



March 22, 2024

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Subject: 2023 Safety Culture Assessment for PacifiCorp

Mr. Gee:

Enclosed is the 2023 Safety Culture Assessment (SCA) for PacifiCorp 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 PacifiCorp with a draft of its 2023 SCA for factual review. PacifiCorp did not submit a response.

PacifiCorp 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 PacifiCorp 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).



OFFICE OF ENERGY
INFRASTRUCTURE
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The Office of Energy Infrastructure Safety's 2023 Safety Culture Assessment

PacifiCorp

Prepared by the National Safety Council

Published March 2024

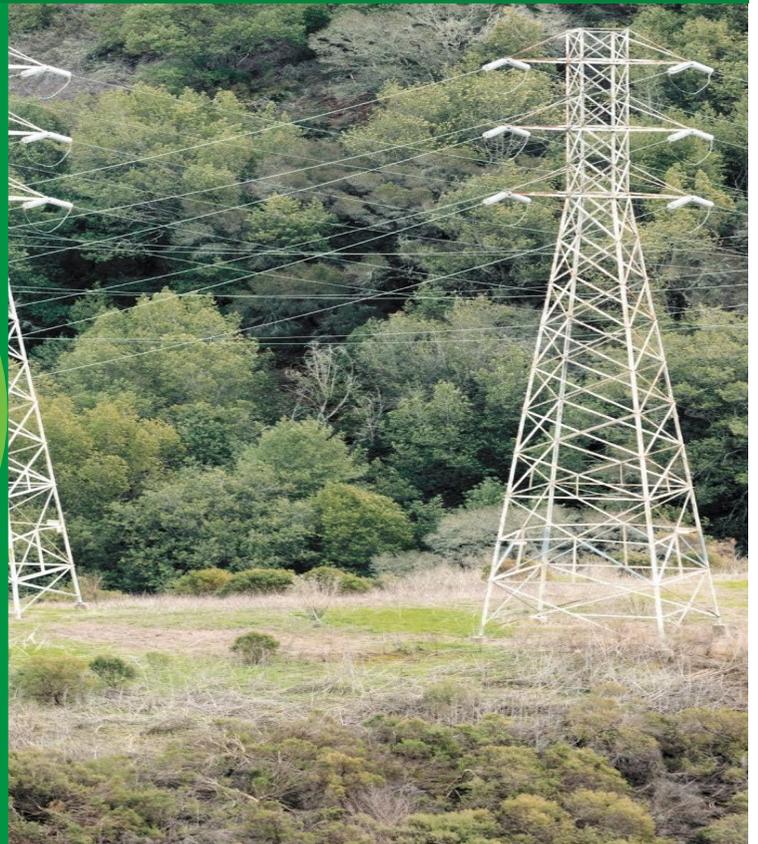




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Executive Summary

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 PacifiCorp's inputs to the 2023 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on PacifiCorp'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 2022 and 2023, PacifiCorp has demonstrated several improvements in its safety culture. In response to recommendations made in PacifiCorp's 2022 Safety Culture Assessment, PacifiCorp identified opportunities to increase its worker accountability. Its 2023 safety culture objectives, lessons learned, and progress reports indicated that specific actions were taken to address these opportunities. For example, PacifiCorp completed its "Managing for Safety" training program to strengthen safety leadership. Also, PacifiCorp's workforce survey results indicate some progress on its efforts to increase employee engagement: the survey statement showing the greatest improvement in score was "I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment."

While PacifiCorp has shown some improvements, there are opportunities for further improvement. Specifically, PacifiCorp's efforts to increase employee engagement should continue. In its 2023 workforce survey, scores declined for the three statements identified



in the 2022 Safety Culture Assessment as measures of engagement. PacifiCorp should also continue to build on its progress and address remaining safety culture gaps, specifically regarding its employees' ability to take action in response to safety concerns or unsafe behavior. Furthermore, PacifiCorp should work on increasing worker involvement in near-miss and hazard reporting and mitigation.

To drive improvement in its safety culture throughout the organization, PacifiCorp should act on the recommendation below, building on its 2022 recommendations:

- PacifiCorp should continue to leverage its Managing for Safety program to strengthen frontline safety leadership as it relates to empowering workers to speak up and take action.

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.energy-safety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true) (https://efiling.energy-safety.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.
- **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 2024 Summary Plan

The management self-assessment was only completed by the large electrical corporations in the 2023 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 PacifiCorp Inputs and Findings

2.1 PacifiCorp Inputs to the SCA

The findings and recommendations below are based on PacifiCorp’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, PacifiCorp 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. PacifiCorp submitted these components on July 7, 2023. PacifiCorp did not append any supporting documentation to its submission.

NSC (via PacifiCorp) next administered the PacifiCorp workforce survey using an anonymous online survey, available in English and Spanish, between June 26 and July 24, 2023. NSC encouraged PacifiCorp to include as many individuals as possible within the target audience of employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities.

A total of 76 PacifiCorp employees and contractors responded to the workforce survey. Of these, 68 identified as employees, 7 identified as contractors, and 1 did not identify their employee status. PacifiCorp reported a base number of 87 employees and 33 contractors working on wildfire mitigation. With these base numbers, PacifiCorp achieved a 63 percent overall response rate for its wildfire mitigation workforce with an employee response rate

¹³ See Section 5 for Liberty’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).

(excluding contractors) of 78 percent, compared to a 56 percent employee response rate in 2022 and a 77 percent employee response rate in 2021.¹⁵ PacifiCorp’s contractor response rate was 21 percent, compared to 56 percent in 2022 (5 contractor responses out of 9) and 15 percent in 2021 (2 contractor responses out of 13).

2.2 Strengths

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

2.2.1 Increased Engagement of Employees in Safety Activities

PacifiCorp’s 2022 SCA inputs revealed opportunities for it to strengthen safety event reporting.¹⁶ PacifiCorp reported that it addressed its 2022 recommendation on safety event reporting by reinstating quarterly, in-person management/employee workshops¹⁷ and working towards completing a new training program, “High Energy Control Assessment,” to increase recognition and monitoring of high energy hazards (scheduled for completion in Q4 2023).

On the 2023 workforce survey, the statement that showed the greatest score improvement was “People report mistakes they make, even if others do not notice them,” from the overall workplace culture category, improving 0.26 points, with 72 percent of respondents indicating agreement with this statement. Additionally, scores improved from 2022 to 2023 for the statement “People have the skills they need to resolve workplace safety issues,” from the personal safety category, along with the statement “I am regularly asked for my

¹⁵ Note that 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.

¹⁶ [PacifiCorp's 2022 Safety Culture Assessment \(May 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53801&shareable=true) (https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53801&shareable=true, accessed Sept. 28, 2023).

¹⁷ These workshops, known by the acronym “PEET,” were suspended during the COVID-19 pandemic. See Section 5, 2022 Recommendations, B2 “Actions Taken.”

ideas and suggestions about wildfire hazards and ways to address them,” from the wildfire safety category. The highest-scoring statement in PacifiCorp’s 2023 workforce survey, and one that had relatively high scores in the previous workforce surveys, was “I take responsibility for the safety of myself and others in my work area” (with an average score of 4.71 compared to 4.52 in 2022 and 4.91 in 2021). In 2023, 100 percent of workers surveyed agreed with this statement.

2.2.2 Management Focus on Wildfire Safety

PacifiCorp’s 2023 workforce survey showed that respondents feel that management places a high priority on wildfire hazard identification and mitigation. Two of the highest-scoring statements on all three workforce surveys (2021 to 2023) were:

- “Protecting the community from wildfire hazards is clearly a high priority with management.” (Average score: 4.63 compared to 4.64 in 2022 and 4.60 in 2021.)
- “I feel comfortable discussing wildfire hazards with my supervisor.” (Average score: 4.68 compared to 4.58 in 2022 and 4.82 in 2021.)

In 2023, 92 percent of workers surveyed strongly agreed or agreed with the first of these two statements and 96 percent strongly agreed or agreed with the second statement.

Two additional statements regarding management participation in wildfire hazard identification and mitigation showed high scores and improvement since 2022:¹⁸

- “Our management acts quickly to address wildfire hazards.” (Average score: 4.45 compared to 4.37 in 2022.)
- “Leaders actively seek out signs of potential wildfire hazards.” (Average score: 4.47 compared to 4.22 in 2022.)

¹⁸ [PacifiCorp's 2022 Safety Culture Assessment \(May 2023\)](#)

(<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53801&shareable=true>, accessed Sept. 28, 2023).

2.3 Opportunity

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

2.3.1 Worker Empowerment

PacifiCorp’s 2023 workforce survey results¹⁹ indicate that it should continue efforts to increase worker engagement, empowering them to speak up and take action.

