



December 19, 2025

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**Subject: 2024 Safety Culture Assessment for Bear Valley Electric Service, Inc.**

Mr. Marconi:

Enclosed is the 2024 Safety Culture Assessment (SCA) for Bear Valley Electric Service, Inc. (BVES) 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).

BVES 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 BVES for the Energy Safety SCA by submitting a letter to that effect to the 2024 Safety Culture Assessments docket (Docket #2024-SCAs).<sup>1</sup>

Sincerely,

/s/

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

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<sup>1</sup> [2024 Safety Culture Assessments \(SCAs\) docket](https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2024-SCAs)

(<https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2024-SCAs>, accessed December 15, 2025).





**OFFICE OF ENERGY INFRASTRUCTURE SAFETY**

**2024 SAFETY CULTURE ASSESMENT**

**REPORT FOR BEAR VALLEY ELECTRIC**

**SERVICE, INC.**

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. The SCA specifically focuses on electric operations and does not assess safety culture related to gas operations for corporations with both gas and electric operations. 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).<sup>1</sup> 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 Bear Valley Electric Service, Inc.'s (BVES's) completed components as part of the 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 BVES's safety culture objectives, lessons learned, progress on the previous year's recommendations, supporting documentation.<sup>2</sup>

According to its safety culture assessment inputs in 2021, 2022, 2023 and 2024, BVES has maintained a strong focus on its electric operations' safety culture.

In the 2024 survey, BVES's average score for the wildfire safety category was 4.68 (out of a possible high score of 5) its highest score amongst the two other categories and an increase from a 4.01 score in 2021. Additionally, BVES's average scores for all 30 statements in the 2024 workforce survey increased from 2023, indicating steady improvement in workforce perception of safety culture. Respondents to the 2024 workforce survey answered positively regarding BVES's safety culture, with the wildfire safety statement category generating the highest category score. Five of the eight highest-performing workforce survey statements in the 2024 survey were in the wildfire safety category. In the 2024 survey, the highest-scoring survey statement in the wildfire safety category and highest-scoring statement overall was "Protecting the community from wildfire hazards is clearly a high priority with management."

BVES's 2024 safety culture objectives, lessons learned, and progress on previous year's recommendations indicate improved employee engagement since 2023. In its progress on previous year's recommendations, BVES specified several actions it has taken since 2023 to

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

<sup>2</sup> See Appendix A for BVES's Workforce Survey Results and Appendix B for BVES's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.



provide employees the opportunity to express their opinions regarding safety culture. These actions include leadership participation in monthly safety committee meetings, one-on-one meetings between the BVES President and specific work groups, and listening sessions to better understand contractor perceptions. Further, supervisors and management engaged in job hazard analysis actions to foster better understanding and communications with the field staff and contractors.

BVES has demonstrated improvement in several areas of its safety culture. However, opportunities exist for further improvement. According to its 2024 workforce survey results, one business unit the Engineering and Planning unit, continues to reflect a lower safety culture perception compared to other business units. BVES should continue to build on the progress made to date and address remaining safety culture gaps. Furthermore, BVES should build on its strengths of hazard and near-miss<sup>3</sup> management in order to build a proactive culture of early reporting.

The safety culture recommendations for BVES are summarized below. BVES should act on this recommendation immediately to drive consistent improvement in its safety culture

### **Recommendation**

#### **Recommendation 1: Address Safety Culture Opportunities for the Engineering and Planning Business Unit**

BVES should continue the implementation of a strategic improvement plan to address the root cause of the gap in safety culture perception within its Engineering and Planning business unit. This recommendation continues a recommendation from Energy Safety's 2023 SCA Report for BVES.<sup>4</sup>

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<sup>3</sup> 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).

