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Gavin Newsom, Governor

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December 19, 2025

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Subject: 2024 Safety Culture Assessment for PacifiCorp

Mr. Gee:

Enclosed is the 2024 Safety Culture Assessment (SCA) for PacifiCorp presenting the findings and recommendations of the assessment conducted by the Office of Energy Infrastructure Safety (Energy Safety) pursuant to Public Utilities Code section 8386.2(b).

PacifiCorp can satisfy the requirement in Public Utilities Code section 8389(a)(2) by agreeing to implement the recommendations of its most recent SCAs performed pursuant to Public Utilities Code section 8386.2. This may be done by PacifiCorp for the Energy Safety SCA by submitting a letter to that effect to the 2024 Safety Culture Assessments docket (Docket #2024-SCAs).[1]

Sincerely,

/s/

Suzie Rose
Program Manager, Electrical Undergrounding and Culture Division
Office of Energy Infrastructure Safety

[1] 2024 Safety Culture Assessments (SCAs) docket (https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2024-SCAs, accessed December 15, 2025).

OFFICE OF ENERGY INFRASTRUCTURE SAFETY

2024 SAFETY CULTURE ASSESSMENT REPORT FOR PACIFICORP

December 2025

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Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety's) 2024 Safety Culture Assessment (SCA) of electrical corporations in California took place from December 2024 to August 2025. The Energy Safety SCA is focused on the safety culture within an electrical corporation's wildfire mitigation work setting. Energy Safety directed the process pursuant to Public Utilities Code section 8389(d)(4) and in accordance with Energy Safety's Safety Culture Assessment Guidelines for Electrical Corporations (SCA Guidelines).[1] Energy Safety utilized a third-party contractor, National Safety Council (NSC) to administer the Energy Safety 2024 SCAs and to provide initial analysis of the assessment data collected prior to Energy Safety's production and publication of the safety culture assessment reports.

This report contains an assessment of PacifiCorp's inputs into its 2024 Safety Culture Assessment and associated findings, and recommendations. The safety culture findings and recommendations are based on; a workforce survey administered by a third party; and PacifiCorp's safety culture objectives, lessons learned, progress on the previous year's recommendations and supporting documentation.[2]

According to its safety culture assessment inputs from 2021 through 2024, PacifiCorp has shown several positive developments. PacifiCorp's 2024 workforce survey results showed notable improvements in key areas. The average response score for the statement "We have the right tools for the job," in the personal safety category, rose from 3.81 in 2023 to 4.18 in 2024 (out of a possible high score of 5). The statement "People in my work group treat each other with respect," from the overall culture category, improved from 4.32 in 2023 to 4.39 in 2024.

Despite these positive trends, overall average response scores in wildfire safety, personal safety, and overall culture have shown fluctuations from 2022 to 2024—rising from 2022 to 2023 but declining in the 2024 survey. Additionally, workforce survey results revealed decreases in 27 of the 30 questions, indicating a need for renewed focus and additional improvement. Further, overall workforce survey participation has shown a similar fluctuation, improving from 56 percent in 2022 to 63 percent in 2023, but falling to 34 percent in 2024.

Separate from the workforce survey, PacifiCorp's 2024 safety culture objectives, lessons learned, and progress on the previous year's recommendations demonstrate that the company has taken actions to advance its safety culture. However, there are ongoing

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[1] Safety Culture Assessment Guidelines for Electrical Corporations: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true, (accessed Dec. 18, 2024).

[2] See Appendix A for PacifiCorp's Workforce Survey Results and Appendix B for PacifiCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

opportunities for continuous improvement. PacifiCorp should continue efforts to increase employee engagement and address remaining safety culture gaps related to employees' ability to act on safety concerns or unsafe behavior. The company should also improve participation in workforce surveys and take high-level actions to address areas with decreased scores. Additionally, PacifiCorp should enhance worker involvement in near-miss[3] and hazard reporting and mitigation.

The safety culture recommendations for PacifiCorp are summarized below. PacifiCorp should act on these recommendations immediately to drive consistent improvement in its safety culture.

Recommendations

Recommendation 1: Increase Organizational Learning in Safety Hazard Identification

PacifiCorp should increase organizational learning in safety hazard identification such as reporting hazards, near-misses, and safety suggestions.

Recommendation 2: Increase Worker Empowerment

PacifiCorp should continue to leverage its Managing for Safety program to strengthen frontline safety leadership to empower workers to speak up and act. This recommendation continues a recommendation from Energy Safety's 2023 SCA Report for PacifiCorp.[4]

Recommendation 3: Increase Workforce Survey Participation

PacifiCorp should implement initiatives and raise awareness to increase employee and contractor participation in the workforce survey. PacifiCorp should refine its safety culture objectives to focus on strengthening employee and contractor relationships and enhancing opportunities for feedback.

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[3] Near-miss: an unplanned event that did not result in injury, illness, or damage, but had the potential to do so. Safety Culture Assessment Guidelines for Electrical Corporations: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true, (accessed Dec. 18, 2024).

[4] Energy Safety's 2023 SCA Report for PacifiCorp: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56370&shareable=true, (accessed Dec. 18, 2024).

1. Introduction

In 2019, Section 8389 was added to the Public Utilities Code to require the California Public Utilities Commission (CPUC), in consultation with the Office of Energy Infrastructure Safety (Energy Safety), to develop a process for Energy Safety to conduct annual Safety Culture Assessments (SCAs) for each electrical corporation.[5] Pursuant to Public Utilities Code section 8389(d)(4),[6] Energy Safety must conduct an annual SCA for each California electrical corporation.[7][8] The first safety culture assessment process was adopted by the CPUC on November 19, 2020, in Resolution WSD-011.[9] The first SCA took place in 2021.

1.1 Focus of Energy Safety's SCA

Energy Safety's assessment focuses on the safety culture present in an electrical corporation's wildfire mitigation work setting: the setting most pertinent to personal and public wildfire risks. The objective of the process is to evaluate an electrical corporation's safety culture to identify best practices and relative gaps. This process includes an understanding of each corporation's relative strengths and opportunities in designing and implementing a strong safety culture. Energy Safety assesses safety culture outcomes over time and incorporates continuous learning into the safety culture assessment findings.

Energy Safety's SCA process is distinct from and complementary to other safety culture assessments required elsewhere in the Public Utilities Code. Energy Safety's assessment is not a replacement for ongoing work to improve the safety culture at each electrical corporation.

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[5] Public Utilities Code section 8389: https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, (accessed May 19, 2025)

[6] Public Utilities Code section 8389: https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, (accessed Dec. 18, 2024).

[7] In 2024, 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 (HWT), Trans Bay Cable, and LS Power Grid California.

[8] Public Utilities Code 218: https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=PUC&sectionNum=218., (accessed May 19, 2025)

[9] Resolution WSD-011: https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fdocs.cpuc.ca.gov%2FPublishedDocs%2FPublished%2FG000%2FM352%2FK490%2F352490594.docx&wdOrigin=BROWSELINK, (accessed Dec. 18, 2024).

2. Methodology

The Energy Safety SCA process gathers insights from workforce surveys, management self-assessments, interviews and the analysis of an electrical corporation's progress towards its strategic safety culture objectives. These insights inform the understanding of cultural behaviors, values, communication, the workplace environment and workplace norms.

2.1 Safety Culture Assessment Framework

The framework for Energy Safety's SCA process is outlined in the 2024 SCA Process adopted by the CPUC on November 16, 2023.[10] The process for Energy Safety's SCAs is rooted in the understanding that safety culture affects both personal and wildfire safety outcomes and by extension its study provides insights into strengths and key opportunities for improvement. Energy Safety published the most recent SCA Guidelines on December 17, 2024.[11] The SCA Guidelines were informed by the 2024 SCA Process and outline the SCA requirements and components for each category of electrical corporation. The SCA Guidelines categorize electrical corporations as follows:

- **Large electrical corporations:** Pacific Gas and Electric Company (PG&E), Southern California Edison Company (SCE), and San Diego Gas & Electric Company (SDG&E).
- **Small and multijurisdictional utilities[12] (SMJUs):** Bear Valley Electric Service, Inc (BVES), Liberty Utilities, and PacifiCorp.
- **Independent transmission operators (ITOs)**: Horizon West Transmission (HWT), LS Power Grid California (LS Power), and Trans Bay Cable (TBC).

2.2 Energy Safety SCA Process Elements

The SCA process includes six elements: a workforce survey; a management self-assessment; safety culture objectives, lessons learned, and progress on the previous year's recommendations; interviews; observational visits; and supporting documentation. Not every component applies to every electrical corporation.

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[10] RESOLUTION SPD-14: https://www.cpuc.ca.gov/-/media/cpuc-website/divisions/safety-policy-division/documents/final-resolution-spd14-retaining-existing-performance-metrics-wmp-requirements-and-safety-culture-as.pdf, (accessed Dec. 18, 2024).

[11] Safety Culture Assessment Guidelines for Electrical Corporations: (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true, (accessed Dec. 18, 2024).

[12] In this document "utility" means "electrical corporation."

2.2.1 Workforce Survey

The workforce survey is a survey comprised of 30 statements that respondents anonymously evaluate on a five-point scale ranging from "strongly disagree" to "strongly agree."[13] Survey statement categories include wildfire safety, personal safety and overall culture. The workforce survey assesses key workforce perceptions and behaviors. The target workforce survey populations are employees and contractors who spend greater than ten percent of their time on wildfire mitigation activities. The workforce survey is administered to each large electrical corporation and SMJU, but not to any ITO.

2.2.2 Management Self-Assessment

The management self-assessment consists of 22 questions across three categories: organizational sustaining systems, governance, and safety-enabling systems. Electrical corporations use a maturity model scale to self-rate and provide reasoning to support each self-rating. The management self-assessment questions are rated using a four-level behaviorally anchored rating scale that is customized for each question. The four levels (1. Public Compliance, 2. Private Compliance, 3. Stewardship, and 4. Citizenship) indicate how safety is viewed within the organization. Public Compliance represents the lowest self-rating and a more negative view of safety culture, while Citizenship represents the highest self-rating and a more positive view of safety culture. Electrical corporations must also provide the expected self-rating for each question for the next year, along with a summary plan for the coming 12-month period to achieve targets for the next year's expected self-rating. The management self-assessment is completed by each large electrical corporation, but not by any SMJU or ITO.

2.2.3 Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's SCA Recommendations

Safety culture objectives consist of 12-month and 3-year objectives that should enhance an electrical corporation's wildfire safety culture. The safety culture objectives must include supporting metrics, and a description of how the objectives will reduce wildfire risk.

The lessons learned section consists of descriptions of how an electrical corporation's safety culture has evolved over the past year, the major safety lessons learned, and the actions taken in response to the lessons learned.

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[13] The survey used a Likert scale going from "Strongly Agree" (5) to "Strongly Disagree" (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see "What is a Likert Scale – Definition, example, characteristics, & advantages" by Question Pro: https://www.questionpro.com/blog/what-is-likert-scale/, (accessed Oct. 27, 2025).

Electrical corporations also must report on the progress made in implementing the recommendations from the previous year's SCA report, including providing the actions taken and results.

Each electrical corporation is required to annually submit safety culture objectives, lessons learned, and progress on the previous year's SCA recommendations.[14]

2.2.4 Interviews

Follow-up interviews are conducted with each large electrical corporation to better understand the organizational context behind its submitted management self-assessment responses.