The greatest decrease in scores on individual statements on PacifiCorp’s 2023 workforce survey were for two statements in the personal safety category:

- “People focus on one task at a time and avoid distractions.” (Average score: 3.71 compared to 3.82 in 2022.)
- “We have the right tools for the job.” (Average score: 3.81 compared to 3.96 in 2022.)

The decrease in scores for these statements may indicate that PacifiCorp workers are experiencing problems staying focused and asking for the tools they need.

Additionally, two of the survey statements with the highest percentage of “strongly disagree” or “disagree” responses are statements about how the company values workers’ opinions:

- “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them.” (In 2023, 11 percent responded “strongly disagree” or “disagree” compared to 19 percent in 2022 and 24 percent in 2021; it received an average score of 3.84 compared to 3.67 in 2022 and 3.49 in 2021.)

¹⁹ See Section 6 for PacifiCorp’s 2023 Workforce Survey Results.



- “The company cares about my opinions.” (In 2023, 9 percent responded “strongly disagree” or “disagree” compared to 12 percent in 2022 and 16 percent in 2021; it received an average score of 3.97 compared to 3.98 in 2022 and 3.75 in 2021.)

Fewer respondents have strongly disagreed or disagreed with these statements and have generally given them better scores since 2021, but the relatively poor performance of these statements indicates an opportunity for improvement.

PacifiCorp completed its Managing for Safety program (formerly the Safety Leadership Development Program) in 2022. The continuation of this program is a 12-month safety culture objective in 2023. This program aims to strengthen safety leadership among frontline managers, focusing on hazard assessment and communication.²⁰ This program should contribute to worker empowerment through fostering better communication between frontline workers and supervisors.

See the corresponding recommendation in Section 3.1 of this report.

²⁰ “Managing for Safety is a foundational effort to strengthen safety knowledge and leadership among front line managers with a focus on communication and hazard assessment.” See Objectives for the Next 12 Months, Objective 3, in Section 5.

3 Recommendation

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 recommendation in this report is based on observations from PacifiCorp's 2023 SCA inputs: safety culture objectives; lessons learned; progress on 2022 recommendations; and a workforce survey. The recommendation below builds on recommendations from PacifiCorp's 2022 SCA report.^{21, 22}

The recommendation for PacifiCorp is 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 Increase Worker Empowerment

PacifiCorp should continue to leverage its Managing for Safety program to strengthen safety leadership as it relates to empowering workers to speak up and take action. This recommendation builds on a 2022 SCA recommendation.²³

3.1.1 Observations

The greatest declines in scores on PacifiCorp's 2023 workforce survey were for two statements in the personal safety category:

²¹ [PacifiCorp's 2022 Safety Culture Assessment \(May 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53801&shareable=true)

(<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53801&shareable=true>, accessed Sept. 28, 2023).

²² 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, this 2023 recommendation continues themes from the 2022 recommendations.

²³ [PacifiCorp's 2022 Safety Culture Assessment \(May 2023\)](https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53801&shareable=true)

(<https://efiling.energy.ca.gov/eFiling/Getfile.aspx?fileid=53801&shareable=true>, accessed Sept. 28, 2023).

- “People focus on one task at a time and avoid distractions.”
- “We have the right tools for the job.”

The two survey statements that garnered the strongest disagreement from respondents relate to how the company values workers’ opinions:

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

3.1.2 Goals of Recommendation

The goal of this recommendation is to improve frontline safety leadership as it relates to empowering workers to speak up and take action.

3.1.3 Verification Method

PacifiCorp’s 2024 progress report on 2023 recommendations must include a detailed description of its implementation of the Managing for Safety program, specifically as it applies to improving communication among frontline workers and supervisors.

Progress should be evident in future workforce surveys in an increase in agreement with statements in the personal safety category and regarding how the company values workers’ opinions.

4 Conclusion

This report provides the findings and recommendations from PacifiCorp’s 2023 SCA, its third under Public Utilities Code section 8389(d)(4). Following the publication of this report, PacifiCorp 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 PacifiCorp. 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 PacifiCorp’s relative strengths and opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.



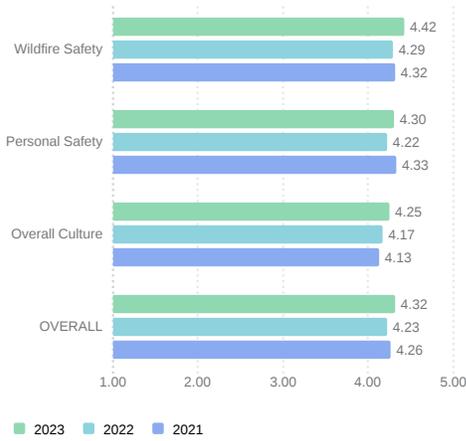
5 Data Attachments

Energy Safety Workforce Survey 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)

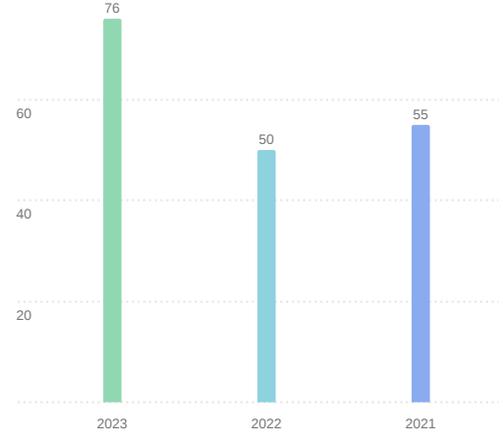
Average Response Scores



Average Response Score 2023



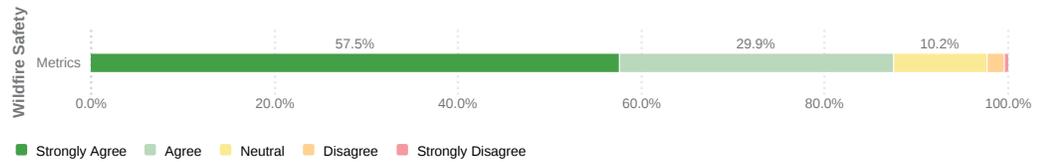
Response Count 181



Wildfire Safety 2023



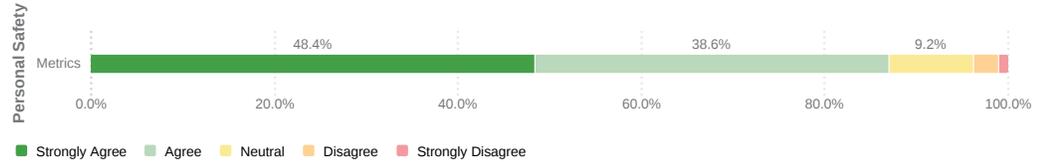
Percent Distributions 2023



Personal Safety 2023



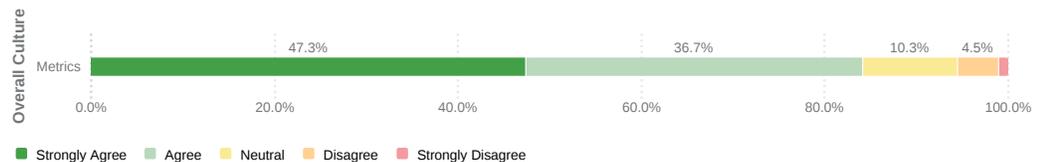
Percent Distributions 2023



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 |
|---|------|------|------|--------------------|----------------|-------|---------|----------|-------------------|
| People in my workgroup report all wildfire hazards, no matter how minor | 4.37 | 4.10 | 4.29 | 0.273 | 51% | 39% | 8% | 3% | 0% |
| My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.53 | 4.27 | 4.56 | 0.261 | 61% | 32% | 8% | 0% | 0% |
| Leaders actively seek out signs of potential wildfire hazards | 4.47 | 4.22 | 4.20 | 0.253 | 59% | 30% | 9% | 1% | 0% |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.84 | 3.67 | 3.49 | 0.173 | 33% | 32% | 24% | 7% | 4% |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.68 | 4.58 | 4.82 | 0.100 | 72% | 24% | 4% | 0% | 0% |
| Our management acts quickly to address wildfire hazards | 4.45 | 4.37 | 4.25 | 0.086 | 61% | 24% | 13% | 1% | 0% |
| People look for wildfire hazards and risks as work progresses | 4.39 | 4.36 | 4.25 | 0.027 | 55% | 32% | 11% | 3% | 0% |
| Wildfire and personal safety concerns are communicated openly | 4.42 | 4.40 | 4.42 | 0.019 | 53% | 38% | 8% | 1% | 0% |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.63 | 4.64 | 4.60 | -0.008 | 72% | 20% | 7% | 1% | 0% |