<sup>4</sup> Energy Safety's 2023 SCA Report for BVES:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56368&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.<sup>5</sup> Pursuant to Public Utilities Code section 8389(d)(4),<sup>6</sup> Energy Safety must conduct an annual SCA for each California electrical corporation.<sup>78</sup> The first safety culture assessment process was adopted by the CPUC on November 19, 2020, in Resolution WSD-011.<sup>9</sup> 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.<sup>10</sup> The objective of the process is to evaluate an electrical corporation's safety culture to identify best practices and relative gaps. This process includes understanding 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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<sup>5</sup> Public Utilities Code section 8389:

[https://leginfo.legislature.ca.gov/faces/codes\\_displaySection.xhtml?sectionNum=8389.&lawCode=PUC](https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC), (accessed May 19, 2025)

<sup>6</sup> Public Utilities Code section 8389:

[https://leginfo.legislature.ca.gov/faces/codes\\_displaySection.xhtml?sectionNum=8389.&lawCode=PUC](https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC), (accessed Dec. 18, 2024).

<sup>7</sup> 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.

<sup>8</sup> Public Utilities Code section 8389:

[https://leginfo.legislature.ca.gov/faces/codes\\_displaySection.xhtml?sectionNum=8389.&lawCode=PUC](https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC), (accessed Dec. 18, 2024).

<sup>9</sup> 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).

<sup>10</sup> Energy Safety's SCA is limited to an electrical corporation's electrical operations employees and contractors engaged in wildfire mitigation activities. It does not include an assessment of gas operations for corporations with both gas and electric operations.



## 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.<sup>11</sup> 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.<sup>12</sup> 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<sup>13</sup> (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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<sup>11</sup> 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).

<sup>12</sup> Safety Culture Assessment Guidelines for Electrical Corporations: (<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).

<sup>13</sup> In this document "utility" means "electrical corporation."

## 2.3 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.”<sup>14</sup> 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.

### 2.3.1 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.

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<sup>14</sup> 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).



### 2.3.2 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.

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.<sup>15</sup>

### 2.3.3 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.

### 2.3.4 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.

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

### 2.3.5 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.<sup>16</sup> An electrical corporation may voluntarily submit supporting documentation to provide additional context to its responses.

## 3. Assessment Inputs

As an SMJU, BVES 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, BVES was required to complete the workforce survey for its 2024 SCA. The workforce survey was administered by NSC (via the electrical corporations) 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 BVES to include as many individuals as possible within the target audience.

A total of 40 BVES employees and contractors responded to the workforce survey. Of these, 32 identified as employees and 7 identified as contractors, with one who did not identify their employment status. BVES reported a base number of 32 employees and 8 contractors working on wildfire mitigation. With these base numbers, BVES achieved a 100 percent overall response rate for its wildfire mitigation workforce, compared to an 80 percent response rate in 2023, a 92 percent response rate in 2022, and an 89 percent response rate in 2021. BVES employee response rate (excluding contractors) was 100 percent, compared to 81 percent in 2023. BVES's contractor response rate was 100 percent, compared to 63 percent in 2023, 39 percent in 2022, and 92 percent in 2021.

BVES' overall average response score for the workforce survey was 4.58. The overall average response score for employees was 4.53. The overall average response score for contractors was 4.98.

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<sup>16</sup> Safety Culture Assessment Guidelines for Electrical Corporations:  
<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=57736&shareable=true>, (accessed Dec. 18, 2024).



## 3.2 Management Self-Assessment

As an SMJU, BVES 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 SCA Recommendations

On January 24, 2025, BVES submitted its safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations.

### 3.3.1 12-Month Objectives

BVES provided two 12-month objectives, with progress metrics and target goals in the following areas: employee empowerment (1 objective) and shared awareness of risk (1 objectives).<sup>17</sup>

### 3.3.2 3-Year Objectives

BVES provided three 3-year objectives, with progress metrics and target goals in the following areas: contractor engagement (1 objective) and behavior-based safety (2 objectives).<sup>18</sup>

### 3.3.3 Lessons Learned

BVES provided three major themes for its lessons learned, including 1. Near-miss reporting, 2. Public Safety Power Shutoff (PSPS) readiness, and 3. contractor safety.<sup>19</sup>

BVES stated it found that changing the near-miss program name to “improvement opportunities” tends to remove the stigma associated with the program that may discourage employees from making reports. BVES also took several actions to improve PSPS readiness, including standardizing company policy and implementing the use of a fire potential index. BVES also made efforts to improve contractor safety by meeting with contractor leadership, increasing field-level meetings with contractors and increasing company observations of contractor work.

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<sup>17</sup> See Appendix B for BVES's Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations.

<sup>18</sup> See Appendix B for BVES's Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's Recommendations.