Focus groups are held with employees and contractors from the LEC's to inform analysis of the workforce survey responses. Follow-up interviews and focus groups are not conducted with the SMJUs and ITOs.

2.2.5 Observational Visits

Energy Safety may, at its discretion, conduct observational visits of an electrical corporation for direct observation of work practices and behaviors to assess the effectiveness of its safety culture.

2.2.6 Supporting Documentation

Energy Safety may, at its discretion, require supporting documentation to be submitted by an electrical corporation to support the elements of its SCA.[15] An electrical corporation may voluntarily submit supporting documentation to provide additional context to its responses.

[14] Safety Culture Assessment Guidelines for Electrical Corporations: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true, (accessed Dec. 28, 2024).
[15] Safety Culture Guidelines for Electrical Corporations: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true, (accessed Dec. 28, 2024).

3. Assessment Inputs

As an SMJU, PacifiCorp was required to complete the workforce survey, and submit its safety culture objectives, lessons learned and progress on the previous year's recommendations for its 2024 SCA.

3.1 Workforce Survey

As an SMJU, PacifiCorp was required to complete the workforce survey for its 2024 SCA. The workforce survey was administered by NSC (via the electrical corporation) during the period of January 6, 2025, to February 7, 2025. NSC provided electronic survey administration options and provided Spanish translation upon request. The target workforce survey populations were employees and contractors who spend greater than ten percent of their time on wildfire mitigation activities. NSC encouraged PacifiCorp to include as many individuals as possible within the target audience.

A total of 80 PacifiCorp employees and contractors responded to the workforce survey. Of these, 64 identified as employees and 12 identified as contractors, with four who did not identify their employment status. PacifiCorp reported a base number of 131 employees and 104 contractors working on wildfire mitigation in the 2024 survey. With these base numbers, PacifiCorp achieved a 34 percent overall response rate for its wildfire mitigation workforce, compared to a 63 percent response rate in 2023, 56 percent in 2022, and 67 percent in 2021. PacifiCorp's employee response rate was 61 percent, compared to 78 percent in 2023, 56 percent in 2022, and 77 percent in 2021. PacifiCorp's contractor response rate was 11.5 percent, compared to 21 percent in 2023, 56 percent in 2022, and 15 percent in 2021.

Additionally, it is worth nothing that PacifiCorp had an increase in both its employee and contractor base populations from 2023 to 2024. The employee population grew from 87 to 131, while its contractor base population grew from 33 to 104, respectively.

3.2 Management Self-Assessment

As an SMJU, PacifiCorp was not required to complete the management self-assessment for its 2024 SCA.

3.3 Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations

On January 28, 2025, PacifiCorp submitted its safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations. PacifiCorp's submission included responses for its 12-month and 3-year objectives, but did not include responses for lessons

learned, progress on the previous year's recommendations, or contain supporting documentation.[16]

On April 15, 2025, PacifiCorp provided an amended submission with its lessons learned, progress on the previous year's recommendations and two supporting documents: a multimedia e-book on "Safety Leadership Skill Development" and "Basics of Managing the Safety Process" PDF.

3.3.1 12-Month Objectives

PacifiCorp provided three 12-month objectives, with progress metrics and target goals in the following areas: human performance improvement tools training and implementation (1 objective), manager and safety mentor safety training (1 objective), enhance worker hazard and near-miss reporting tools (1 objective).[17]

3.3.2 3-Year Objectives

PacifiCorp provided four 3-year objectives, with progress metrics and general target goals in the following areas: improve employee hazard and near-miss reporting (1 objective), continue human performance improvement development (1 objective), implement a corrective action program (1 objective), and safety reporting system modernization (1 objective).[18]

3.3.3 Lessons Learned

PacifiCorp provided two major themes for its lessons learned, including 1. safety leadership and 2. employment empowerment continuous improvement and corrective action progress and results communication.[19]

PacifiCorp stated it incorporated safety leadership into operational trainings for managers. PacifiCorp also included safety reporting and status updates on previously reported items into monthly safety meeting discussion topics.

Lastly, PacifiCorp developed a SharePoint site to communicate corrective action workflow, status, and completed improvements made from initial reporting efforts.

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[16] See Appendix B for PacifiCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.
[17] See Appendix B for PacificCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.
[18] See Appendix B for PacificCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.
[19] See Appendix B for PacificCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

3.3.4 Progress on the Previous Year's Recommendations

In 2023, PacifiCorp received one recommendation in its 2023 SCA report: Increase Worker Empowerment.[20]

For progress on this recommendation, PacifiCorp safety staff developed two interactive e-books "Managing for Safety" and "Safety Leadership, which featured demonstration videos, graphics, and instructional content on safety leaderships skill development. PacifiCorp also simplified its mobile and desktop near-miss reporting tools to improve the reporting experience and implemented status reporting and the communication of resolution actions.

3.4 Interviews

As an SMJU, PacifiCorp was not required to complete interviews or focus groups for its 2024 SCA.

3.5 Observational Visits

Energy Safety did not complete observational visits for its 2024 SCAs.

3.6 Supporting Documentation

PacifiCorp voluntarily appended two supporting documents to provide additional context to its responses.[21] PacifiCorp's supporting documentation included "eBook Safety Leadership" and "eBook Manager Safety Training".

[20] See Appendix B for PacificCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.
[21] See Appendix C for PacifiCorp's Supporting Documentation.

4. Assessment Findings

The findings and recommendations below are based PacifiCorp's workforce survey results, safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations.[22]

4.1 Strength

Through its SCA inputs, PacifiCorp has demonstrated safety culture strength, identified in the following section. PacifiCorp should continue to build on this strength to advance its safety culture.

4.1.1 Management Focus on Wildfire Safety

In the 2024 survey, PacifiCorp's workforce survey results indicated that respondents feel their management places a high priority on wildfire hazard identification and mitigation. The statement "Protecting the community from wildfire hazards is clearly a high priority with management" had an average response score of 4.55 (out of a possible 5), with 93 percent of respondents rating the statement strongly agree or agree. The statement "I feel comfortable discussing wildfire hazards with my supervisor" had an average response score of 4.53, with 84 percent of respondents rating the statement as strongly agree or agree. These statements were among the highest scoring statements in the 2024 workforce survey. The high scores for these statements continued a trend from 2021, 2022 and 2023, during which they were also among the highest scoring statements.

4.2 Opportunities

Based on PacifiCorp's SCA inputs, PacifiCorp has three areas where it can strengthen its safety culture. The following sections describe the areas to be seen as opportunities for PacifiCorp to prioritize improving its safety culture.

4.2.1 Organizational Learning in Safety Hazard Identification

The average response score for the statement "People report mistakes they make, even if others do not notice them" had a score in of 3.77 in the 2024 survey, a decrease from an average response score of 3.97 in 2023. 33 percent of PacifiCorp's 2024 survey respondents scored the statement as neutral or disagree.

[22] See Appendix B for PacifiCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

Additionally, the average response scores declined slightly from 2023 to 2024 for the statements "My supervisor makes sure all employees' concerns are heard before job decisions are made" (4.53 in the 2024 survey, 4.68 in the 2023 survey) and "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" (3.81 in the 2024 survey, 3.84 in the 2023 survey). PacifiCorp also experienced declines in its overall average response score from 2024 and 2023 (4.31 in the 2024 survey, 4.42 in the 2023 survey), and in the wildfire safety, personal safety and overall culture categories. While exact comparisons between 2023 and 2024 are made more complicated by a reduction in response rate by nearly half, the number of decreases is not a good sign.

In its 2024 lessons learned and progress on previous year's recommendations, PacifiCorp identified a need to improve employee perception of the company's care for their opinions, specifically aiming to increase agreement with the statement "The company cares about my opinions."23 To address this, PacifiCorp developed a SharePoint site to capture corrective actions identified from incidents, near-misses, inspections, and safety committees. It also simplified two near-miss reporting tools to create a more efficient reporting experience for users. Despite these improvement efforts, the opportunity remains for PacifiCorp to better track and measure the effectiveness of these actions to ensure they translate into meaningful improvements in safety culture and organizational learning.

Refer to Section 5.1 of this report for the recommendation that pertains to this opportunity.

4.2.2 Worker Empowerment

PacifiCorp's 2024 workforce survey results showed a continued need to increase worker engagement and empower employees to speak up and take action.

Two statements in the personal safety category experienced declines in average response scores:

- "People focus on one task at a time and avoid distractions" (average response score of 3.66 in the 2024 survey, 3.71 in the 2023 survey, 3.82 in the 2022 survey).
- "People have the skills they need to resolve workplace safety issues" (average response score of 4.13 in the 2024 survey, 4.29 in the 2023 survey).

These declines suggest workers may struggle with focus and feel under-equipped, which could weaken their confidence to speak up and act.

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:

[23] See Appendix B for PacifiCorp's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

- "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" (average response score of 3.81 in the 2024 survey, 3.84 in the 2023 survey, 3.67 in the 2022 survey, 3.49 in the 2021 survey).
- "The company cares about my opinions" (average response score of 3.90 in the 2024 survey, 3.97 in the 2023 survey, 3.98 in the 2022 survey, 3.75 in the 2021 survey).

While fewer respondents strongly disagreed or disagreed with these statements than they did 2021,[24] the relatively poor performance of these statements in the 2024 survey[25] highlights an ongoing opportunity to strengthen employee involvement.

While PacifiCorp reported progress in its SCA inputs to address this opportunity, additional focus is necessary to strengthen worker empowerment

Refer to Section 5.2 of this report for the recommendation that pertains to this opportunity.

4.2.3 Workforce Survey Participation

Overall participation in PacifiCorp's 2024 workforce survey declined significantly compared to 2023. In the 2024 survey, the overall workforce survey response rate was 34 percent, compared to 63 percent in 2023. In the 2024 survey, the employee response rate was 61 percent compared to 78 percent in the 2023 survey. Contractor participation also decreased. In the 2024 survey, the contractor response rate was 11.5 percent, compared to 21 percent in the 2023 survey. Given PacifiCorp's increase in both its employee and contractor base populations from 2023 to 2024, the decline in the survey response rate highlights a need to increase engagement and improve workforce survey participation.

Increased workforce survey participation is essential to capture a more complete and accurate view of employee and contractor perceptions, particularly regarding safety practices, communication, and engagement.

[24] Energy Safety's 2021 SCA Report for PacifiCorp: https://energysafety.ca.gov/wp-content/uploads/2021-sca-report-pc.pdf (accessed Dec. 18, 2024).
[25] See Appendix A for PacifiCorp's 2024 Workforce Survey Results.

5. Recommendations

Evolving safety culture is a gradual process and starts with understanding an organization's current cultural state, and the underlying drivers influencing its workforce. Recommendations for PacifiCorp 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(s). The recommendations below build on the recommendations from Energy Safety's 2023 SCA Report for PacifiCorp.[26]

5.1 Increase Organizational Learning in Safety Hazard Identification

PacifiCorp should increase organizational learning in safety hazard identification, including the reporting of hazards, near-misses, and suggestions. PacifiCorp should also improve promotion and accessibility of reporting tools and track the effectiveness of efforts made to simplify the near-miss reporting process.

