6. Major Theme/ Lesson Learned 6

Implement Continuous Improvement Program

B6. Actions Taken

BVES is establishing a culture where safety items are frequently discussed. As part of that communications, BVES continuously evaluates areas of safety that can be improved. Each month, the Safety Committee will begin to focus on a specific area of operations to determine if there are areas where safety can be improved.

A7. Major Theme/ Lesson Learned 7

Improve employee engagement in the safety process.

B7. Actions Taken

BVES is seeking to improve its ability to foster employee engagement and is looking at programmatic means of increasing empowerment in the area of reporting hazards and near misses.

A8. Major Theme/ Lesson Learned 8

Open dialogue.

B8. Actions Taken

BVES Senior Management is conducting one-on-one open discussions with employees regarding public and worker safety opportunities.

A9. Major Theme/ Lesson Learned 9

Critical feedback.

B9. Actions Taken

BVES is developing an atmosphere where employees and management are comfortable with critical feedback.

Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

The electrical corporation provided a description of its 12 month and 3-year safety culture objectives along with a summary of lessons learned, and a report on the implementation of recommendations from the previous year's SCA report. All responses submitted by the electrical corporation are presented as submitted, without revision. Responses exceeding the character limit are truncated.

1.4 2022 Recommendations

A1. Recommendation 1

Refine Contractor Strategic Improvement Plan

- In collaboration with BVES's contractors, BVES should review and refine its current strategic improvement plan to address gaps in overall safety culture for contractors. This plan should propose ways to improve contractor relationships with BVES supervisors and contractor empowerment to address problems in a timely fashion. This recommendation builds upon a 2021 SCA recommendation.
- BVES's 2022 safety culture objectives and lessons learned outline the efforts that BVES has made in response to the initial 2021 recommendation regarding contractor safety culture, including high-level leadership discussions, implementation of an action plan to improve information flow, contractor-specific training, and a weekly meeting cadence with contractor field crews to discuss safety issues. Despite these efforts, overall contractor responses to the 2022 workforce survey indicate a less-positive view of safety culture than in 2021.
- BVES must work with contractors to understand why they have lowered their opinion about BVES's safety culture and implement specific measures to address their concerns.
- BVES should consider including improvements to its efforts to onboard, train, and otherwise engage contractors in its strategic plan. BVES should consider the role of BVES supervisors in listening to, supporting, and empowering contractors. The BVES improvement plan should include measures like listening sessions to better understand and respond to contractor perceptions, increased presence of leadership at job sites to witness challenges encountered by contractors, and increased training to improve the ability of frontline supervisors to communicate effectively with contractors and ultimately improve the safety culture among contractors.

B1. Actions Taken

- BVES will review and refine its current strategic improvement plan to address gaps in overall safety culture for contractors. This plan should propose ways to improve contractor relationships with BVES supervisors and contractor empowerment to address problems in a timely fashion.
- BVES will work with contractors to understand why they have lowered their opinion about BVES's safety culture and implement specific measures to address their concerns. BVES will document information about the problems it identified collaboratively with contractors and actions it is taking to improve safety culture among contractor employees.
- BVES is developing a formal contractor safety program that will include improvements to its efforts to onboard, train, and otherwise engage contractors in its strategic plan. BVES will engage BVES supervisors to listen to, support, and empower contractors. The improvement plan will include measures such as listening sessions to better understand and respond to contractor perceptions, increased presence of leadership at job sites to witness challenges encountered by contractors, and increased training to improve the ability of frontline supervisors to communicate effectively with contractors and ultimately improve the safety culture among contractors.

A1. Recommendation 1 (Continued)

C1. Results

BVES has started discussions with contractors and the formal contractor safety program will be completed in July 2023.

A2. Recommendation 2

Address Safety Culture Opportunities for the Design and Construction Business Unit

- BVES should develop and implement a strategic improvement plan to address the workforce survey result indicating that Design and Construction employees have a less positive experience of safety culture in the wildfire mitigation work context than other employees. The survey also indicated that this unit may lack effective supervision. This is a new recommendation in response to the 2022 SCA inputs.
- Although BVES's 2022 workforce survey showed improvement over 2021 in the overall score and across the different statement categories, comparisons of results by business unit revealed inconsistencies in the way employees experience safety culture at BVES, especially in the results from the Design and Construction business unit.
- BVES should undertake measures to improve the safety culture experience of this business unit.