<sup>19</sup> See Appendix B for BVES'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, BVES received three recommendations in its 2023 SCA report: 1. Refine Contractor Strategic Improvement Plan, 2. Address Safety Culture Opportunities for the Engineering and Planning Business Unit, and 3. Strengthen Safety-Enabling Systems.<sup>20</sup>

For progress on Recommendation 1, Refine Contractor Strategic Improvement Plan, BVES increased contractor collaboration, listening sessions, and training for frontline supervisors. BVES also refined its 3-year safety culture objectives to include a “Contractor Engagement Strategy” objective.

For progress on Recommendation 2, Address Safety Culture Opportunities for the Engineering and Planning Business Unit, BVES reported that it increased meetings and trainings for that specific workgroup.

For progress on Recommendation 3, Strengthen Safety-Enabling Systems, BVES made safety event protocol updates, increased trainings and implemented near-miss and hazard reporting into its behavior-based safety program.

## 3.4 Interviews

As an SMJU, BVES 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 the 2024 SCA process.

## 3.6 Supporting Documentation

BVES did not submit any supporting documentation.

# 4. Assessment Findings

The findings and recommendations below are based on BVES's workforce survey results, safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations.<sup>21</sup>

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<sup>20</sup> See Appendix B for BVES's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.

<sup>21</sup> See Appendix A for BVES's Workforce Survey Results and Appendix B for BVES's Safety Culture Objectives, Lessons Learned, and Progress on Previous Year's Recommendations.



## 4.1 Strengths

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

### 4.1.1 Focus on Wildfire Safety

BVES's 2024 workforce survey results indicate that BVES maintained a strong focus on wildfire safety. BVES's workforce survey results showed a slight increase in overall scores and within all three workforce survey categories (wildfire safety, personal safety, and overall culture). The wildfire safety category maintained the highest category score among the three categories. The wildfire safety category includes statements specific to wildfire hazards, risks, and mitigation efforts. BVES achieved an average response score of 4.68 (out of a possible 5) in this category, an increase from a 2023 average response score of 4.33 for this category. Five of the eight highest-performing workforce survey statements in the 2024 survey were in the wildfire safety category. In particular, the following statement had the highest score in the wildfire safety category and in the survey overall:

- “Protecting the community from wildfires is clearly a high priority with management” had an average score of 4.88; this score indicates that employees feel management cares about, and is actively pursuing, wildfire prevention.

Additionally, BVES's workforce survey results indicate a continuous improvement in wildfire safety. Specifically, the following statement demonstrates this change over time:

- “I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them” had one of the larger increases among all the survey statements. (Average overall score of 4.20 in the 2024 survey, an increase from a score of 3.90 in 2023, a 3.95 score in 2022, and a 3.52 score in 2021).

It is worth noting that in the 2024 survey, 100 percent of respondents reported agreement with the statement “Protecting the community from wildfires is clearly a high priority with management.” This statement was the highest scoring statement in the 2024 survey and was the second highest-scoring statement in the 2023, 2022, and 2021 surveys.

### 4.1.2 Near-Misses and Hazard Management

BVES's hazard and near-miss reporting is another area that was a strength in the 2024 SCA.

While the scores for all 30 statements on the 2024 workforce survey increased from 2023, one of the largest increases belonged to “People report mistakes they make, even if others do not notice them.” 75 percent of respondents either strongly agreed or agreed with this statement in the 2024 survey, with an average response score of 4.25. This average response score for this statement has increased each year since 2021 (average response of 3.90 in 2023, 3.89 in 2022, and 3.77 in 2021).

The following statements related to safety event (near-miss and hazard) reporting are among those with increased scores in the 2024 survey from 2023:

- “Pausing work for hazards and safety concerns is viewed positively.” (4.78 in the 2024 survey, 4.42 in the 2023 survey).
- “Leaders use mistakes and incidents as learning opportunities.” (4.60 in the 2024 survey, 4.32 in the 2023 survey).
- “If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor.” (4.75 in the 2024 survey, 4.35 in the 2023 survey).
- “People in my workgroup report all wildfire hazards, no matter how minor.” (4.63 in the 2024 survey, 4.30 in the 2023 survey).