Overall Average Response Scores by Statement

| Personal Safety | 2023 | 2022 | 2021 | Change 2022-2023 ▼ | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|------|------|------|--------------------|----------------|-------|---------|----------|-------------------|
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.44 | 4.16 | 4.56 | 0.280 | 57% | 33% | 7% | 1% | 1% |
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.47 | 4.24 | 4.51 | 0.222 | 55% | 39% | 5% | 1% | 0% |
| I take responsibility for the safety of myself and others in my work area | 4.71 | 4.52 | 4.91 | 0.191 | 71% | 29% | 0% | 0% | 0% |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.57 | 4.44 | 4.76 | 0.133 | 64% | 29% | 7% | 0% | 0% |
| Pausing work for hazards and safety concerns is viewed positively | 4.52 | 4.42 | 4.65 | 0.100 | 59% | 36% | 4% | 1% | 0% |
| Leaders keep people prepared to intervene when an emergency occurs | 4.22 | 4.12 | 4.11 | 0.094 | 42% | 45% | 8% | 4% | 1% |
| People have the skills they need to resolve workplace safety issues | 4.29 | 4.20 | 4.27 | 0.089 | 44% | 47% | 5% | 3% | 1% |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.30 | 4.22 | 4.11 | 0.078 | 47% | 37% | 14% | 1% | 0% |
| Leaders use mistakes and incidents as learning opportunities | 4.29 | 4.30 | 4.29 | -0.007 | 43% | 47% | 9% | 0% | 1% |
| People focus on one task at a time and avoid distractions | 3.71 | 3.82 | 3.71 | -0.106 | 25% | 39% | 20% | 13% | 3% |
| We have the right tools for the job | 3.81 | 3.96 | 3.75 | -0.146 | 25% | 44% | 21% | 5% | 4% |

Overall Average Response Scores by Statement

| Overall Culture | 2023 | 2022 | 2021 | Change 2022-2023 ▼ | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|------|------|------|--------------------|----------------|-------|---------|----------|-------------------|
| People report mistakes they make, even if others do not notice them | 3.97 | 3.71 | 3.76 | 0.259 | 32% | 40% | 23% | 4% | 1% |
| I believe managers apply the same rules for all workers | 4.21 | 4.00 | 4.00 | 0.211 | 49% | 34% | 9% | 5% | 3% |
| Managers treat workers with respect | 4.51 | 4.38 | 4.40 | 0.133 | 61% | 33% | 4% | 3% | 0% |
| Leaders encourage people to ask questions | 4.42 | 4.30 | 4.35 | 0.121 | 54% | 36% | 9% | 1% | 0% |
| My supervisor would use whatever power they have to help me out | 4.51 | 4.45 | 4.55 | 0.064 | 59% | 33% | 8% | 0% | 0% |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.29 | 4.24 | 4.20 | 0.053 | 49% | 36% | 9% | 5% | 0% |
| Information about important events and lessons learned is shared within my workgroup | 4.21 | 4.20 | 4.16 | 0.005 | 45% | 38% | 8% | 8% | 0% |
| The company cares about my opinions | 3.97 | 3.98 | 3.75 | -0.006 | 40% | 32% | 19% | 4% | 5% |
| People listen to one another: it is rare that someone's views go unheard | 4.05 | 4.06 | 4.02 | -0.007 | 36% | 45% | 9% | 11% | 0% |
| People in my workgroup treat each other with respect | 4.32 | 4.38 | 4.16 | -0.064 | 49% | 41% | 5% | 4% | 1% |

Energy Safety Workforce Survey 2023: Demographic Comparisons

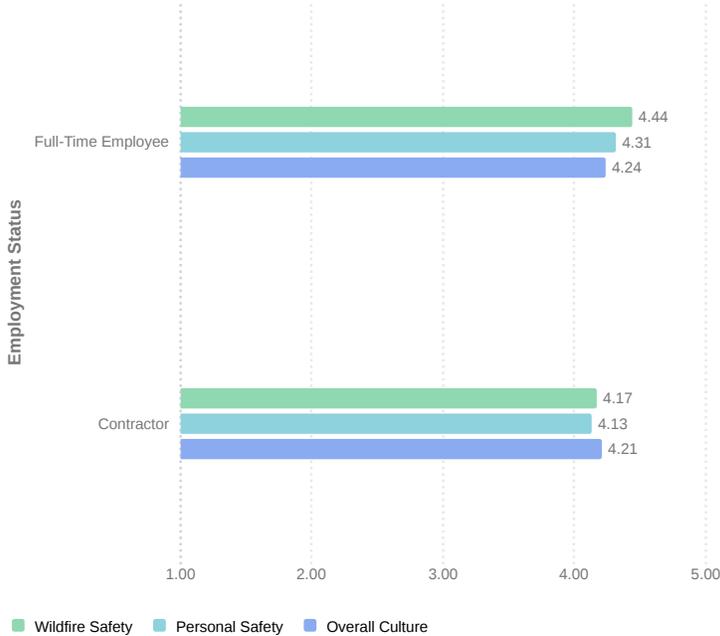
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

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

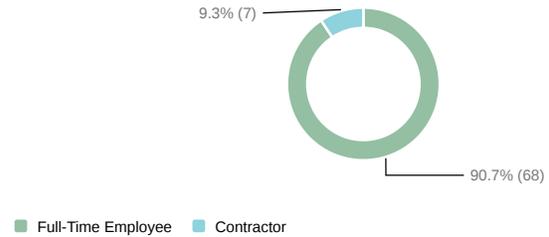
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

1. Comparison by Employment Status

Average Response Scores by Statement Category



Number of Responses 75



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 | 3.71 | 3.77 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.59 | 4.69 |
| Leaders actively seek out signs of potential wildfire hazards | 4.29 | 4.38 |
| My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.29 | 4.54 |
| Our management acts quickly to address wildfire hazards | 4.47 | 4.47 |
| People in my workgroup report all wildfire hazards, no matter how minor | 3.94 | 4.41 |
| People look for wildfire hazards and risks as work progresses | 4.41 | 4.36 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.76 | 4.64 |
| Wildfire and personal safety concerns are communicated openly | 4.41 | 4.40 |

Average Response Scores by Statement

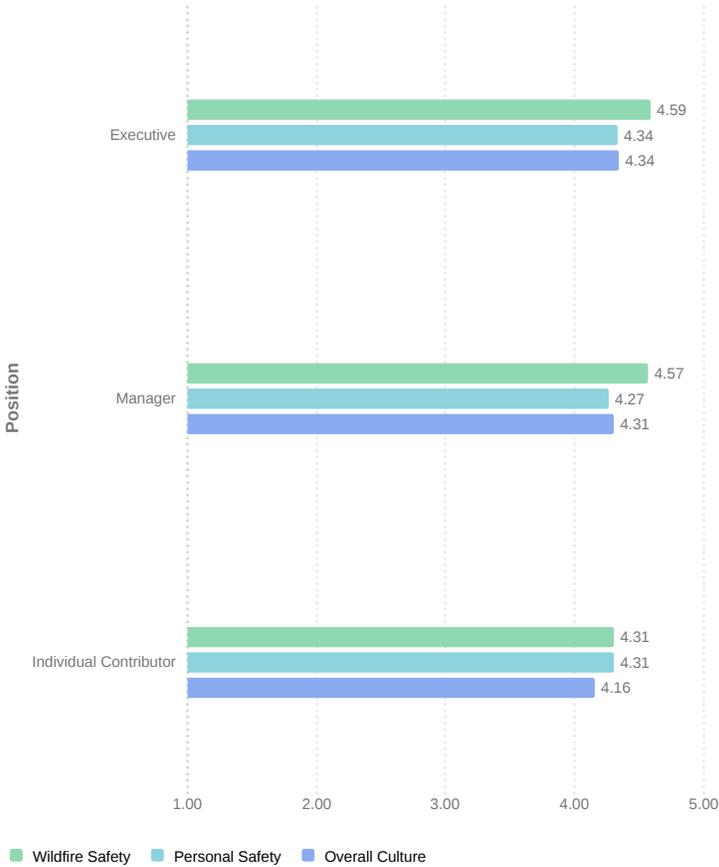
| Personal Safety | Contractor | Full-Time Employee |
|---|------------|--------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.24 | 4.45 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.18 | 4.45 |
| I take responsibility for the safety of myself and others in my work area | 4.71 | 4.72 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.59 | 4.55 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.12 | 4.23 |
| Leaders use mistakes and incidents as learning opportunities | 4.35 | 4.28 |
| Pausing work for hazards and safety concerns is viewed positively | 4.71 | 4.53 |
| People focus on one task at a time and avoid distractions | 3.71 | 3.69 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.18 | 4.30 |
| People have the skills they need to resolve workplace safety issues | 4.18 | 4.26 |
| We have the right tools for the job | 4.00 | 3.93 |