5.1.1 Observations

The statement "People report mistakes they make, even if others do not notice them" experienced a decrease in its average response score (3.77 in the 2024 survey, 3.97 in the 2023 survey). Additionally, 33 percent of respondents scored this statement as neutral or disagree. Several statements related to employee feedback and hazard identification also showed declines: "My supervisor makes sure all employees' concerns are heard before job decisions are made" (4.53 in the 2024 survey, 4.68 in the 2023 survey) and "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" (3.81 in the 2024 survey, 3.84 in the 2023 survey).

5.1.2 Goals of Recommendation

The goal of this recommendation is to improve organizational learning in organizational learning, especially as it relates to reporting hazards, near-misses, and safety suggestions.

5.1.3 Verification Method

In its next SCA progress report on its 2024 recommendations, PacifiCorp must include a detailed update on all activities undertaken to increase organizational learning. This should

[26] Energy Safety's 2023 SCA Report for PacifiCorp: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56370&shareable=true , (accessed Dec. 18, 2024).

include providing progress on its Managing for Safety program and the actions taken to facilitate communication between frontline workers and management. Further, PacifiCorp should: 1. communicate the importance and purpose of safety hazard and near-miss reporting; 2. implement activities to encourage near-miss reporting; and 3. promote employee participation in hazard identification, solicit safety suggestions and share the outcomes of event reporting with the workforce.

Progress should be evident in future workforce surveys through an increase in agreement with statements in the personal safety category and the overall culture category regarding how the company values workers' opinions and perceptions around near-miss reporting.

PacifiCorp must report on the changes in frequency and quality of reporting that resulted from their organizational learning actions. Further, PacifiCorp must report on what actions were taken to encourage and facilitate hazard reporting, and how the outcomes from previously reported safety hazards and near-misses were communicated to the workforce.

5.2 Increase Worker Empowerment

PacifiCorp should continue to implement and strengthen leadership development initiatives that empower employees to speak up and take action on safety concerns. PacifiCorp should also track and report outcomes from any tools or resources used to support these efforts, such as interactive training materials or other educational resources. This recommendation is repeated from Energy Safety's 2023 SCA Report for PacifiCorp.[27]

5.2.1 Observations

PacifiCorp's 2024 workforce survey included two statements in the personal safety category with decreased average response scores. The statement "People focus on one task at a time and avoid distractions," has an average response score of 3.66 in the 2024 survey and 3.71 in the 2023 survey. The statement "People have the ability to respond to and correct problems and errors before they get out of control," has an average response score of 4.19 in the 2024 survey and 4.30 in the 2023 survey.

Additionally, 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," and "The company cares about my opinions."

[27] Energy Safety's 2023 SCA Report for PacifiCorp: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56370&shareable=true, (accessed Dec. 18, 2024).

5.2.2 Goals of Recommendation

The goal of this recommendation is to improve frontline safety leadership to empower workers to speak up and take action.

5.2.3 Verification Method

In its next SCA progress report on its 2024 recommendations, PacifiCorp should provide a detailed update on its efforts to enhance communication between frontline workers and supervisors as part of its safety leadership initiatives. The report should also include any relevant outcomes from the use of training tools or resources, such as interactive e-books, that support these efforts.

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

5.3 Increase Workforce Survey Participation

PacifiCorp should increase engagement with its employee workforce and its contractor workforce to improve participation in the workforce survey. PacifiCorp should refine its safety culture objectives to target ways to improve engagement and actively gather feedback from its employee and contractor workforces.

5.3.1 Observations

PacifiCorp's overall participation rate in its 2024 workforce survey declined significantly in the 2024 survey, dropping from 63 percent in 2023 to 34 percent in 2024. Employee participation decreased from 78 percent in the 2023 survey to 61 percent in the 2024 survey, while contractor participation fell from 21 percent in 2023 to 12 percent in 2024.

5.3.2 Goals of Recommendation

The goal of this recommendation is to increase engagement with employee and contractor workforces to improve participation in future workforce surveys. Further, the aim of this recommendation is to improve the response rate for the purposes of facilitating feedback on safety culture.

5.3.3 Verification Method

PacifiCorp's next progress report on its 2024 recommendations must include a description of actions taken to communicate with its employee workforce and its contractor workforce and address the decline in participation rates for both workforce groups. PacifiCorp must also refine its safety culture objectives to include an objective focused on increasing employee workforce and contractor workforce participation in future workforce surveys. PacifiCorp should provide a written plan, including what actions have been taken to improve response

rates, in its next SCOLL submission. These efforts should lead to an increased contractor participation in PacifiCorp's next workforce survey.

6. Conclusion

This report provides the findings and recommendations from Energy Safety's 2024 SCA for PacifiCorp, its fourth 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 the safety culture at PacifiCorp. Energy Safety evaluates an electrical corporation's safety culture to identify best practices and relative gaps. This process includes understanding 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.

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APPENDICES

APPENDIX A: Workforce Survey Results

OFFICE OF ENERGY INFRASTRUCTURE SAFETY

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Workforce Survey Results

January - February 2025

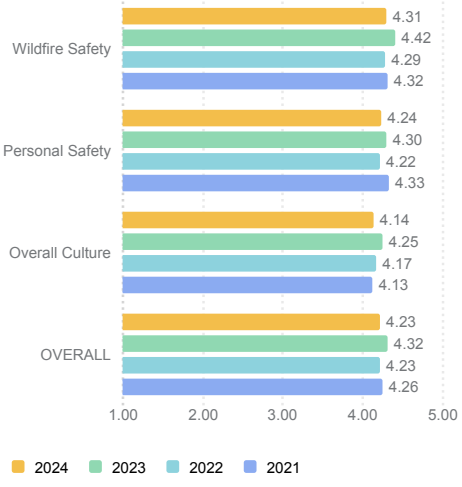
PacifiCorp

Energy Safety Workforce Survey 2024:
Overall Results and 30 Standard Statements

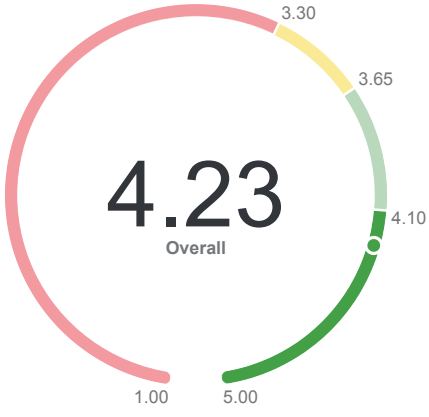
This page contains average response scores and percent distributions of response categories for the overall survey.

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)*

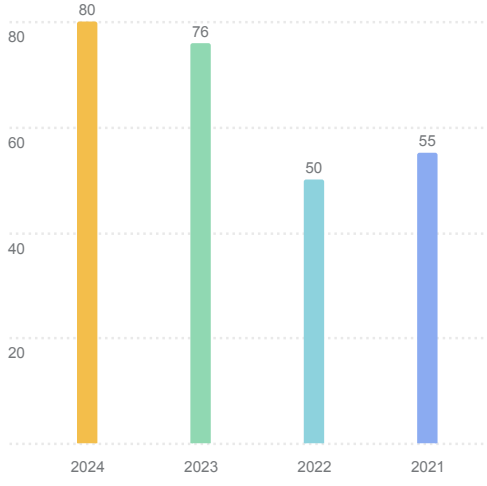
Average Response Scores



Average Response Score 2024

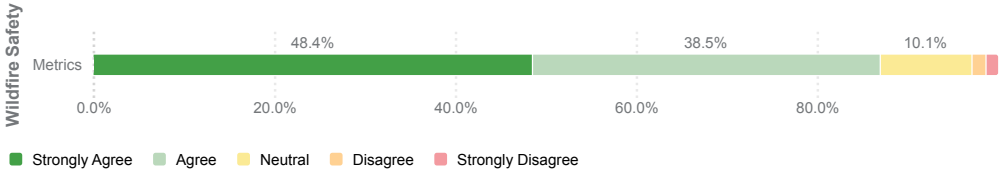


Response Count

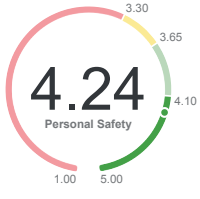


Wildfire Safety 2024

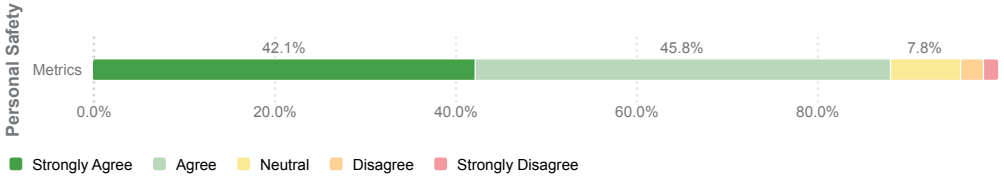
Percent Distributions 2024



Personal Safety 2024

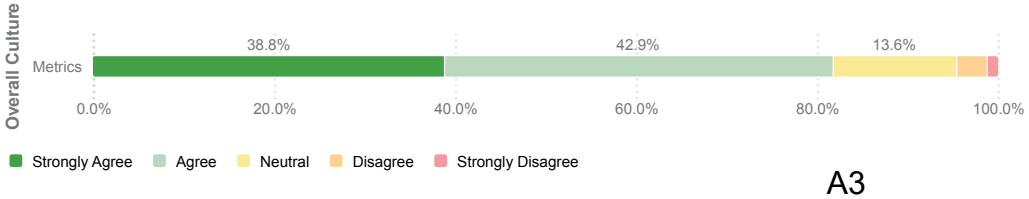


Percent Distributions 2024



Overall Culture 2024

Percent Distributions 2024



Energy Safety Workforce Survey 2024: 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	2024	2023	2022	2021	Change 2023-2024	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our management acts quickly to address wildfire hazards	4.46	4.45	4.37	4.25	0.002	57%	34%	8%	0%	1%
People look for wildfire hazards and risks as work progresses	4.36	4.39	4.36	4.25	-0.028	46%	47%	4%	1%	1%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.81	3.84	3.67	3.49	-0.032	28%	37%	24%	8%	3%
Wildfire and personal safety concerns are communicated openly	4.37	4.42	4.40	4.42	-0.052	49%	41%	9%	0%	1%
Protecting the community from wildfire hazards is clearly a high priority with management	4.55	4.63	4.64	4.60	-0.080	64%	29%	5%	0%	1%
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.68	4.58	4.82	-0.148	62%	32%	5%	0%	1%
People in my work group report all wildfire hazards, no matter how minor	4.22	4.37	4.10	4.29	-0.155	42%	41%	14%	1%	1%
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.32	4.53	4.27	4.56	-0.206	44%	47%	8%	0%	1%
Leaders actively seek out signs of potential wildfire hazards	4.18	4.47	4.22	4.20	-0.296	43%	38%	14%	4%	1%

Overall Average Response Scores by Statement

Personal Safety	2024	2023	2022	2021	Change 2023-2024	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have the right tools for the job	4.13	3.81	3.96	3.75	0.313	29%	58%	10%	1%	1%
People focus on one task at a time and avoid distractions	3.66	3.71	3.82	3.71	-0.052	16%	53%	14%	13%	4%
I take responsibility for the safety of myself and others in my work area	4.65	4.71	4.52	4.91	-0.065	72%	24%	1%	1%	1%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.51	4.57	4.44	4.76	-0.067	59%	34%	5%	0%	1%
Leaders use mistakes and incidents as learning opportunities	4.22	4.29	4.30	4.29	-0.075	37%	51%	9%	1%	1%
Leaders keep people prepared to intervene when an emergency occurs	4.13	4.22	4.12	4.11	-0.090	35%	48%	11%	4%	1%
Pausing work for hazards and safety concerns is viewed positively	4.42	4.52	4.42	4.65	-0.102	56%	37%	4%	1%	3%
People have the ability to respond to and correct problems and errors before they get out of control	4.19	4.30	4.22	4.11	-0.110	33%	56%	8%	1%	1%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.32	4.44	4.16	4.56	-0.119	45%	46%	6%	1%	1%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.32	4.47	4.24	4.51	-0.146	49%	38%	10%	1%	1%
People have the skills they need to resolve workplace safety issues	4.13	4.29	4.20	4.27	-0.165	31%	58%	6%	4%	1%