Additionally, BVES’s safety culture objectives depict continued improvement to existing near-miss and hazard reporting efforts. BVES’s 2024 safety culture 3-year objective “Empowered Employees” provided a new path to improving near-miss and hazard reporting.<sup>22</sup> The goal of this objective was to “establish an environment at the company where employees feel empowered and comfortable reporting unsafe conditions and providing suggestions for improvement without fear of retaliation, intimidation, harassment or discrimination.”<sup>23</sup> This new objective demonstrates BVES’s commitment to near-miss and hazard reporting and a positive shift in safety culture.

### 4.1.3 Improved Employee Engagement

In BVES’s 2024 workforce survey, the statement “People listen to one another; it is rare that someone’s views go unheard,” generated the greatest average score improvement in the overall culture category, with an average respondent score of 4.45 in the 2024 survey and 4.10 in the 2023 survey. 88 percent of respondents indicated agreement with this statement. This improvement reflects BVES’s efforts to engage with employees and make them feel heard. It is essential to an effective safety culture for an organization’s employees to know their opinions and concerns matter.

In addition, BVES’s workforce survey statement with one of the greatest improvements in score since the first year the survey was administered (2021) was “The company cares about my opinions.” Further, in its progress on previous year’s recommendations, BVES made strides in improving contractor engagement. BVES conducted listening sessions and met with contractor leadership to learn from past SCA reports.

In BVES’s 2024 safety culture objectives, lessons learned, and progress on previous year’s recommendations, BVES changed the name of its near-miss program to “improvement

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<sup>22</sup> See Appendix B for BVES’s Safety Culture Objectives, Lessons Learned, and Progress on Previous Year’s Recommendations.

<sup>23</sup> See Appendix B for BVES’s Safety Culture Objectives, Lessons Learned, and Progress on Previous Year’s Recommendations.

opportunities.” BVES stated that the name change tends to remove the stigma around reporting incidents. This name change demonstrates an environment where the Company encourages learning from near-miss events.

## 4.2 Opportunities

Based on BVES’s SCA inputs, BVES has an area where it can strengthen its safety culture. The following section describes the area where BVES should prioritize improving its safety culture.

### 4.2.1 Safety Culture Gaps

Results from the workforce survey showed a notable safety culture gap, with less positive perceptions still held by the Engineering and Planning business unit. This unit consisted of 6 employees in 2024. Disparity in safety culture perceptions among business units indicates an imbalance in how safety culture is experienced across BVES. The 2023 SCA report identified a similar disparity in safety culture perceptions, particularly in the overall culture category. Compared to the other analyzed business units from 2023, the Engineering and Planning business unit showed lower scores, resulting in a 2023 recommendation focusing on improving safety culture perceptions in the business unit.<sup>24</sup> This recommendation remains in 2024, as this business unit continues to show lower scores than other business units. For continuous improvement efforts, this recommendation should be applied universally and extend to other units and across the workforce survey statement categories (wildfire safety, personal safety, and overall culture).

In the 2024 workforce survey, Engineering and Planning employees gave the lowest overall average score of 4.40 (out of a possible 5), compared to the average score of 4.70 for other business units. The Engineering and Planning unit had a score of 4.22 in the overall culture category; compared to 4.43 in personal safety and 4.56 in wildfire safety. Further, three of the five lowest-scoring statements for the Engineering and Planning business unit were from the overall culture category. For these three statements, the Engineering and Planning average response was the lowest among all business units. These differences indicate that Engineering and Planning employees have a less positive experience of overall safety culture than other employees. Additionally, the lowest-performing statement for the Engineering and Planning group, “People focus on one task at a time and avoid distractions,” generated a lower score than most of the other business units with an average score of 4.00 (The Accounting business unit also had an average score of 4.00 for this question). This trend continues from 2023. While this score is an increase from 3.14 in 2023, it remains the lowest among the different business units, indicating a continued area for potential improvement.

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<sup>24</sup> Energy Safety’s 2023 SCA Report for BVES:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56368&shareable=true>, (accessed Dec. 18, 2024).



BVES should work to understand and report on the reason for the lower survey scores for the Engineering and Planning business unit and detail any actions it plans to take. BVES should prioritize and facilitate the involvement of workforce representation from each business unit to develop strategic goals.