Average Response Scores by Statement

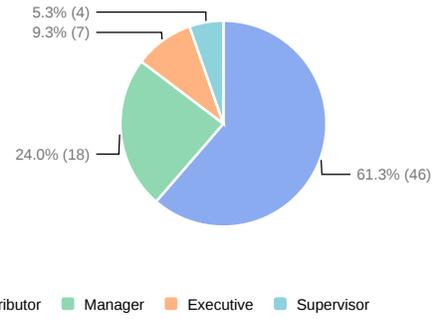
| Overall Culture | Contractor | Full-Time Employee |
|--|------------|--------------------|
| I believe managers apply the same rules for all workers | 4.41 | 4.14 |
| Information about important events and lessons learned is shared within my workgroup | 4.19 | 4.14 |
| Leaders encourage people to ask questions | 4.41 | 4.35 |
| Managers treat workers with respect | 4.59 | 4.39 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.18 | 4.25 |
| My supervisor would use whatever power they have to help me out | 4.47 | 4.53 |
| People in my workgroup treat each other with respect | 4.53 | 4.38 |
| People listen to one another: it is rare that someone's views go unheard | 4.06 | 3.97 |
| People report mistakes they make, even if others do not notice them | 3.82 | 3.92 |
| The company cares about my opinions | 4.20 | 3.92 |

2. Comparison by Position

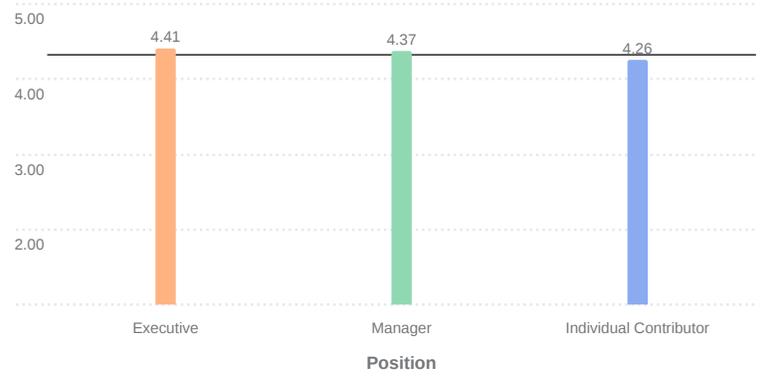
Average Response Scores by Statement Category



Number of Responses 75



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 | Executive | Individual Contributor | Manager |
|---|-----------|------------------------|---------|
| Wildfire and personal safety concerns are communicated openly | 4.43 | 4.33 | 4.59 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.86 | 4.52 | 4.78 |
| People look for wildfire hazards and risks as work progresses | 4.57 | 4.29 | 4.44 |
| People in my workgroup report all wildfire hazards, no matter how minor | 4.57 | 4.22 | 4.61 |
| Our management acts quickly to address wildfire hazards | 4.57 | 4.29 | 4.72 |
| My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.57 | 4.52 | 4.50 |
| Leaders actively seek out signs of potential wildfire hazards | 4.57 | 4.32 | 4.72 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.71 | 4.60 | 4.78 |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 4.43 | 3.67 | 4.00 |

Average Response Scores by Statement

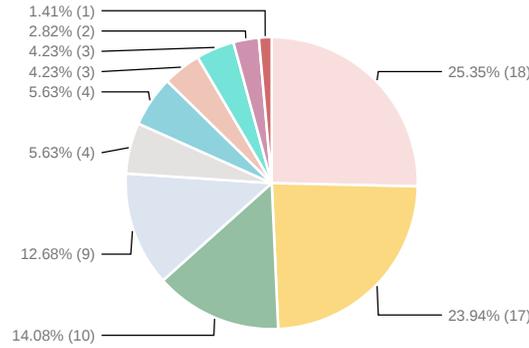
| Personal Safety | Executive | Individual Contributor | Manager |
|---|-----------|------------------------|---------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.43 | 4.53 | 4.39 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.86 | 4.38 | 4.39 |
| I take responsibility for the safety of myself and others in my work area | 4.86 | 4.70 | 4.67 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.57 | 4.56 | 4.56 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.43 | 4.18 | 4.33 |
| Leaders use mistakes and incidents as learning opportunities | 4.43 | 4.31 | 4.22 |
| Pausing work for hazards and safety concerns is viewed positively | 4.43 | 4.53 | 4.50 |
| People focus on one task at a time and avoid distractions | 3.29 | 3.78 | 3.72 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.14 | 4.33 | 4.33 |
| People have the skills they need to resolve workplace safety issues | 4.29 | 4.36 | 4.11 |
| We have the right tools for the job | 4.00 | 3.73 | 3.72 |

Average Response Scores by Statement

| Overall Culture | Executive | Individual Contributor | Manager |
|--|-----------|------------------------|---------|
| I believe managers apply the same rules for all workers | 4.57 | 4.13 | 4.17 |
| Information about important events and lessons learned is shared within my workgroup | 4.43 | 4.09 | 4.29 |
| Leaders encourage people to ask questions | 4.57 | 4.35 | 4.50 |
| Managers treat workers with respect | 4.43 | 4.46 | 4.61 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.43 | 4.18 | 4.39 |
| My supervisor would use whatever power they have to help me out | 4.57 | 4.41 | 4.67 |
| People in my workgroup treat each other with respect | 4.43 | 4.22 | 4.39 |
| People listen to one another: it is rare that someone's views go unheard | 4.29 | 3.91 | 4.11 |
| People report mistakes they make, even if others do not notice them | 3.57 | 4.02 | 3.83 |
| The company cares about my opinions | 4.14 | 3.80 | 4.11 |

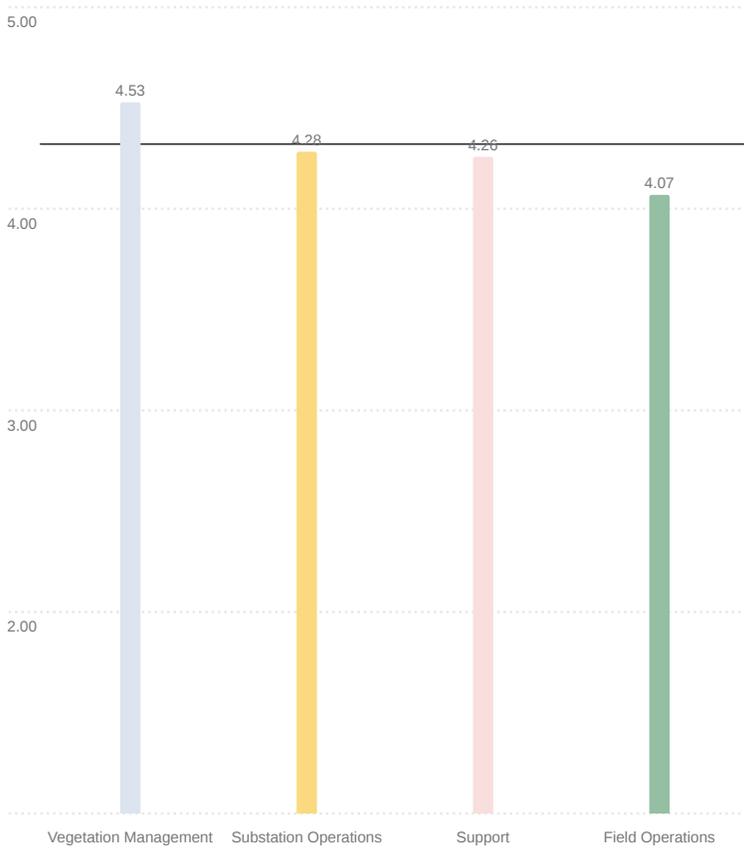
3. Comparison by Business Unit

Number of Responses 71

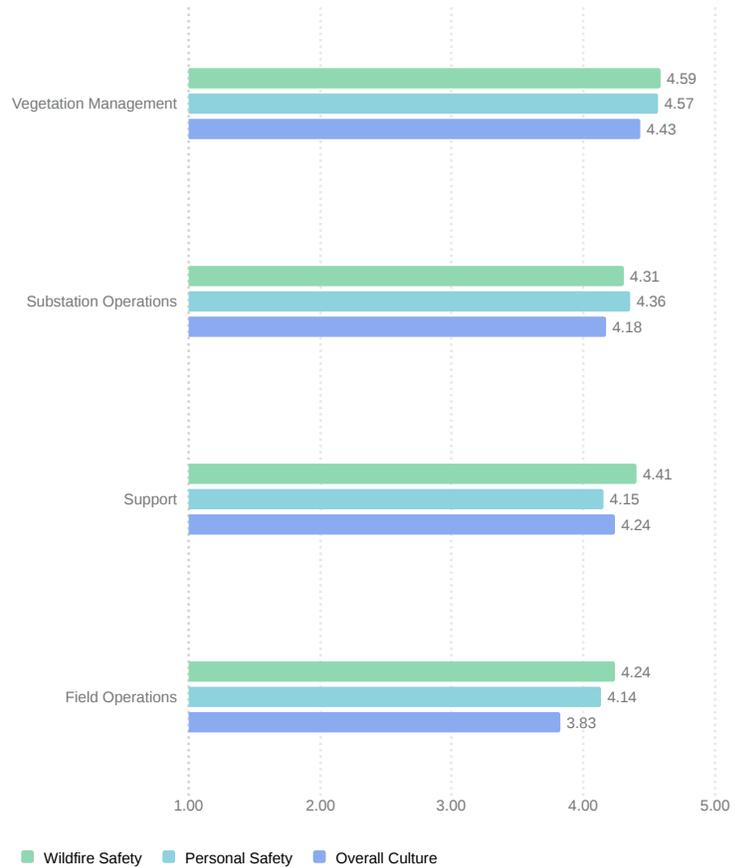


Support Substation Operations Field Operations Vegetation Management Project Management in Development (PMD) Field Inspections Project Management Office (PMO) Emergency Management Contractor Field Engineering