Overall Average Response Scores by Statement

Overall Culture	2024	2023	2022	2021	Change 2023-2024	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People in my work group treat each other with respect	4.39	4.32	4.38	4.16	0.077	54%	34%	9%	1%	1%
Information about important events and lessons learned is shared within my work group	4.18	4.21	4.20	4.16	-0.028	38%	48%	9%	4%	1%
I believe managers apply the same rules for all workers	4.14	4.21	4.00	4.00	-0.070	46%	29%	18%	5%	1%
The company cares about my opinions	3.90	3.97	3.98	3.75	-0.076	24%	47%	23%	4%	1%
My supervisor would use whatever power they have to help me out	4.40	4.51	4.45	4.55	-0.113	50%	43%	6%	0%	1%
Leaders encourage people to ask questions	4.31	4.42	4.30	4.35	-0.113	47%	41%	8%	3%	1%
People listen to one another: it is rare that someone's views go unheard	3.93	4.05	4.06	4.02	-0.128	24%	53%	18%	5%	1%
Managers treat workers with respect	4.34	4.51	4.38	4.40	-0.171	48%	43%	5%	3%	1%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.09	4.29	4.24	4.20	-0.204	35%	45%	17%	3%	1%
People report mistakes they make, even if others do not notice them	3.77	3.97	3.71	3.76	-0.204	21%	46%	24%	8%	1%

Energy Safety Workforce Survey 2024: Demographic Comparisons

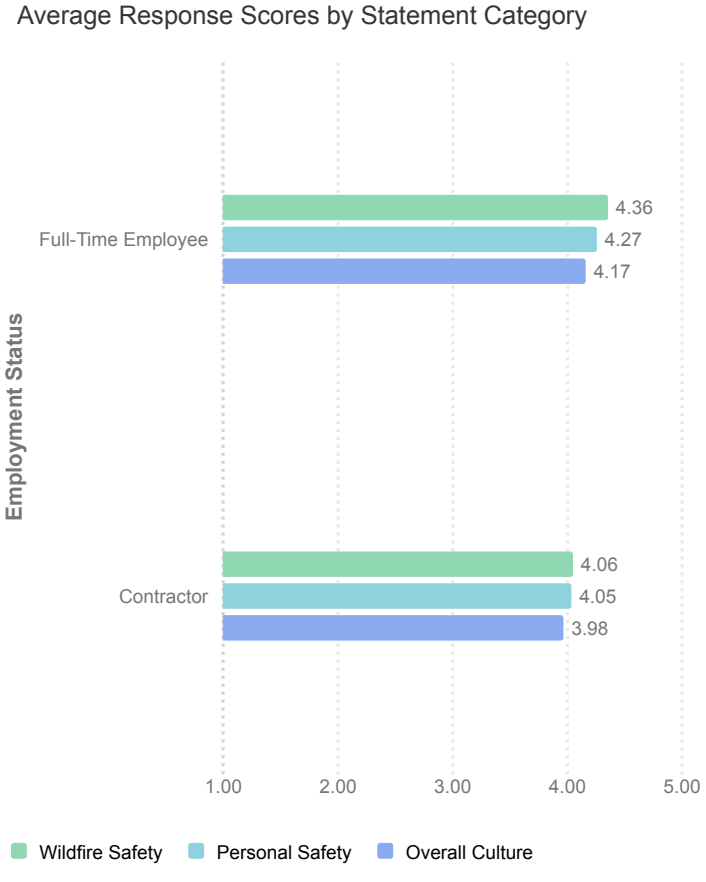
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**.

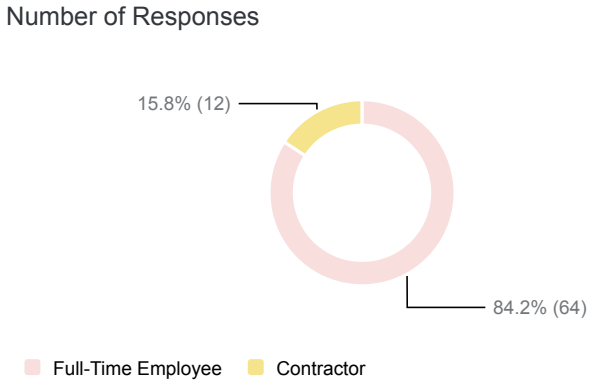
These responses were used to conduct analyses and provide these subgroup comparisons.

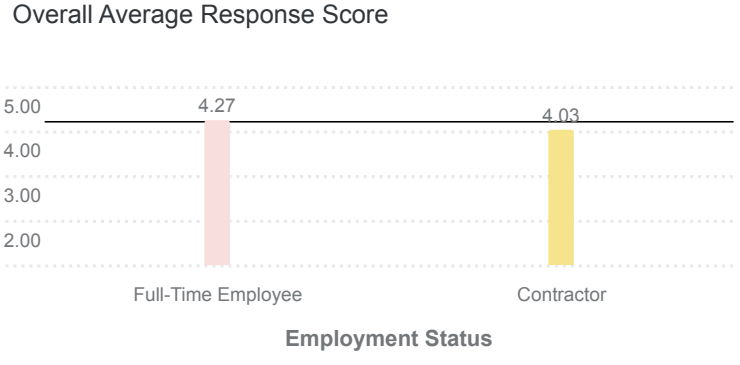
Comparisons were not computed for groups with fewer than five respondents.

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







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	3.75	3.84
I feel comfortable discussing wildfire hazards with my supervisor	4.17	4.63
Leaders actively seek out signs of potential wildfire hazards	4.00	4.22
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.00	4.38
Our management acts quickly to address wildfire hazards	4.25	4.52
People in my work group report all wildfire hazards, no matter how minor	3.92	4.27
People look for wildfire hazards and risks as work progresses	4.00	4.42
Protecting the community from wildfire hazards is clearly a high priority with management	4.33	4.61
Wildfire and personal safety concerns are communicated openly	4.17	4.39

Average Response Scores by Statement

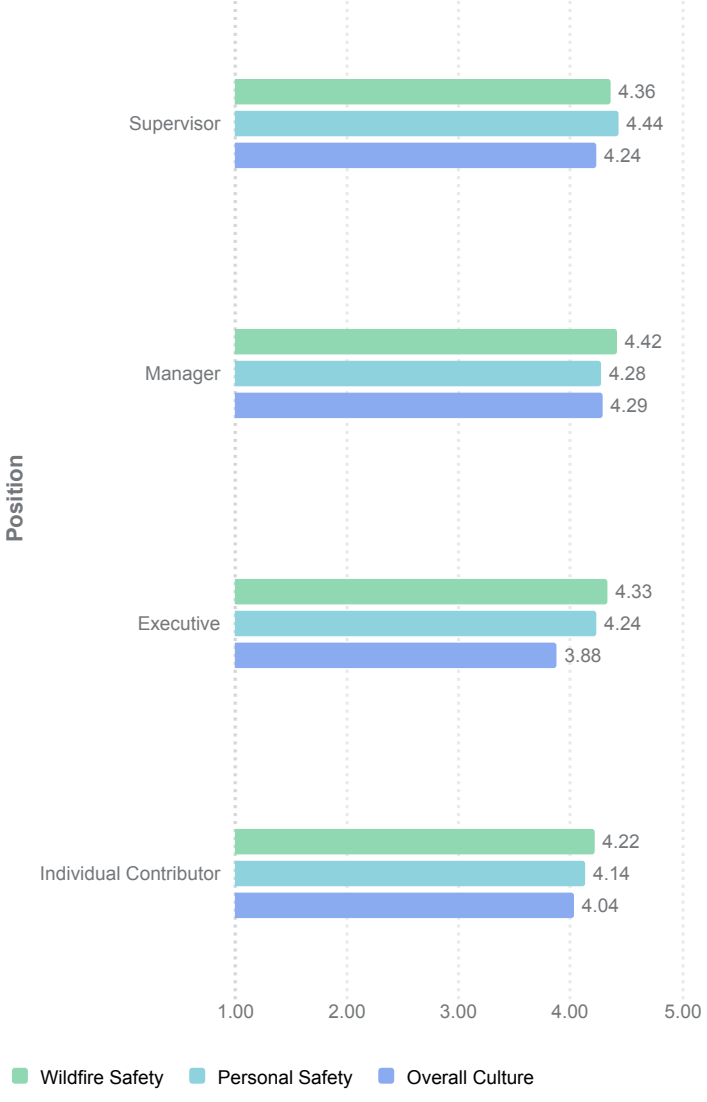
Personal Safety	Contractor	Full-Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.17	4.34
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.00	4.37
I take responsibility for the safety of myself and others in my work area	4.25	4.70
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.25	4.56
Leaders keep people prepared to intervene when an emergency occurs	4.08	4.11
Leaders use mistakes and incidents as learning opportunities	3.83	4.31
Pausing work for hazards and safety concerns is viewed positively	4.33	4.47
People focus on one task at a time and avoid distractions	3.67	3.61
People have the ability to respond to and correct problems and errors before they get out of control	3.92	4.24
People have the skills they need to resolve workplace safety issues	4.00	4.17
We have the right tools for the job	4.00	4.13

Average Response Scores by Statement

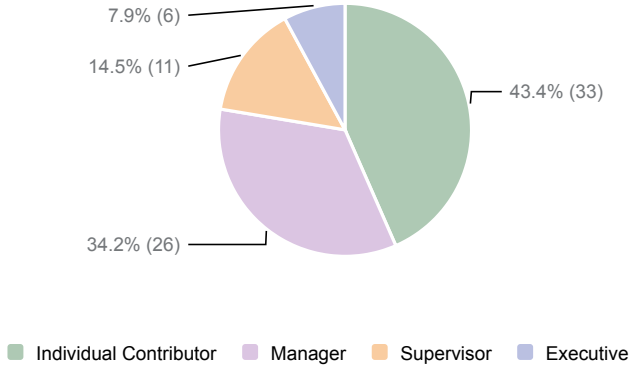
Overall Culture	Contractor	Full-Time Employee
I believe managers apply the same rules for all workers	3.92	4.17
Information about important events and lessons learned is shared within my work group	4.08	4.17
Leaders encourage people to ask questions	4.25	4.34
Managers treat workers with respect	4.25	4.38
My supervisor makes sure all employee concerns are heard before job decisions are made	3.83	4.14
My supervisor would use whatever power they have to help me out	4.17	4.44
People in my work group treat each other with respect	4.25	4.39
People listen to one another: it is rare that someone's views go unheard	3.67	3.97
People report mistakes they make, even if others do not notice them	3.75	3.78
The company cares about my opinions	3.58	3.95