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

## 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. The recommendation for BVES 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. The recommendation below builds on the recommendations from Energy Safety's 2023 SCA Report for BVES.<sup>25</sup>

### 5.1 Address Safety Culture Opportunities for the Engineering and Planning Business Unit

BVES should continue to develop and implement a strategic improvement plan to address the workforce survey results indicating that Engineering and Planning employees have a less positive perception of safety culture than other employees. The survey also indicated that this unit may need specific support related to the overall culture category and in the focusing and avoiding distractions. In 2023, a similar recommendation addressed the Engineering and Planning business unit's lower scores on the workforce survey, indicating a less positive perception of safety culture than other employees.

BVES should investigate the root cause of the lower perception in safety and overall culture within this business unit, especially considering the perception gap continues to exist for two consecutive years. To this end, BVES should continue looking at how safety culture and overall culture perceptions might differ in the Engineering and Planning business unit and strategize how that unit might require additional support.

#### 5.1.1 Observations

The workforce survey scores for the Engineering and Planning business unit were consistently lower than other business units across statement categories. Further, the Engineering and Planning unit's response scores showed lower ratings even within the top-performing statements for BVES overall. The lowest-performing statement for Engineering and Planning (receiving lower scores from this business unit than others) was "People focus on one task at a time and avoid distractions."

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<sup>25</sup> Energy Safety's 2023 SCA Report for BVES:

<https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56368&shareable=true>, (accessed Dec. 18, 2024).

### 5.1.2 Goal of Recommendation

The goal of this recommendation is to identify the root cause of this gap and implement improvements that result in improved safety culture and perception within the Engineering and Planning business unit. This should result in alignment with the higher perception of safety culture reflected in other BVES business units.

### 5.1.3 Verification Method

In its next SCA progress report on its 2024 recommendations, BVES must provide a description of the strategic actions it has taken to gain an understanding of the why the Engineering and Planning workgroup's perception of safety culture is lower, and accordingly, improve safety culture as an organization. BVES must also evaluate the effectiveness of action taken and expanding upon previously implemented strategic actions as appropriate. Progress should be evident with improved scores on future workforce surveys for the Engineering and Planning business unit.

## 6. Conclusion

This report provides the findings and recommendations from Energy Safety's 2024 SCA Report for BVES, its fourth under Public Utilities Code section 8389(d)(4). Following the publication of this report, BVES may agree to implement its findings to demonstrate "good standing" per Public Utilities Code section 8389(e)(2).

This process is intended to be complementary to, and not a replacement for, ongoing work to improve the safety culture at BVES. Energy Safety evaluates an electrical corporation's safety culture to identify best practices and relative gaps. This process includes understanding BVES's relative strengths and opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.



# DATA DRIVEN FORWARD-THINKING INNOVATIVE SAFETY FOCUSED



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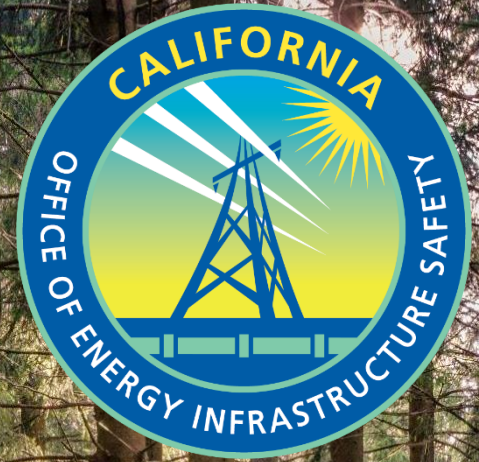