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 | Field Operations | Substation Operations | Support | Vegetation Management |
|---|------------------|-----------------------|---------|-----------------------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.60 | 3.53 | 3.72 | 4.22 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.60 | 4.53 | 4.67 | 4.89 |
| Leaders actively seek out signs of potential wildfire hazards | 4.20 | 4.35 | 4.50 | 4.50 |
| My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.70 | 4.65 | 4.39 | 4.67 |
| Our management acts quickly to address wildfire hazards | 4.20 | 4.35 | 4.44 | 4.67 |
| People in my workgroup report all wildfire hazards, no matter how minor | 4.00 | 4.41 | 4.44 | 4.22 |
| People look for wildfire hazards and risks as work progresses | 4.10 | 4.18 | 4.33 | 4.67 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.40 | 4.35 | 4.78 | 4.78 |
| Wildfire and personal safety concerns are communicated openly | 4.40 | 4.41 | 4.39 | 4.67 |

Average Response Scores by Statement

| Personal Safety | Field Operations | Substation Operations | Support | Vegetation Management |
|---|------------------|-----------------------|---------|-----------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.20 | 4.59 | 4.39 | 4.67 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.60 | 4.53 | 4.22 | 4.44 |
| I take responsibility for the safety of myself and others in my work area | 4.60 | 4.76 | 4.61 | 4.89 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.40 | 4.65 | 4.50 | 4.89 |
| Leaders keep people prepared to intervene when an emergency occurs | 3.90 | 4.12 | 4.28 | 4.56 |
| Leaders use mistakes and incidents as learning opportunities | 3.90 | 4.24 | 4.28 | 4.67 |
| Pausing work for hazards and safety concerns is viewed positively | 4.20 | 4.59 | 4.33 | 5.00 |
| People focus on one task at a time and avoid distractions | 3.80 | 3.94 | 3.22 | 4.11 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.10 | 4.35 | 4.06 | 4.78 |
| People have the skills they need to resolve workplace safety issues | 4.10 | 4.18 | 4.17 | 4.67 |
| We have the right tools for the job | 3.70 | 4.00 | 3.61 | 3.56 |

Average Response Scores by Statement

| Overall Culture | Field Operations | Substation Operations | Support | Vegetation Management |
|--|------------------|-----------------------|---------|-----------------------|
| I believe managers apply the same rules for all workers | 3.60 | 4.29 | 4.33 | 4.22 |
| Information about important events and lessons learned is shared within my workgroup | 3.70 | 4.00 | 4.17 | 4.56 |
| Leaders encourage people to ask questions | 3.90 | 4.41 | 4.33 | 4.67 |
| Managers treat workers with respect | 4.40 | 4.47 | 4.39 | 4.78 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.00 | 4.29 | 4.22 | 4.56 |
| My supervisor would use whatever power they have to help me out | 4.30 | 4.59 | 4.39 | 4.67 |
| People in my workgroup treat each other with respect | 3.80 | 4.12 | 4.44 | 4.33 |
| People listen to one another: it is rare that someone's views go unheard | 3.80 | 3.76 | 4.17 | 4.22 |
| People report mistakes they make, even if others do not notice them | 3.50 | 4.06 | 3.78 | 4.11 |
| The company cares about my opinions | 3.30 | 3.76 | 4.22 | 4.22 |

4. Comparison by Location

Overall Average Response Score

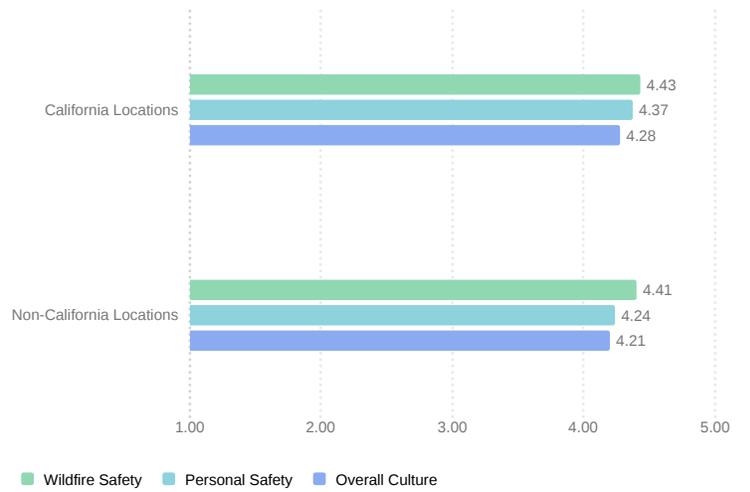


Number of Responses



■ Non-California Locations ■ California Locations

Average Response Scores by Safety Components



■ Wildfire Safety ■ Personal Safety ■ Overall Culture

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 | California Locations | Non-California Locations |
|---|----------------------|--------------------------|
| Wildfire and personal safety concerns are communicated openly | 4.52 | 4.33 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.55 | 4.69 |
| People look for wildfire hazards and risks as work progresses | 4.39 | 4.37 |
| People in my workgroup report all wildfire hazards, no matter how minor | 4.33 | 4.41 |
| Our management acts quickly to address wildfire hazards | 4.48 | 4.41 |
| My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.61 | 4.48 |
| Leaders actively seek out signs of potential wildfire hazards | 4.47 | 4.46 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.70 | 4.66 |
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.82 | 3.85 |

Average Response Scores by Statement

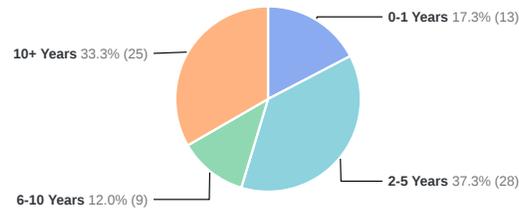
| Personal Safety | California Locations | Non-California Locations |
|---|----------------------|--------------------------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.61 | 4.37 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.45 | 4.41 |
| I take responsibility for the safety of myself and others in my work area | 4.73 | 4.69 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.70 | 4.46 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.13 | 4.27 |
| Leaders use mistakes and incidents as learning opportunities | 4.33 | 4.27 |
| Pausing work for hazards and safety concerns is viewed positively | 4.67 | 4.39 |
| People focus on one task at a time and avoid distractions | 3.94 | 3.50 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.42 | 4.19 |
| People have the skills they need to resolve workplace safety issues | 4.33 | 4.24 |
| We have the right tools for the job | 3.79 | 3.80 |

Average Response Scores by Statement:

| Overall Culture | California Locations | Non-California Locations |
|--|----------------------|--------------------------|
| The company cares about my opinions | 3.94 | 3.98 |
| People report mistakes they make, even if others do not notice them | 4.15 | 3.80 |
| People listen to one another: it is rare that someone's views go unheard | 4.03 | 4.05 |
| People in my workgroup treat each other with respect | 4.24 | 4.36 |
| My supervisor would use whatever power they have to help me out | 4.61 | 4.43 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.42 | 4.17 |
| Managers treat workers with respect | 4.48 | 4.52 |
| Leaders encourage people to ask questions | 4.45 | 4.38 |
| Information about important events and lessons learned is shared within my workgroup | 4.33 | 4.08 |
| I believe managers apply the same rules for all workers | 4.12 | 4.26 |