B2. Actions Taken

- BVES senior management will conduct interviews with Design and Construction Business Unit employees to further gauge their safety culture views and refine the plan to improve their safety culture.
- BVES senior management and supervisors will work with Design and Construction Business Unit employees to address their concerns; especially in the areas of the lower performing survey statements.
- BVES supervisors will reinforce the elements that promote improved safety culture and safety related communications.

C2. Results

Interviews with employees started in June 2023. Program will be implemented following interviews with employees.

A3. Recommendation 3

Strengthen Safety- Enabling Systems

•BVES should strengthen its safety-enabling systems by improving protocols for responding to safety events (near misses and hazards), including their reporting and management. This is a new recommendation in response to the 2022 SCA inputs. BVES should continue to build its “Continuous Improvement Program” described in its 2022 safety culture objectives to improve employee understanding of the importance of submitting safety event reports, including near-miss reports. BVES should strengthen hazard and near-miss response, recognition, and reporting through increased worker involvement, worker training, and formal recognition of workers for reporting near misses and hazards. In particular, BVES should conduct at least one training on near-miss reporting protocols. BVES should identify and address any barriers to reporting within its safety-enabling systems (procedures, software, communication, etc...).

B3. Actions Taken

•BVES senior management will lead Companywide training on “near miss” and “hazard” reporting. Training will include: Relevant examples of “near miss” and “hazard” reports, Procedure for making the reports, Process for handling the reports, and Process for handling the reports. This training will be documented.

•BVES senior management will encourage “near miss” and “hazard” reporting by directly engaging supervisors and rewarding employees that make meaningful “near miss” and “hazard” reports.

•BVES will document and track the number of safety event (near-miss and hazard) reports submitted by employees on a monthly basis. BVES management will include an assessment of the quality of these reports, any trends identified, and actions taken to improve safety based on the reports.

C3. Results

Near Miss training for employees will be conducted in August 2023.

A4. Recommendation 4

Increase Leading Indicators in Safety Performance Metrics

- BVES should further develop and implement the use of specific leading indicators to improve safety and health outcomes in connection with its 12-month goal to establish, collect, and publish a set of safety metrics, including leading indicators, to evaluate safety. This is a new recommendation in response to the 2022 SCA inputs.
- Leading indicators can play a vital role in preventing worker fatalities, injuries, and illnesses and strengthening other safety and health outcomes in the workplace. Leading indicators can be used to design proactive, preventive measures. They can shed light on issues with the effectiveness of safety and health activities and reveal potential problems in a safety and health management system. BVES should prioritize tracking leading indicator safety performance metrics and identify specific leading indicators to provide insights into potential interventions. Some metrics to add might include the number of employees BVES trains in near-miss reporting, how many and which kinds of remediations it undertakes in response to hazard reports, and the number of employee-led hazard solutions it implements.

B4. Actions Taken

- BVES will track the following leading indicators: Safety training completion rate: Number of pre-job briefs (tailboards), Number of JHAs performed, Vegetation management quality checks performed and pass rate, WMP work quality checks performed and pass rate, Number of Near misses and their quality, number of contractor/BVES meetings on safety issues, number of safety findings unresolved and number corrected.
- Leading indicators will be discussed at monthly employee-management safety committee meetings.
- Leading indicators will be included in monthly safety dashboard email to employees.
- Supervisors will discuss leading indicators with employees.
- Supervisors will discuss leading indicators with contractors where applicable.

C4. Results

These leading indicators will begin to be discussed in safety committee meetings, with employees, and with contractors starting July 2023.

Section 2. Supporting Documents

The electrical corporation submitted supporting documentation for the safety culture objectives and lessons learned. A list of the file names provided by the electrical corporation are provided below.*

File 1

BVES Safety Dashboard May 2023.png

File 2

Copy of BVES Incident Near Miss Tracker.xlsx

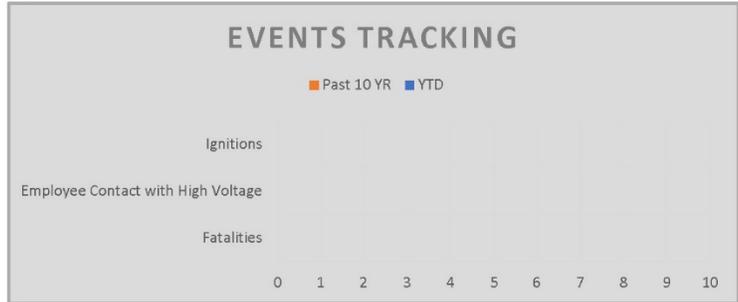
**Public link with supporting documentation for the safety culture objectives and lessons learned submitted by the electrical corporation: <<https://nscftp.nsc.org/public/folder/6SvIBe-StUeTfSpNBF6dhQ/BVES%20Attachments>> (assessed July 13, 2023).*