2. Comparison by Position

Average Response Scores by Statement Category



Number of Responses



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	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.17	3.66	4.00	3.73
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.48	4.69	4.45
Leaders actively seek out signs of potential wildfire hazards	4.50	4.00	4.31	4.27
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.33	4.27	4.38	4.27
Our management acts quickly to address wildfire hazards	4.33	4.39	4.50	4.73
People in my work group report all wildfire hazards, no matter how minor	4.00	4.15	4.27	4.36
People look for wildfire hazards and risks as work progresses	4.17	4.30	4.42	4.45
Protecting the community from wildfire hazards is clearly a high priority with management	4.50	4.45	4.73	4.55
Wildfire and personal safety concerns are communicated openly	4.50	4.21	4.46	4.45

Average Response Scores by Statement

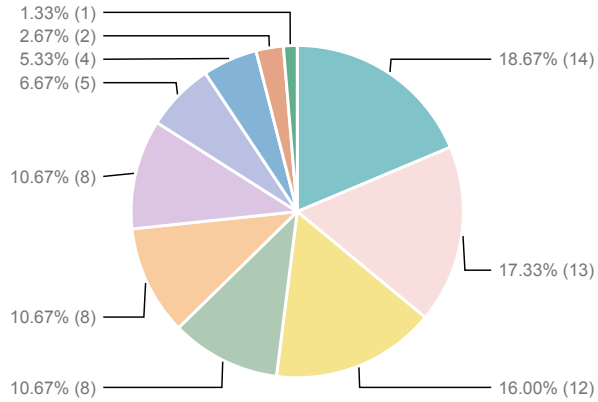
Personal Safety	Executive	Individual Contributor	Manager	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.17	4.21	4.31	4.73
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.50	4.09	4.50	4.36
I take responsibility for the safety of myself and others in my work area	4.83	4.48	4.69	4.82
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.67	4.33	4.62	4.73
Leaders keep people prepared to intervene when an emergency occurs	4.17	4.00	4.12	4.36
Leaders use mistakes and incidents as learning opportunities	4.00	4.18	4.31	4.36
Pausing work for hazards and safety concerns is viewed positively	4.50	4.30	4.54	4.64
People focus on one task at a time and avoid distractions	3.33	3.67	3.62	3.64
People have the ability to respond to and correct problems and errors before they get out of control	4.17	4.06	4.19	4.55
People have the skills they need to resolve workplace safety issues	4.17	4.18	4.04	4.27
We have the right tools for the job	4.17	4.00	4.12	4.36

Average Response Scores by Statement

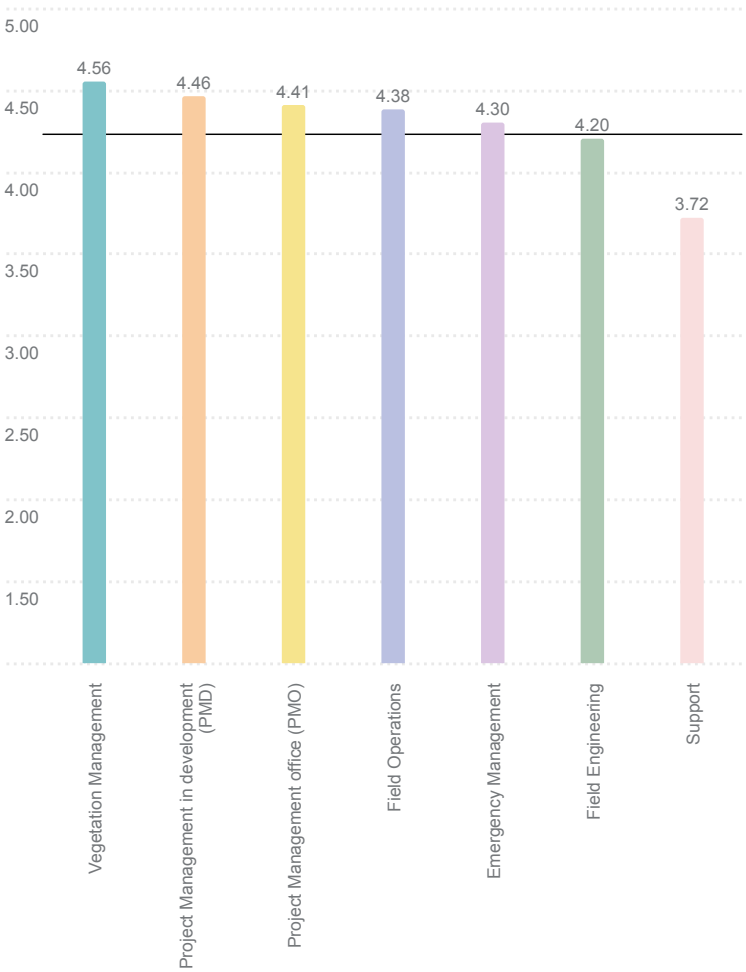
Overall Culture	Executive	Individual Contributor	Manager	Supervisor
I believe managers apply the same rules for all workers	3.67	4.03	4.27	4.36
Information about important events and lessons learned is shared within my work group	4.00	4.15	4.23	4.09
Leaders encourage people to ask questions	4.17	4.24	4.31	4.73
Managers treat workers with respect	3.83	4.24	4.62	4.36
My supervisor makes sure all employee concerns are heard before job decisions are made	4.00	3.97	4.27	4.09
My supervisor would use whatever power they have to help me out	4.33	4.30	4.50	4.45
People in my work group treat each other with respect	4.17	4.27	4.62	4.18
People listen to one another: it is rare that someone's views go unheard	3.33	3.88	4.08	4.00
People report mistakes they make, even if others do not notice them	3.50	3.67	3.85	4.09
The company cares about my opinions	3.83	3.64	4.19	4.00

3. Comparison by Business Unit

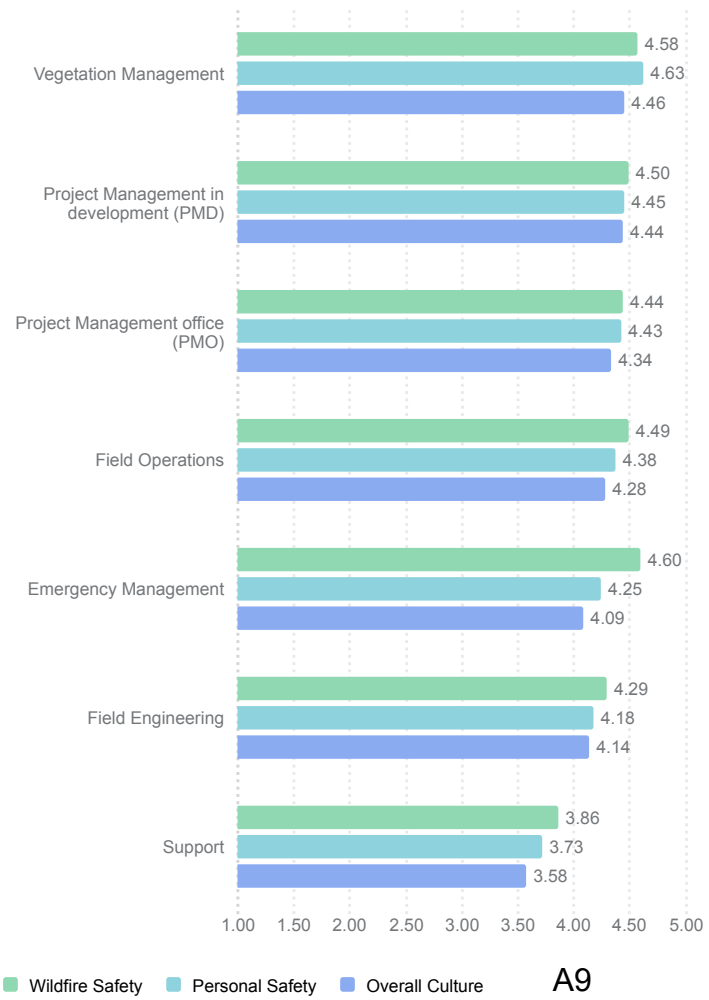
Number of Responses



Overall Average Response Score



Average Response Scores by Statement Category



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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	Emergency Management	Field Engineering	Field Operations	Project Management in development (PMD)	Project Management office (PMO)	Support	Vegetation Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.38	4.00	3.60	4.25	4.00	3.08	4.00
I feel comfortable discussing wildfire hazards with my supervisor	4.88	4.63	4.80	4.63	4.75	4.23	4.57
Leaders actively seek out signs of potential wildfire hazards	4.50	3.88	4.40	4.38	4.33	3.62	4.71
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.63	4.25	4.60	4.50	4.50	3.77	4.57
Our management acts quickly to address wildfire hazards	4.38	4.75	4.60	4.50	4.67	4.15	4.71
People in my work group report all wildfire hazards, no matter how minor	4.63	4.00	4.40	4.38	4.25	3.85	4.57
People look for wildfire hazards and risks as work progresses	4.63	4.25	4.60	4.63	4.33	4.08	4.64
Protecting the community from wildfire hazards is clearly a high priority with management	4.88	4.63	4.80	4.63	4.75	4.31	4.57
Wildfire and personal safety concerns are communicated openly	4.50	4.25	4.60	4.63	4.42	3.69	4.79

Average Response Scores by Statement

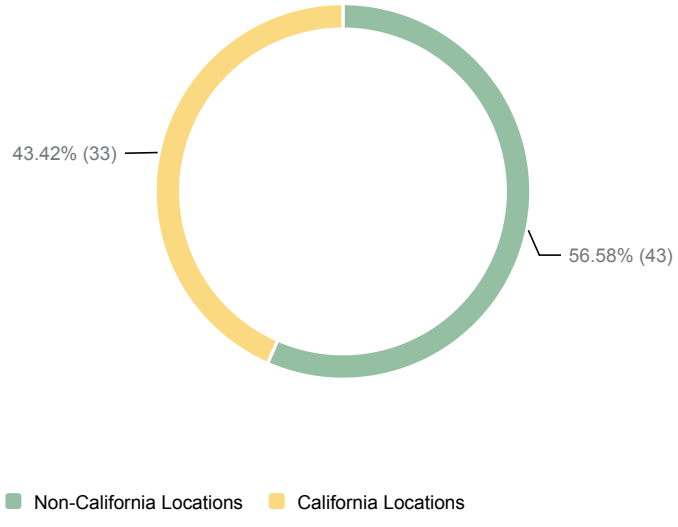
Personal Safety	Emergency Management	Field Engineering	Field Operations	Project Management in development (PMD)	Project Management office (PMO)	Support	Vegetation Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.13	4.38	4.40	4.50	4.42	3.85	4.79
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.00	3.88	4.60	4.38	4.67	4.00	4.62
I take responsibility for the safety of myself and others in my work area	4.88	4.63	4.60	4.63	4.92	4.08	4.86
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.63	4.25	4.80	4.75	4.67	4.00	4.79
Leaders keep people prepared to intervene when an emergency occurs	4.25	4.13	4.40	4.50	4.25	3.46	4.57
Leaders use mistakes and incidents as learning opportunities	4.25	4.38	4.40	4.50	4.33	3.77	4.57
Pausing work for hazards and safety concerns is viewed positively	4.50	4.25	4.40	4.38	4.83	4.15	4.86
People focus on one task at a time and avoid distractions	3.63	3.50	3.80	4.00	3.75	2.77	4.29
People have the ability to respond to and correct problems and errors before they get out of control	4.25	4.25	4.40	4.38	4.33	3.69	4.69
People have the skills they need to resolve workplace safety issues	4.13	4.38	4.40	4.50	4.33	3.54	4.50
We have the right tools for the job	4.13	4.00	4.00	4.50	4.25	3.69	4.43