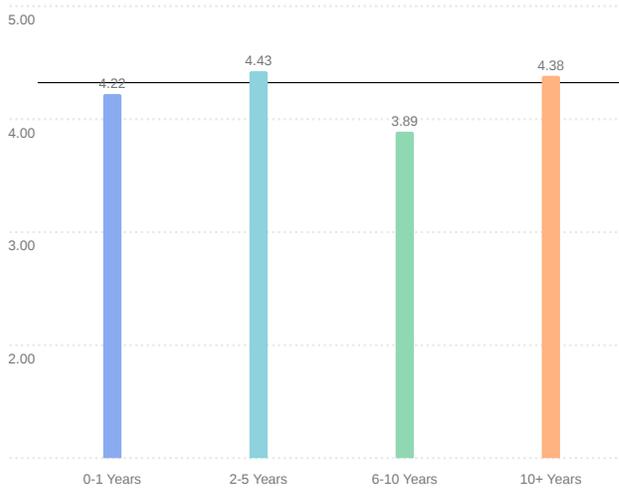
5. Comparison by Tenure

Number of Responses 75

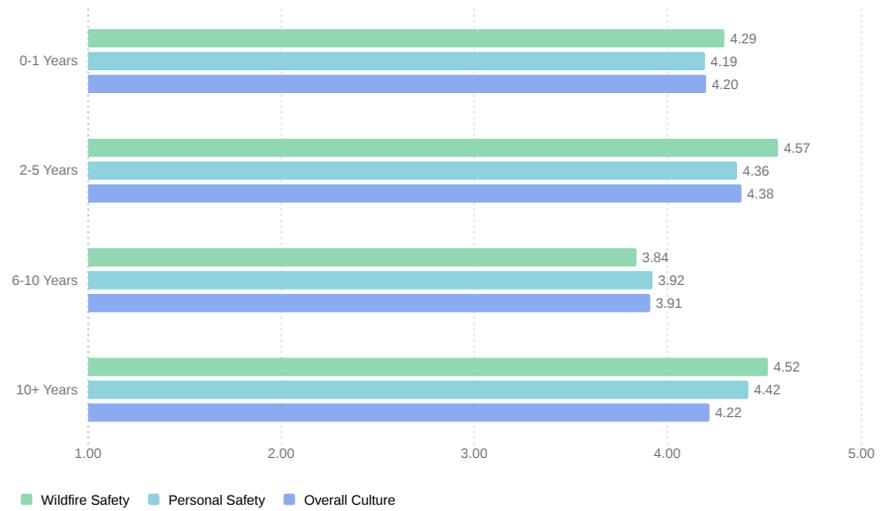


0-1 Years 2-5 Years 6-10 Years 10+ Years

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 | 0-1 Years | 2-5 Years | 6-10 Years | 10+ Years |
|---|-----------|-----------|------------|-----------|
| I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them | 3.94 | 3.94 | 3.12 | 3.70 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.59 | 4.74 | 4.47 | 4.73 |
| Leaders actively seek out signs of potential wildfire hazards | 4.24 | 4.50 | 3.94 | 4.45 |
| My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.06 | 4.68 | 4.12 | 4.67 |
| Our management acts quickly to address wildfire hazards | 4.41 | 4.62 | 4.00 | 4.48 |
| People in my workgroup report all wildfire hazards, no matter how minor | 4.35 | 4.45 | 4.00 | 4.33 |
| People look for wildfire hazards and risks as work progresses | 4.18 | 4.55 | 3.88 | 4.42 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.56 | 4.74 | 4.29 | 4.79 |
| Wildfire and personal safety concerns are communicated openly | 4.06 | 4.58 | 4.00 | 4.52 |

Average Response Scores by Statement

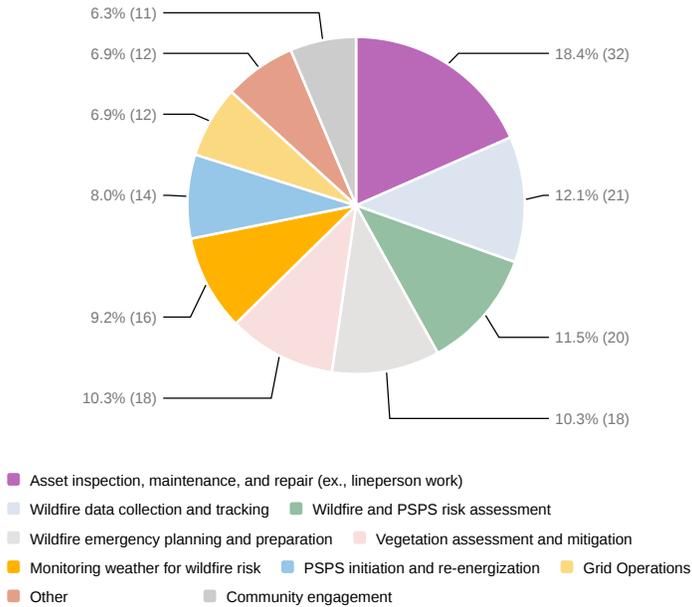
| Personal Safety | 0-1 Years | 2-5 Years | 6-10 Years | 10+ Years |
|---|-----------|-----------|------------|-----------|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.24 | 4.49 | 4.12 | 4.55 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.29 | 4.57 | 4.12 | 4.36 |
| I take responsibility for the safety of myself and others in my work area | 4.44 | 4.81 | 4.59 | 4.79 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.41 | 4.57 | 4.41 | 4.70 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.12 | 4.37 | 3.59 | 4.33 |
| Leaders use mistakes and incidents as learning opportunities | 4.24 | 4.40 | 3.88 | 4.36 |
| Pausing work for hazards and safety concerns is viewed positively | 4.35 | 4.62 | 4.41 | 4.64 |
| People focus on one task at a time and avoid distractions | 3.44 | 3.85 | 3.06 | 3.88 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.17 | 4.28 | 4.12 | 4.42 |
| People have the skills they need to resolve workplace safety issues | 4.18 | 4.26 | 3.94 | 4.42 |
| We have the right tools for the job | 3.59 | 4.06 | 3.76 | 4.03 |

Average Response Scores by Statement

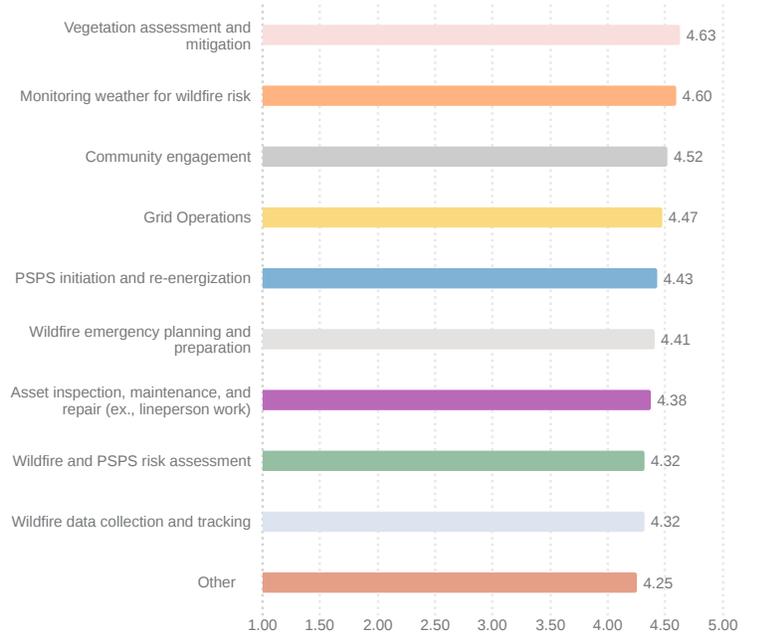
| Overall Culture | 0-1 Years | 2-5 Years | 6-10 Years | 10+ Years |
|--|-----------|-----------|------------|-----------|
| I believe managers apply the same rules for all workers | 4.28 | 4.30 | 3.82 | 4.12 |
| Information about important events and lessons learned is shared within my workgroup | 3.93 | 4.36 | 3.65 | 4.16 |
| Leaders encourage people to ask questions | 4.39 | 4.43 | 4.18 | 4.30 |
| Managers treat workers with respect | 4.56 | 4.47 | 4.12 | 4.42 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.18 | 4.34 | 4.12 | 4.18 |
| My supervisor would use whatever power they have to help me out | 4.56 | 4.60 | 4.47 | 4.39 |
| People in my workgroup treat each other with respect | 4.22 | 4.51 | 4.41 | 4.33 |
| People listen to one another: it is rare that someone's views go unheard | 3.72 | 4.21 | 3.65 | 3.94 |
| People report mistakes they make, even if others do not notice them | 3.88 | 4.11 | 3.76 | 3.67 |
| The company cares about my opinions | 3.88 | 4.09 | 3.50 | 4.00 |