# APPENDICES





# APPENDIX A: Workforce Survey Results





OFFICE OF ENERGY  
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SAFETY



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## Workforce Survey Results

January - February 2025

# Bear Valley Electric Service, Inc.

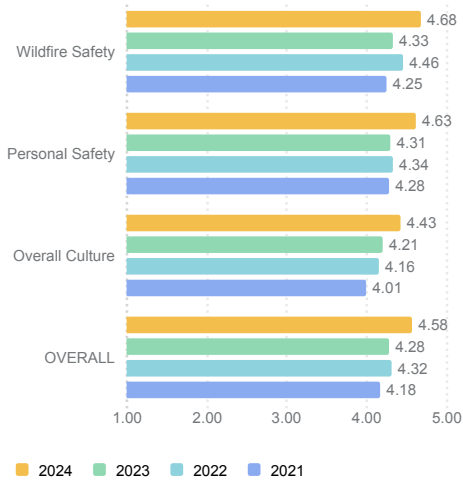


## Energy Safety Workforce Survey 2024: Overall Results and 30 Standard Statements

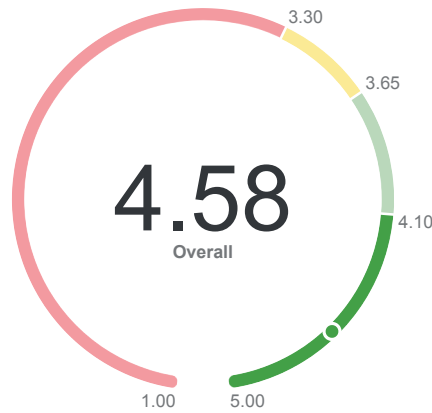
This page contains average response scores and percent distributions of response categories for the overall survey.