Average Response Scores by Statement

Overall Culture	Emergency Management	Field Engineering	Field Operations	Project Management in development (PMD)	Project Management office (PMO)	Support	Vegetation Management
I believe managers apply the same rules for all workers	3.63	4.00	4.60	4.50	4.42	3.69	4.64
Information about important events and lessons learned is shared within my work group	4.50	4.38	4.20	4.50	4.00	3.38	4.57
Leaders encourage people to ask questions	4.38	4.25	4.80	4.75	4.33	3.38	4.86
Managers treat workers with respect	4.13	4.50	4.40	4.50	4.58	4.00	4.57
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	4.13	4.00	4.38	4.42	3.31	4.57
My supervisor would use whatever power they have to help me out	4.63	4.50	4.20	4.38	4.50	4.00	4.57
People in my work group treat each other with respect	4.38	4.13	4.40	4.50	4.83	4.00	4.50
People listen to one another: it is rare that someone's views go unheard	3.75	3.88	4.00	4.38	4.25	3.31	4.21
People report mistakes they make, even if others do not notice them	3.38	3.88	4.40	4.25	3.83	3.31	4.07
The company cares about my opinions	3.88	3.75	3.80	4.25	4.25	3.38	4.00

4. Comparison by Location

Number of Responses



Average Response Scores by Safety Components

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	California Locations	Non-California Locations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.66	3.95
I feel comfortable discussing wildfire hazards with my supervisor	4.42	4.65
Leaders actively seek out signs of potential wildfire hazards	4.03	4.30
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.30	4.33
Our management acts quickly to address wildfire hazards	4.42	4.51
People in my work group report all wildfire hazards, no matter how minor	4.15	4.26
People look for wildfire hazards and risks as work progresses	4.18	4.49
Protecting the community from wildfire hazards is clearly a high priority with management	4.45	4.65
Wildfire and personal safety concerns are communicated openly	4.36	4.35

Average Response Scores by Statement

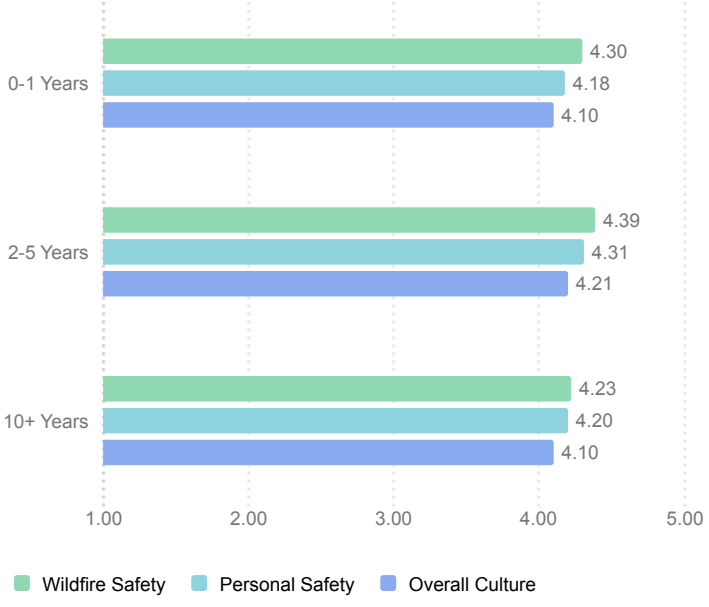
Personal Safety	California Locations	Non-California Locations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.30	4.33
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.22	4.37
I take responsibility for the safety of myself and others in my work area	4.58	4.67
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.55	4.49
Leaders keep people prepared to intervene when an emergency occurs	4.09	4.12
Leaders use mistakes and incidents as learning opportunities	4.24	4.23
Pausing work for hazards and safety concerns is viewed positively	4.33	4.53
People focus on one task at a time and avoid distractions	3.85	3.44
People have the ability to respond to and correct problems and errors before they get out of control	4.22	4.16
People have the skills they need to resolve workplace safety issues	4.06	4.21
We have the right tools for the job	4.06	4.14

Average Response Scores by Statement:

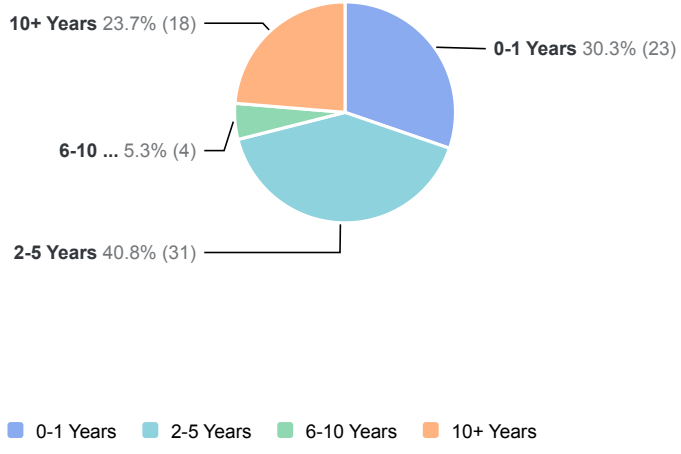
Overall Culture	California Locations	Non-California Locations
I believe managers apply the same rules for all workers	4.09	4.16
Information about important events and lessons learned is shared within my work group	4.24	4.09
Leaders encourage people to ask questions	4.45	4.23
Managers treat workers with respect	4.36	4.35
My supervisor makes sure all employee concerns are heard before job decisions are made	4.21	4.00
My supervisor would use whatever power they have to help me out	4.33	4.44
People in my work group treat each other with respect	4.30	4.42
People listen to one another: it is rare that someone's views go unheard	3.88	3.95
People report mistakes they make, even if others do not notice them	3.70	3.84
The company cares about my opinions	3.79	3.98

5. Comparison by Tenure

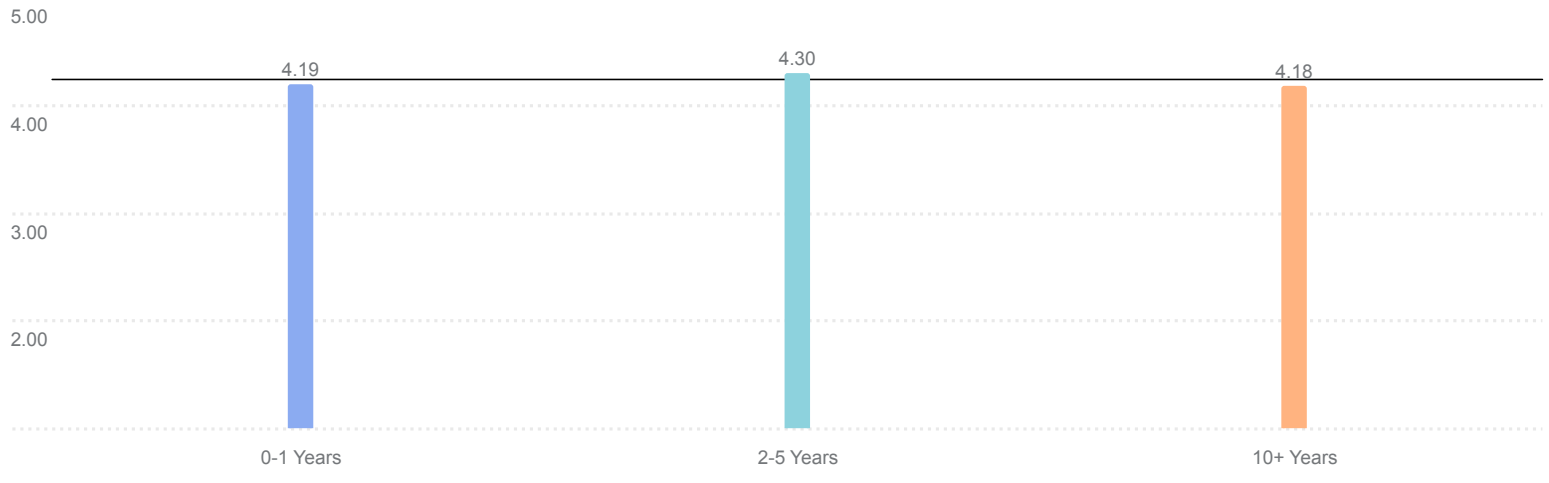
Performance Category Average Response Scores



Number of Responses



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	0-1 Years	2-5 Years	10+ Years
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.74	4.00	3.72
I feel comfortable discussing wildfire hazards with my supervisor	4.57	4.55	4.56
Leaders actively seek out signs of potential wildfire hazards	4.17	4.23	4.11
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.39	4.26	4.33
Our management acts quickly to address wildfire hazards	4.43	4.55	4.39
People in my work group report all wildfire hazards, no matter how minor	4.17	4.39	3.94
People look for wildfire hazards and risks as work progresses	4.39	4.45	4.11
Protecting the community from wildfire hazards is clearly a high priority with management	4.48	4.71	4.50
Wildfire and personal safety concerns are communicated openly	4.35	4.35	4.39

Average Response Scores by Statement

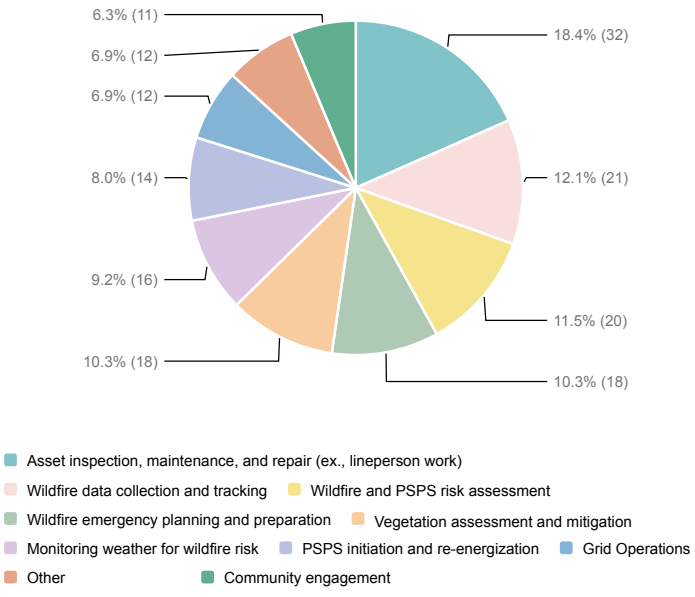
Personal Safety	0-1 Years	2-5 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.35	4.26	4.39
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.22	4.23	4.50
I take responsibility for the safety of myself and others in my work area	4.48	4.77	4.61
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.43	4.58	4.56
Leaders keep people prepared to intervene when an emergency occurs	4.13	4.26	3.89
Leaders use mistakes and incidents as learning opportunities	4.35	4.23	4.17
Pausing work for hazards and safety concerns is viewed positively	4.43	4.45	4.39
People focus on one task at a time and avoid distractions	3.61	3.65	3.61
People have the ability to respond to and correct problems and errors before they get out of control	4.09	4.27	4.17
People have the skills they need to resolve workplace safety issues	4.00	4.35	4.00
We have the right tools for the job	3.91	4.35	3.94