6. Comparison by Wildfire Activities

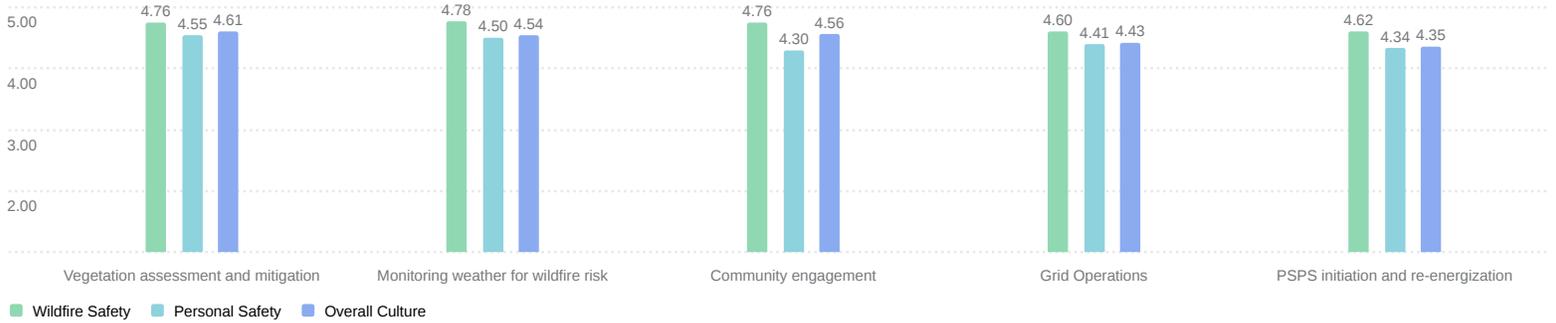
Number of Responses 70



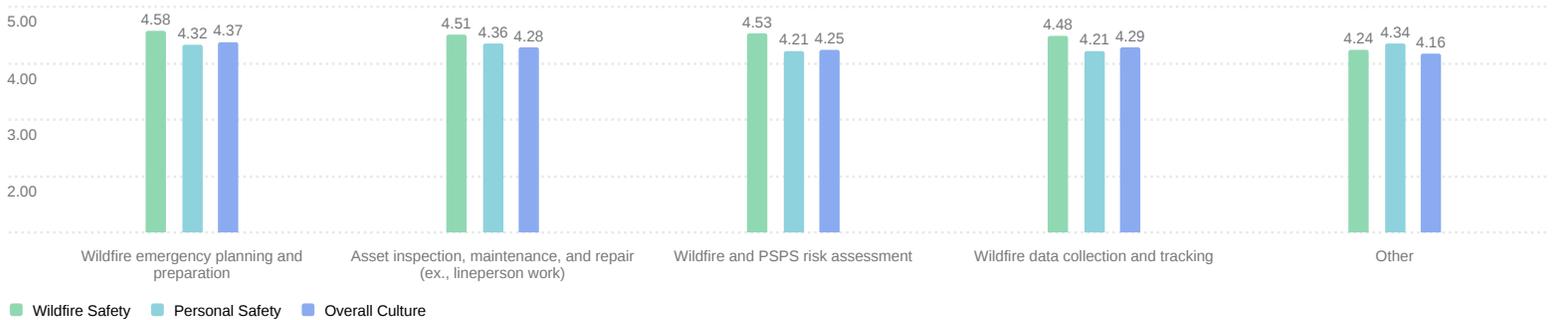
Overall Average Response Score



Performance Category Average Response Scores



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) | Community engagement | Grid Operations | Monitoring weather for wildfire risk | Other | 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 | 4.00 | 4.36 | 4.25 | 4.50 | 3.36 | 4.14 | 4.39 | 4.15 | 4.19 | 4.17 |
| I feel comfortable discussing wildfire hazards with my supervisor | 4.78 | 4.91 | 4.75 | 4.94 | 4.55 | 4.79 | 4.94 | 4.80 | 4.71 | 4.72 |
| Leaders actively seek out signs of potential wildfire hazards | 4.50 | 4.91 | 4.58 | 4.75 | 4.36 | 4.79 | 4.76 | 4.65 | 4.52 | 4.61 |
| My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards) | 4.75 | 4.45 | 4.75 | 4.81 | 4.33 | 4.64 | 4.78 | 4.55 | 4.43 | 4.56 |
| Our management acts quickly to address wildfire hazards | 4.44 | 4.82 | 4.58 | 4.75 | 4.36 | 4.57 | 4.83 | 4.45 | 4.38 | 4.61 |
| People in my workgroup report all wildfire hazards, no matter how minor | 4.47 | 4.91 | 4.58 | 4.81 | 4.27 | 4.64 | 4.61 | 4.50 | 4.52 | 4.67 |
| People look for wildfire hazards and risks as work progresses | 4.50 | 4.82 | 4.58 | 4.88 | 4.00 | 4.71 | 4.83 | 4.55 | 4.52 | 4.61 |
| Protecting the community from wildfire hazards is clearly a high priority with management | 4.59 | 5.00 | 4.83 | 4.94 | 4.50 | 4.79 | 4.89 | 4.65 | 4.71 | 4.89 |
| Wildfire and personal safety concerns are communicated openly | 4.52 | 4.60 | 4.45 | 4.60 | 4.36 | 4.46 | 4.76 | 4.47 | 4.30 | 4.35 |

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) | Community engagement | Grid Operations | Monitoring weather for wildfire risk | Other (please specify): | PSPS initiation and re-energization | Vegetation assessment and mitigation | Wildfire and PSPS risk assessment | Wildfire data collection and tracking | Wildfire emergency planning and preparation |
|---|--|----------------------|-----------------|--------------------------------------|-------------------------|-------------------------------------|--------------------------------------|-----------------------------------|---------------------------------------|---|
| Accidents and incidents are investigated completely to find out what happened and the corrective actions needed | 4.53 | 4.36 | 4.50 | 4.56 | 4.55 | 4.50 | 4.67 | 4.25 | 4.33 | 4.39 |
| I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment | 4.56 | 4.73 | 4.75 | 4.94 | 4.36 | 4.64 | 4.61 | 4.65 | 4.33 | 4.78 |
| I take responsibility for the safety of myself and others in my work area | 4.72 | 4.91 | 4.67 | 4.94 | 4.50 | 4.86 | 4.94 | 4.75 | 4.67 | 4.83 |
| If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor | 4.59 | 4.64 | 4.58 | 4.75 | 4.64 | 4.50 | 4.89 | 4.45 | 4.48 | 4.67 |
| Leaders keep people prepared to intervene when an emergency occurs | 4.29 | 4.55 | 4.25 | 4.63 | 3.82 | 4.62 | 4.50 | 4.42 | 4.38 | 4.44 |
| Leaders use mistakes and incidents as learning opportunities | 4.34 | 4.45 | 4.42 | 4.63 | 4.27 | 4.57 | 4.78 | 4.30 | 4.29 | 4.39 |
| Pausing work for hazards and safety concerns is viewed positively | 4.50 | 4.45 | 4.67 | 4.75 | 4.73 | 4.57 | 4.89 | 4.45 | 4.48 | 4.44 |
| People focus on one task at a time and avoid distractions | 3.81 | 3.36 | 3.92 | 3.81 | 3.92 | 3.57 | 3.89 | 3.35 | 3.52 | 3.61 |
| People have the ability to respond to and correct problems and errors before they get out of control | 4.28 | 4.18 | 4.25 | 4.31 | 4.58 | 4.07 | 4.61 | 4.10 | 4.05 | 4.11 |
| People have the skills they need to resolve workplace safety issues | 4.28 | 4.09 | 4.42 | 4.31 | 4.55 | 4.00 | 4.44 | 4.00 | 4.10 | 4.11 |
| We have the right tools for the job | 4.00 | 3.55 | 4.08 | 3.88 | 3.82 | 3.86 | 3.78 | 3.60 | 3.67 | 3.72 |

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

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Average Response Scores by Statement

| Overall Culture | Asset inspection, maintenance, and repair (ex., lineperson work) | Community engagement | Grid Operations | Monitoring weather for wildfire risk | Other | 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 | 4.25 | 4.55 | 4.42 | 4.50 | 4.17 | 4.29 | 4.56 | 4.15 | 4.14 | 4.44 |
| Information about important events and lessons learned is shared within my workgroup | 4.16 | 4.45 | 4.42 | 4.69 | 4.09 | 4.50 | 4.61 | 4.20 | 4.25 | 4.39 |
| Leaders encourage people to ask questions | 4.47 | 4.73 | 4.50 | 4.75 | 4.33 | 4.57 | 4.83 | 4.55 | 4.52 | 4.50 |
| Managers treat workers with respect | 4.50 | 4.73 | 4.58 | 4.75 | 4.33 | 4.36 | 4.83 | 4.45 | 4.48 | 4.61 |
| My supervisor makes sure all employee concerns are heard before job decisions are made | 4.34 | 4.64 | 4.50 | 4.56 | 4.09 | 4.29 | 4.72 | 4.25 | 4.29 | 4.44 |
| My supervisor would use whatever power they have to help me out | 4.56 | 4.82 | 4.67 | 4.81 | 4.42 | 4.64 | 4.83 | 4.55 | 4.52 | 4.61 |
| People in my workgroup treat each other with respect | 4.25 | 4.73 | 4.42 | 4.56 | 4.50 | 4.43 | 4.50 | 4.40 | 4.57 | 4.39 |
| People listen to one another: it is rare that someone's views go unheard | 4.16 | 4.64 | 4.33 | 4.44 | 4.08 | 4.43 | 4.50 | 4.20 | 4.05 | 4.22 |
| People report mistakes they make, even if others do not notice them | 4.16 | 4.00 | 4.08 | 4.06 | 3.55 | 4.07 | 4.28 | 3.95 | 3.95 | 3.89 |
| The company cares about my opinions | 3.94 | 4.36 | 4.33 | 4.31 | 4.00 | 3.93 | 4.44 | 3.75 | 4.10 | 4.22 |



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

PacifiCorp





PacifiCorp
2023 Safety Culture Assessment

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

Near Miss Reporting Program Evaluation.