Supporting Document 1: BVES Safety Dashboard May 2023.png

MONTHLY DASHBOARD

MAY 2023

	YTD	Past 10 YR
Fatalities	0	0
Employee Contact with High Voltage	0	0
Ignitions	0	0
Motor Vehicle Accidents	0	
Near Misses	0	
Live Wire Down Events	0	
Vegetation Contact with Bare Conductor	5	
*Note: No vegetation contacts were during high fire risk conditions		
Wildfire Near Miss Events	0	
SAIDI	27.1	
Bare Wire	Percent	
4 kV (Was 77.4% on 12/31/2019)	65.9	
34 kV (Was 97.0% on 12/31/2019)		
⚠️ ACCIDENT and INJURY FREE DAYS	260	



SAFETY MESSAGE: Near Miss Reporting

All near miss incidents (and minor incidents) are to be reported, recorded, and investigated. Sharing this information allows opportunities to answer what happened and determine how to prevent reoccurrences.

Importance of Tracking Near Misses:

- Near Misses are a valuable source of information
- Near Misses are symptoms of undiscovered safety concerns
- Reporting can help identify negative trends and safeguard employees

Identifying Near Misses:

- Unsafe behaviors and/or conditions
- Minor incidents that could have been more serious
- Events where injury, property and/or environmental damage could have occurred

Reporting a Near Miss:

- If a near miss is witnessed, notify your supervisor or Human Resources
- Reporting will NOT result in disciplinary action
- Root cause(s) will be analyzed and used to improve safety systems, hazard controls, risk reduction, and employee education

TRAINING SCHEDULE

June	Electrical Safety
July	Emergency Action Plan

SAFETY ISSUES

Supporting Document 2: Copy of BVES Incident Near Miss Tracker.xlsx

Near Miss Type (Select from drop down)	Category (Select from drop down)	Date	Program Name	Description	Location	Potential for Serious Injury/Fatality (Select from drop down)	Employee Name	Corrective/Preventive Action	Responsible Person	Target Date	Status (Open, Closed, Still Pending)	Code
Participant Near Miss (See column for #)		22 Mar 23	People	Fall while moving power line tower	Front of BVES office	No	George Hillman	Site and all in service conditions. Additional Video Training with Individual Company and Next Cold Work Safety Prevention training scheduled for December 2023.	Joe Pasche	May 15, 2023	Closed	

Supporting Document 2: Copy of BVES Incident Near Miss Tracker.xlsx
Sheet "2022," columns A-L

Near Miss Type (Select from drop down)

Cal/OSHA Recordable (Select from drop down)

Events where injury could have occurred but didn't

Date	Preparer's Name	Description	Location
22-Mar-23	Pecchia	Fall while removing snow with snow blower	Front of BVES office

Potential for Serious Injury or Fatality (Select from drop down)	Employee's Name or ID#	Corrective/Preventive Action	Responsible Person	Target Due Date
No	George Hoffman	Slip and fall in snow/ice conditions. Additional Winter Trip/Fall Training with Individual. Company-wide Heat/Cold Illness & Injury Prevention training is scheduled for December 2023.	Jon Pecchia	May 15. 2023

Status (Open, Closed, Under Review)

Closed

Supporting Document 2: Copy of BVES Incident Near Miss Tracker.xlsx "Sheet1," columns A-B

Copy_of_BVES_Incident_Near_Miss_Tracker • Saved

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I1

	A	B	C
1	Unsafe Condition	A significant injury or illness diagnosed by a physician	
2	Unsafe Behavior	Loss of consciousness	
3	Events where injury could have occurred but didn't	Medical treatment beyond first aid	
4	Events where property damage could have resulted but didn't	Equipment damage	
5	Events where a safety barrier was challenged	Environmental damage	
6		Restricted duty	
7		Days away from work	
8		Fatality	
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2022 Sheet1

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

nsc