Average Response Scores by Statement

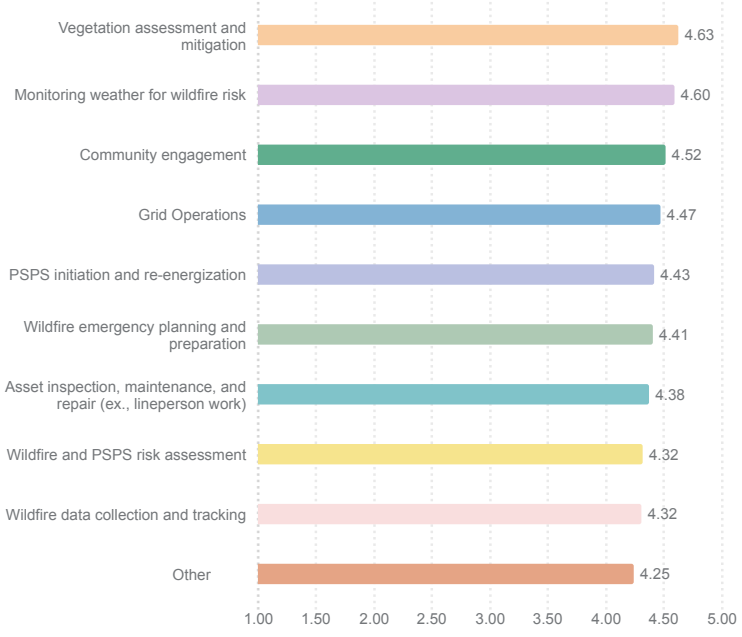
Overall Culture	0-1 Years	2-5 Years	10+ Years
I believe managers apply the same rules for all workers	4.13	4.16	4.22
Information about important events and lessons learned is shared within my work group	4.17	4.23	4.00
Leaders encourage people to ask questions	4.43	4.39	4.17
Managers treat workers with respect	4.17	4.55	4.28
My supervisor makes sure all employee concerns are heard before job decisions are made	4.13	4.16	4.00
My supervisor would use whatever power they have to help me out	4.43	4.42	4.33
People in my work group treat each other with respect	4.17	4.42	4.44
People listen to one another: it is rare that someone's views go unheard	3.87	4.00	3.89
People report mistakes they make, even if others do not notice them	3.65	3.90	3.67
The company cares about my opinions	3.87	3.84	4.00

6. Comparison by Wildfire Activities

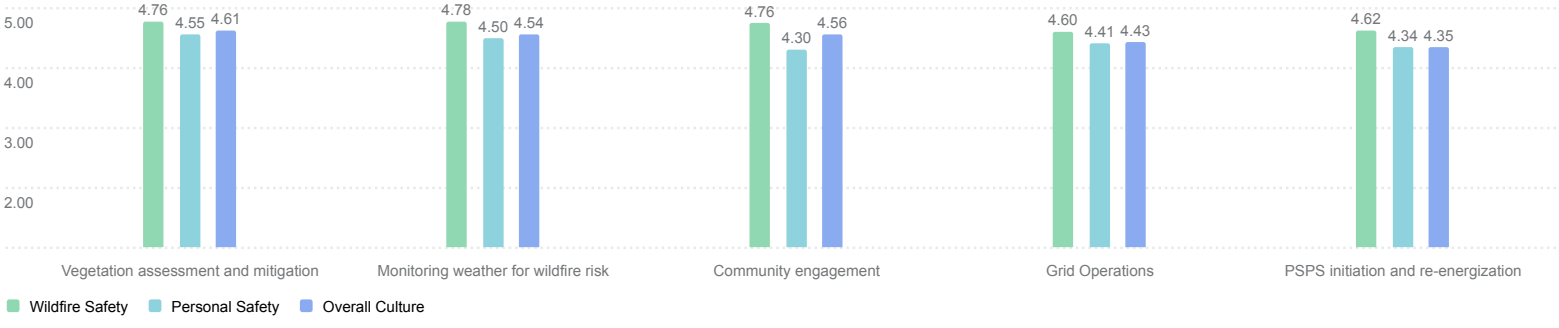
Number of Responses



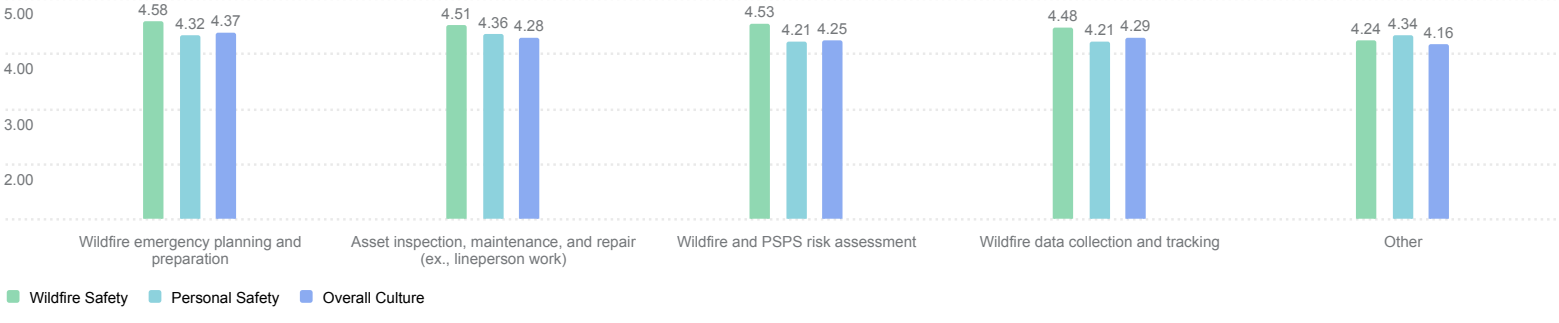
Overall Average Response Score



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 Wildfire Safety 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	3.60	4.29	3.80	3.80	3.80	4.09	3.85	4.07	4.10	3.95
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.87	4.30	4.63	4.55	4.64	4.67	4.67	4.62	4.70
Leaders actively seek out signs of potential wildfire hazards	3.93	4.40	3.70	4.19	4.15	4.36	4.38	4.30	4.19	4.00
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.27	4.53	3.80	4.25	4.40	4.27	4.38	4.23	4.10	4.30
Our management acts quickly to address wildfire hazards	4.53	4.40	4.30	4.38	4.45	4.36	4.57	4.43	4.33	4.35
People in my work group report all wildfire hazards, no matter how minor	4.07	4.47	3.90	4.19	4.10	4.36	4.33	4.27	4.19	4.30
People look for wildfire hazards and risks as work progresses	4.20	4.53	3.80	4.25	4.45	4.45	4.48	4.40	4.43	4.30
Protecting the community from wildfire hazards is clearly a high priority with management	4.47	4.80	4.20	4.69	4.65	4.91	4.62	4.67	4.76	4.65
Wildfire and personal safety concerns are communicated openly	4.27	4.60	4.00	4.50	4.30	4.55	4.57	4.40	4.52	4.39

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 Personal Safety Statement

Personal 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
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.27	4.20	3.90	4.31	4.35	4.09	4.52	4.20	4.10	4.13
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.47	4.50	4.00	4.07	4.25	4.09	4.40	4.24	4.24	4.23
I take responsibility for the safety of myself and others in my work area	4.73	4.67	4.50	4.69	4.65	4.64	4.86	4.70	4.57	4.61
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.47	4.60	4.20	4.44	4.55	4.55	4.71	4.57	4.43	4.52
Leaders keep people prepared to intervene when an emergency occurs	4.07	4.20	3.60	4.00	4.15	3.91	4.10	4.03	4.00	3.83
Leaders use mistakes and incidents as learning opportunities	4.27	4.20	4.00	4.19	4.25	4.09	4.43	4.13	4.19	4.09
Pausing work for hazards and safety concerns is viewed positively	4.40	4.53	4.00	4.31	4.45	4.36	4.71	4.50	4.48	4.39
People focus on one task at a time and avoid distractions	3.80	3.67	3.00	3.56	3.65	3.55	3.76	3.53	3.24	3.26
People have the ability to respond to and correct problems and errors before they get out of control	4.07	4.00	3.80	4.13	4.25	4.18	4.30	4.14	4.14	4.00
People have the skills they need to resolve workplace safety issues	4.13	4.13	3.90	4.13	4.25	4.18	4.33	4.23	4.10	4.09
We have the right tools for the job	4.20	4.07	3.70	4.13	4.15	4.00	4.24	4.17	4.05	3.91

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 Overall Culture 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	4.13	4.13	3.80	3.88	4.10	4.09	4.43	4.20	4.14	3.87
Information about important events and lessons learned is shared within my work group	4.13	4.07	3.80	4.19	4.10	4.00	4.19	4.13	4.10	4.09
Leaders encourage people to ask questions	4.53	4.47	4.20	4.38	4.30	4.18	4.62	4.27	4.29	4.26
Managers treat workers with respect	4.20	4.13	4.10	4.13	4.60	4.18	4.43	4.33	4.43	4.09
My supervisor makes sure all employee concerns are heard before job decisions are made	4.27	4.33	4.00	3.94	4.00	3.82	4.38	4.10	3.95	4.09
My supervisor would use whatever power they have to help me out	4.53	4.60	4.10	4.31	4.50	4.55	4.57	4.37	4.38	4.30
People in my work group treat each other with respect	4.27	4.27	4.00	4.19	4.50	4.18	4.24	4.33	4.38	4.22
People listen to one another: it is rare that someone's views go unheard	3.93	4.20	3.80	3.81	3.85	3.91	4.10	4.00	3.86	3.83
People report mistakes they make, even if others do not notice them	3.87	3.67	3.80	3.81	3.70	3.73	3.95	3.90	3.90	3.65
The company cares about my opinions	4.00	4.00	3.60	3.63	4.00	3.73	3.81	3.87	3.81	3.65

7. Comparison by Position and Tenure

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)*

Wildfire Safety Statement Average Response Scores

	Individual Contributor		Manager		Supervisor	
	0-1 Years	2-5 Years	2-5 Years	10+ Years	0-1 Years	2-5 Years
	Average	Average	Average	Average	Average	Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.69	3.71	4.57	3.69	3.60	3.83
I feel comfortable discussing wildfire hazards with my supervisor	4.46	4.53	4.57	4.69	4.40	4.50
Leaders actively seek out signs of potential wildfire hazards	4.00	4.07	4.29	4.23	4.20	4.33
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.31	4.33	4.00	4.46	4.20	4.33
Our management acts quickly to address wildfire hazards	4.31	4.60	4.29	4.54	4.60	4.83
People in my work group report all wildfire hazards, no matter how minor	4.08	4.33	4.43	4.08	4.20	4.50
People look for wildfire hazards and risks as work progresses	4.23	4.47	4.57	4.23	4.40	4.50
Protecting the community from wildfire hazards is clearly a high priority with management	4.31	4.73	4.86	4.69	4.60	4.50
Wildfire and personal safety concerns are communicated openly	4.23	4.27	4.29	4.54	4.40	4.50