Leverage the work of a recent Near Miss Reporting working group comprised of PacifiCorp and other companies within Berkshire Hathaway Energy company. During Q1 2023, this group evaluated our near miss reporting systems as a group, looking at what is working and where barriers to reporting exist. The objective was to assess effectiveness of individual programs, and identify model practices that could be applied across the BHE organization. The project methodology leveraged program administrators who are familiar with the activity levels and content in each company's reporting program. The assessment involved review of reporting metrics and quality; group discussion on quality factors and challenges for reporting; review of safety literature on reporting cultures; and, assembly of information on effectiveness of respective reporting programs. Results were presented to the BHE Safety Leadership (Safety Directors of each company and sponsoring CEO). Each company, including PacifiCorp, developed action plans to improve reporting culture for the remainder of 2023. PacifiCorp's actions:

1. Clarify expectations, train workforce- Add definitions of 'near miss' vs 'incidents' vs 'hazard recognition' events into our reporting procedure and provide training on the changes (procedure complete, training ongoing). Acknowledge barriers to reporting, provide value statements and solutions that address the barriers, and promote reporting in training and communications.
2. Facilitate reporting from all levels of the organization- reconfigure one of PacifiCorp's existing reporting tools (SAPHO) to better capture near misses, and establish mobile app functionality of the tool.
3. Institute a weekly review of significant near misses to find lessons learned, ensure corrective action is taken and "extent of condition" has been evaluated. This process will be matured in the Power Generation division, and then upscaled later in 2023 into power delivery divisions.
4. Configure the reporting system with a corrective action feature to allow capture of validated corrective actions and followup.

B1. Progress Metrics (if applicable)

1. Completion of training; use of additional communications to educate and promote
2. Configuration complete; mobility function deployed.
3. Weekly review process implemented.
4. Configuration complete and in use.

A1. Objective 1 (Continued)

C1. 12-Month Target

Completed development and implementation of the above 4 actions.

D1. Description of Objective

By accomplishing the intended improvement to reporting culture (promoting reporting, making reporting "safer" and easier, taking action on reports) will help to identify and respond to potential wildfire and employee safety risks.

A2. Objective 2

Increase counts of reported near misses through Objective 1 initiatives including promotion, reporter recognition, and follow-through.

B2. Progress Metrics (if applicable)

Counts of reports

C2. 12-Month Target

20% increase in reporting.

D2. Description of Objective

Capturing a more complete set of hazards, events and concerns identified by employees will allow for corrective action efforts.

A3. Objective 3

Continue implementation of Managing For Safety Program

B3. Progress Metrics (if applicable)

Participation levels

C3. 12-Month Target

20% increase in participation

D3. Description of Objective

Managing for Safety is a foundational effort to strengthen safety knowledge and leadership among front line managers with a focus on communication and hazard assessment. Strengthened safety leadership practice can positively impact employee safety, including safety during wildfire mitigation activities.



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1.2 Objectives for the Next 3 Years

A1. Objective 1

Continue the effort to propose, gain approval for, design and implement a new safety reporting and data management system. This effort would modernize and consolidate legacy systems within the organization that lack full safety program scope (reporting, inspection, observation, audit, corrective action).

C1. 3-Year Target

Functioning system.

A2. Objective 2

Align health and safety policies and procedures across the company using an inclusive process incorporating input from all stakeholders. Implement systematic document management (storage, access, updating).

C2. 3-Year Target

Establish the consolidated system and functioning library.

B1. Progress Metrics (if applicable)

Proposal complete; approval gained; design complete; implementation.

D1. Description of Objective

Using modern and wholistic data management technology solution will improve recognition and management of wildfire risk to the public and risk to employees.

B2. Progress Metrics (if applicable)

Complete a project plan; select technology system(s) to be used; configure document management system; train staff and implement process; establish a working library with flow of new policies/procedures and archival of old policies and procedures.

D2. Description of Objective

The project will improve one key aspect of strong safety culture: clear expectations built with inclusion from front line workers, which in turn strengthens accountability and leads to operational excellence.



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1.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

SPEAK UP. PacifiCorp's 2022 workforce survey showed a decline in scores for statements in the personal safety category. The three statements with the greatest declines were from the personal safety category:

- "I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment."
- "I take responsibility for the safety of myself and others in my work area."
- "My supervisor views positively if I stopped a job due to a missing safety step."

A2. Major Theme/ Lesson Learned 2

Safety Event Reporting: Address indications from the 2022 SCA of a decline in willingness to report hazards. The following statements showed decreases in scores from 2021 to 2022:

- "My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)."
- "I feel comfortable discussing wildfire hazards with my supervisor."
- "People in my workgroup report all wildfire hazards, no matter how minor."
- "People report mistakes they make, even if others do not notice them."

B1. Actions Taken

1. Re-inforce an existing PacifiCorp "Brother's Keeper" message program.
2. Improve the employee recognition program to address the possibility that any decline is related to lack of positive recognition for speaking up.

B2. Actions Taken

See Objectives 1 & 2 above.



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1.4 2022 Recommendations

A1. Recommendation 1

Increase Worker Accountability (2022 SCA 3.1)

- Leverage the Managing for Safety program to strengthen safety leadership as it relates to empowering workers to intervene when safety concerns arise.
- Increase efforts to involve workers in identifying barriers to raising safety concerns or stopping unsafe behaviors.

B1. Actions Taken

Q2 Completion of the "Managing for Safety" training program. In final form, the program included development of the following: an e-book library (produced through the services of Index AR Solutions), which includes books on "Managing for Safety" and "Safety Leadership"; increased safety staff presence at Manager meetings to increase awareness of safety culture objectives, model, coach, and create healthy exchange on leadership skills, and gain additional leadership buy-in to safety objectives; as well as increase 1:1 consulting interactions between key safety staff and the management population.

C1. Results

All-hands meetings consisting of presentations by key visiting executives and safety staff and discussion sessions were held at 13 Power Delivery work centers in the Pacific Power division of PacifiCorp in 2023, including Yreka, California. (Similar visits were also completed in the Rocky Mountain Power division.); The safety department leadership team is now traveling to all semi-annual, all day regional directors' team meetings which now include a standing 1-hour safety update agenda item.

A2. Recommendation 2

Strengthen Safety Event Reporting (2022 SCA 3.2)

1. Improve protocols for safety event (near-miss and hazard) response, particularly for frontline workers.
2. Accelerate the timeline for implementation of a corrective action program and
3. Institute improvements to its safety event reporting system.
4. Take actions to improve worker understanding of the importance of submitting safety event reports.
5. Ensure that implementation of 2022 12-month safety culture objective to includes hazard recognition as a training focus as part of its Managing for Safety program incorporates training on hazard recognition for frontline workers. Doing so may help address issues related to the decline in scores for the workforce survey statement "People in my workgroup report all wildfire hazards, no matter how minor."

B2. Actions Taken

1. Re-instate pandemic-suspended, quarterly, in-person management/employee workshops known by the acronym PEET. These workshops have been positively received, successful engagement efforts that help to improve.
2. CAP timeline is being evaluated in the summer of 2023 to identify a means to accelerate implementation.
3. See objectives 1 and 2
4. Completing new training program titled "High Energy Control Assessment" to increase recognition and monitoring of high energy hazards including wildfire risk.

C2. Results

1. Two PEET meetings have been conducted in 2023 with positive feedback
2. TBD. Functionality has been added to the base reporting program to allow entry of corrective actions.
3. Nearing completion in Q3 2023
4. Scheduled for completion in Q4 2023



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Section 2. Supporting Documents

The electrical corporation had the option to submit supporting documentation for the safety culture objectives and lessons learned.

No supporting documentation was submitted.

The logo for nsc features a stylized icon of four squares in a 2x2 grid, with the top-right square being a lighter shade of green. To the right of the icon, the lowercase letters "nsc" are written in a bold, green, sans-serif font. The logo is positioned in the upper left quadrant of the image, overlaid on the background scene.

nsc