Personal Safety Statement Average Response Scores

	Individual Contributor		Manager		Supervisor	
	0-1 Years	2-5 Years	2-5 Years	10+ Years	0-1 Years	2-5 Years
	Average	Average	Average	Average	Average	Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.15	4.27	4.00	4.54	4.80	4.67
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.15	4.07	4.43	4.62	4.20	4.50
I take responsibility for the safety of myself and others in my work area	4.15	4.80	4.71	4.62	4.80	4.83
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.23	4.47	4.57	4.69	4.60	4.83
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.13	4.43	3.92	4.20	4.50
Leaders use mistakes and incidents as learning opportunities	4.15	4.33	4.14	4.31	4.40	4.33
Pausing work for hazards and safety concerns is viewed positively	4.31	4.33	4.57	4.46	4.60	4.67
People focus on one task at a time and avoid distractions	3.69	3.87	3.43	3.85	3.80	3.50
People have the ability to respond to and correct problems and errors before they get out of control	3.85	4.21	4.14	4.23	4.40	4.67
People have the skills they need to resolve workplace safety issues	3.92	4.47	4.14	4.00	4.00	4.50
We have the right tools for the job	3.69	4.27	4.57	3.92	4.20	4.50

Overall Culture Statement Average Response Scores

	Individual Contributor		Manager		Supervisor	
	0-1 Years	2-5 Years	2-5 Years	10+ Years	0-1 Years	2-5 Years
	Average	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	4.15	4.20	4.29	4.54	4.20	4.50
Information about important events and lessons learned is shared within my work group	4.08	4.27	4.43	4.08	4.20	4.00
Leaders encourage people to ask questions	4.38	4.20	4.43	4.31	4.60	4.83
Managers treat workers with respect	4.08	4.53	4.86	4.54	4.00	4.67
My supervisor makes sure all employee concerns are heard before job decisions are made	3.92	4.13	4.14	4.15	3.80	4.33
My supervisor would use whatever power they have to help me out	4.23	4.47	4.57	4.54	4.80	4.17
People in my work group treat each other with respect	4.00	4.60	4.43	4.62	4.00	4.33
People listen to one another: it is rare that someone's views go unheard	3.92	4.00	4.29	4.15	4.00	4.00
People report mistakes they make, even if others do not notice them	3.38	3.87	4.14	3.77	4.20	4.00
The company cares about my opinions	3.54	3.73	4.14	4.15	4.20	3.83

8. Comparison by Employment Status and Tenure

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)*

Wildfire Safety Statement Average Response Scores

	0-1 Years		2-5 Years		10+ Years
	Contractor	Full-Time Employee	Contractor	Full-Time Employee	Full-Time Employee
	Average	Average	Average	Average	Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.40	3.83	4.00	4.00	3.71
I feel comfortable discussing wildfire hazards with my supervisor	3.60	4.83	4.67	4.52	4.59
Leaders actively seek out signs of potential wildfire hazards	3.60	4.33	4.50	4.16	4.18
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	3.60	4.61	4.33	4.24	4.35
Our management acts quickly to address wildfire hazards	3.80	4.61	4.67	4.52	4.41
People in my work group report all wildfire hazards, no matter how minor	3.40	4.39	4.50	4.36	4.00
People look for wildfire hazards and risks as work progresses	3.40	4.67	4.50	4.44	4.12
Protecting the community from wildfire hazards is clearly a high priority with management	3.80	4.67	4.83	4.68	4.53
Wildfire and personal safety concerns are communicated openly	4.00	4.44	4.33	4.36	4.41

Personal Safety Statement Average Response Scores

	0-1 Years		2-5 Years		10+ Years
	Contractor	Full-Time Employee	Contractor	Full-Time Employee	Full-Time Employee
	Average	Average	Average	Average	Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.00	4.44	4.17	4.28	4.35
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	3.60	4.39	4.33	4.21	4.53
I take responsibility for the safety of myself and others in my work area	3.80	4.67	4.67	4.80	4.65
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	3.80	4.61	4.67	4.56	4.59
Leaders keep people prepared to intervene when an emergency occurs	3.60	4.28	4.50	4.20	3.88
Leaders use mistakes and incidents as learning opportunities	3.40	4.61	4.33	4.20	4.24
Pausing work for hazards and safety concerns is viewed positively	3.80	4.61	4.83	4.36	4.41
People focus on one task at a time and avoid distractions	3.40	3.67	4.00	3.56	3.65
People have the ability to respond to and correct problems and errors before they get out of control	3.40	4.28	4.33	4.25	4.18
People have the skills they need to resolve workplace safety issues	3.40	4.17	4.50	4.32	4.00
We have the right tools for the job	3.60	4.00	4.33	4.36	3.94

Overall Culture Statement Average Response Scores

	0-1 Years		2-5 Years		10+ Years
	Contractor	Full-Time Employee	Contractor	Full-Time Employee	Full-Time Employee
	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	3.40	4.33	4.33	4.12	4.24
Information about important events and lessons learned is shared within my work group	3.80	4.28	4.33	4.20	4.00
Leaders encourage people to ask questions	4.00	4.56	4.50	4.36	4.18
Managers treat workers with respect	3.80	4.28	4.67	4.52	4.29
My supervisor makes sure all employee concerns are heard before job decisions are made	3.20	4.39	4.50	4.08	4.06
My supervisor would use whatever power they have to help me out	3.80	4.61	4.50	4.40	4.35
People in my work group treat each other with respect	3.60	4.33	4.83	4.32	4.47
People listen to one another: it is rare that someone's views go unheard	3.00	4.11	4.33	3.92	3.94
People report mistakes they make, even if others do not notice them	3.60	3.67	4.00	3.88	3.71
The company cares about my opinions	3.00	4.11	4.17	3.76	4.06

APPENDIX B: Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations

OFFICE OF ENERGY INFRASTRUCTURE SAFETY

nsc

Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations

January 2025

PacifiCorp

Section 1. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 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.

1.1 Objectives for the Next 12 Months

A1. Objective

Improve focus and avoidance of distraction through HPI implementation (addresses a decreased score on this item)

B1. Progress Metrics

Provide training for all safety committee leaders on HPI tools and expectations for program participation.

C1. 12-Month Target

Training complete

D1. Description of Objective

The implementation of HPI tools is expected to reduce errors (communication, omission, commission, and inadequate awareness and recognition)

A2. Objective

Continue improving the effectiveness of the "Managing for Safety" training program. (NSC recommendation to address lack of worker empowerment.).

B2. Progress Metrics

2024 Focus: Improvement of Manager Onboarding through full implementation of e-book learning and mentoring activities that better guarantee adoption of safety leadership skills by new managers.

C2. 12-Month Target

Training complete for all new managers and safety/management mentors assigned to all new managers.

D2. Description of Objective

Worker empowerment is a fostered by the "shadow of the leader", i.e. strong safety leadership.

A3. Objective

Continue improvement and promotion of worker tools for reporting hazards, near misses and suggestions.

B3. Progress Metrics

Ensure access: Identify a technology/process standard for reporting to be easy to do by any employee.
Ensure follow-up: Identify a standard for reporting follow-up.
Promote: Create a model communication plan for promoting reporting.
Address reporting reluctance by examining potential value of an amnesty policy.
Develop progressively mature metrics around near miss reporting.

C3. 12-Month Target

Completion of progress metrics

D3. Description of Objective

A robust, mature employee reporting program is a key characteristic of a safety culture with high levels of trust and employee empowerment.

Section 1. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 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.

1.2 Objectives for the Next 3 Years

A1. Objective

Improve employee reporting levels (suggestions, hazard concerns and near misses) and significant near miss reporting levels.

B1. Progress Metrics

Ensure access: Implement technology/process that ensures ease of reporting by any employee.
Ensure follow-up: systematize the tracking of reporting follow-up.
Complete annual campaigns/training to promote reporting.
Develop progressively mature metrics around near miss reporting.

C1. 3-Year Target

Completion of progress metrics
3:1 or greater ratio of significant near miss reports to injury incident reports

D1. Description of Objective

The value of organizational learning from near miss event is fully recognized by industry and safety professional community. Improves institutional knowledge, establishes an interdependent safety culture, and reflects healthy employee engagement in safety.

A2. Objective

Continue the HPI fluency development of safety committee leaders and other human performance champions and establish an active community of practice function for HPI

B2. Progress Metrics

Ongoing training complete
Regular HPI champion meetings

C2. 3-Year Target

Progress metrics complete

D2. Description of Objective

Promotion of HPI leads to incremental adoption of error prevention tools, employee empowerment, and reduced failure events.

A3. Objective

Corrective Action Program

B3. Progress Metrics

Metric: Levels of completion of corrective actions as identified through employee engagement, inspection, incident learning and other safety processes.

C3. 3-Year Target

Launch program by end of 3yr target. Upon implementation, program meets targeted activity levels.

D3. Description of Objective

A centralized management system for identification and close-out of corrective actions will improve workforce trust and reduce workplace risk levels for all activities including wildfire mitigation initiatives.

A4. Objective

Overhaul of safety reporting system. Replace multiple, aging safety information systems with a modern solution.

B4. Progress Metrics

Employee engagement levels in the reporting of hazards, safety issues and safety suggestions

C4. 3-Year Target

Program meets targeted activity levels. Program meets targeted resolution and close-out of employee safety reports.

D4. Description of Objective

Program meets targeted activity levels. Program meets targeted resolution and close-out of employee safety reports.

Section 1. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 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.

1.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

Lesson learned was that it is not possible to successfully implement new standards in leadership and improved employee empowerment with single-push projects. Multiple, interative rounds of effort are necessary to shift culture. Follow-up efforts were needed after developing high quality manager training and improving employee reporting tools.

B1. Actions Taken

The safety department identified and began using additional avenues for promoting safety leadership and employee engagement. Safety leadership is being incorporated into operations-driven general training for managers. The promotion of safety reporting has been extended from CEO messages (in all-employee meetings) to monthly safety meeting discussion topics and status reporting to show follow-through.

A2. Major Theme/ Lesson Learned 2

To improve agreement with the statement "The company cares about my opinions," the company needs to demonstrate care by improving the following through effort and communication of results. The company found that improvements were actually being made but were sometimes not communicated back to the reporter and the workforce as a whole.

B2. Actions Taken

A SharePoint site was developed to capture corrective actions identified from incidents, near misses, inspections, and safety committee process. The new system has workflow and status reporting to assist with completion of actions and the communication of improvements made based on initial reporting effort.

Section 1. Safety Culture Objectives, Lessons Learned, and 2023 Recommendations

The electrical corporation provided a description of their 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.

1.4 2023 Recommendations

A1. Recommendation 1

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.

B1. Actions Taken

PacifiCorp partnered with IndexARSolutions.com on development of two e-books: "Managing for Safety"; and "Safety Leadership". These projects included the following efforts: authoring by PacifiCorp safety staff; video and image collection by on-site Index AR media teams; and, e-book production by office-based Index AR content creators.

C2. Results

Interactive e-books consisting of demonstration videos, graphics and instructional copy on the subject of safety leadership skill development.

A2. Recommendation 2

3.1 **Increase Worker Empowerment**

B2. Actions Taken

In addition to leveraging frontline leadership to empower workers to "speak up and taken action", PacifiCorp recognized a need to improve the basic tools for speaking up (reporting).

C2. Results

Two "Near Miss" reporting tools, (mobile and desktop) were greatly simplified, resulting in a much more efficient reporting experience. Workflow was added to ensure proper routing of reports to responsible persons. Status reporting was developed to expose reports to a wider audience, improve information clarity, and communicate resolution actions.

APPENDIX C: Supporting Documentation

OFFICE OF ENERGY INFRASTRUCTURE SAFETY

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Supporting Documentation

January 2025

PacifiCorp

Section 2. Supporting Documentation

The supporting documentation submitted by PacifiCorp will be published at a later date.