**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)

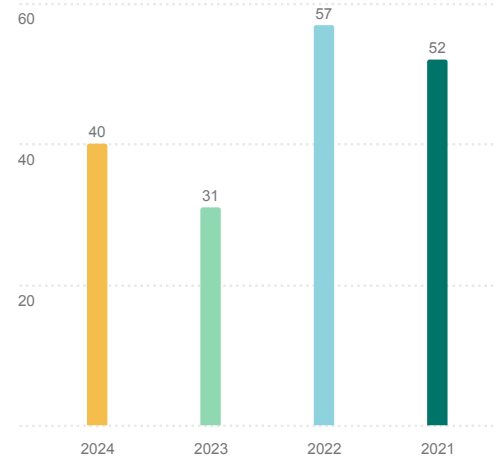
Average Response Scores



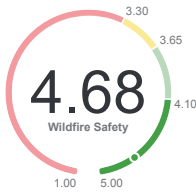
Average Response Score 2024



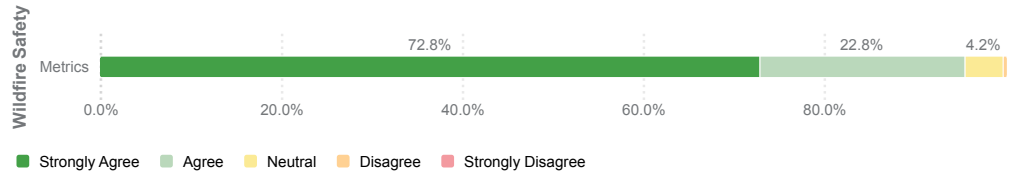
Response Count



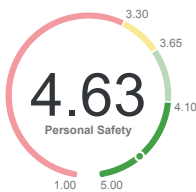
Wildfire Safety 2024



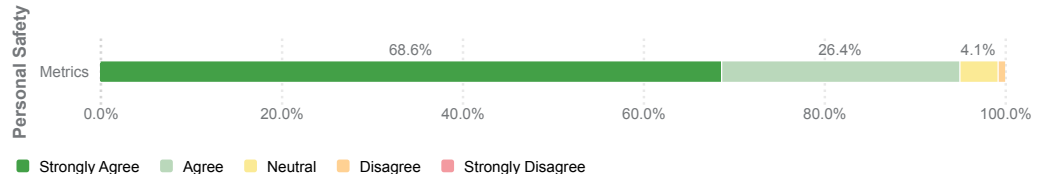
Percent Distributions 2024



Personal Safety 2024



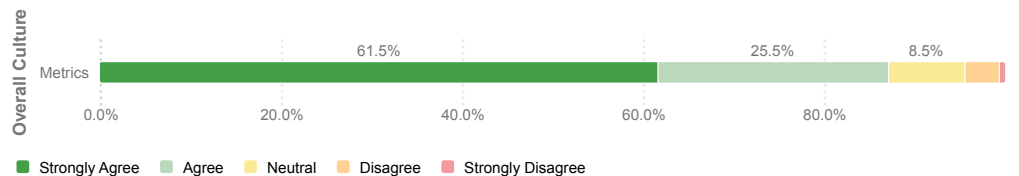
Percent Distributions 2024



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
People look for wildfire hazards and risks as work progresses	4.78	4.27	4.53	4.35	0.508	78%	23%	0%	0%	0%
Leaders actively seek out signs of potential wildfire hazards	4.78	4.32	4.58	4.33	0.452	78%	23%	0%	0%	0%
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.70	4.29	4.60	3.98	0.410	75%	20%	5%	0%	0%
Protecting the community from wildfire hazards is clearly a high priority with management	4.88	4.52	4.58	4.69	0.359	88%	13%	0%	0%	0%
People in my work group report all wildfire hazards, no matter how minor	4.63	4.30	4.39	4.29	0.325	68%	28%	5%	0%	0%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.20	3.90	3.95	3.52	0.300	43%	38%	18%	3%	0%
Our management acts quickly to address wildfire hazards	4.75	4.45	4.47	4.63	0.298	80%	15%	5%	0%	0%
I feel comfortable discussing wildfire hazards with my supervisor	4.78	4.48	4.56	4.06	0.291	80%	18%	3%	0%	0%
Wildfire and personal safety concerns are communicated openly	4.65	4.42	4.47	4.42	0.231	68%	30%	3%	0%	0%

Overall Average Response Scores by Statement

Personal Safety	2024	2023	2022	2021	Change 2023-2024	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.75	4.35	4.44	4.50	0.395	78%	20%	3%	0%	0%
People focus on one task at a time and avoid distractions	4.23	3.83	4.02	3.56	0.392	45%	38%	13%	5%	0%
People have the ability to respond to and correct problems and errors before they get out of control	4.60	4.23	4.30	4.13	0.374	65%	30%	5%	0%	0%
Pausing work for hazards and safety concerns is viewed positively	4.78	4.42	4.46	4.65	0.356	78%	23%	0%	0%	0%
People have the skills they need to resolve workplace safety issues	4.68	4.32	4.44	4.23	0.352	70%	28%	3%	0%	0%
I take responsibility for the safety of myself and others in my work area	4.87	4.55	4.65	4.71	0.323	87%	13%	0%	0%	0%
We have the right tools for the job	4.45	4.16	4.09	4.04	0.289	63%	25%	8%	5%	0%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.70	4.42	4.30	4.38	0.281	73%	25%	3%	0%	0%
Leaders use mistakes and incidents as learning opportunities	4.60	4.32	4.33	4.33	0.277	68%	25%	8%	0%	0%
Leaders keep people prepared to intervene when an emergency occurs	4.68	4.42	4.39	4.44	0.256	68%	33%	0%	0%	0%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.58	4.32	4.30	4.15	0.252	63%	33%	5%	0%	0%

Overall Average Response Scores by Statement

Overall Culture	2024	2023	2022	2021	Change 2023-2024	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People listen to one another: it is rare that someone's views go unheard	4.45	4.10	4.19	3.96	0.353	63%	25%	8%	5%	0%
People report mistakes they make, even if others do not notice them	4.25	3.90	3.89	3.77	0.350	50%	25%	25%	0%	0%
Information about important events and lessons learned is shared within my work group	4.58	4.26	4.23	3.79	0.317	65%	30%	3%	3%	0%
People in my work group treat each other with respect	4.63	4.35	4.35	4.33	0.270	68%	28%	5%	0%	0%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.43	4.20	4.14	4.00	0.225	65%	18%	13%	5%	0%
I believe managers apply the same rules for all workers	4.33	4.13	4.00	3.87	0.196	63%	25%	0%	8%	5%
My supervisor would use whatever power they have to help me out	4.50	4.32	4.18	4.33	0.177	70%	15%	10%	5%	0%
Leaders encourage people to ask questions	4.53	4.39	4.21	4.27	0.138	65%	25%	8%	3%	0%
The company cares about my opinions	4.30	4.19	4.21	3.58	0.106	53%	33%	10%	3%	3%
Managers treat workers with respect	4.35	4.27	4.23	4.19	0.083	55%	33%	5%	8%	0%

# Energy Safety Workforce Survey 2024: Demographic Comparisons

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

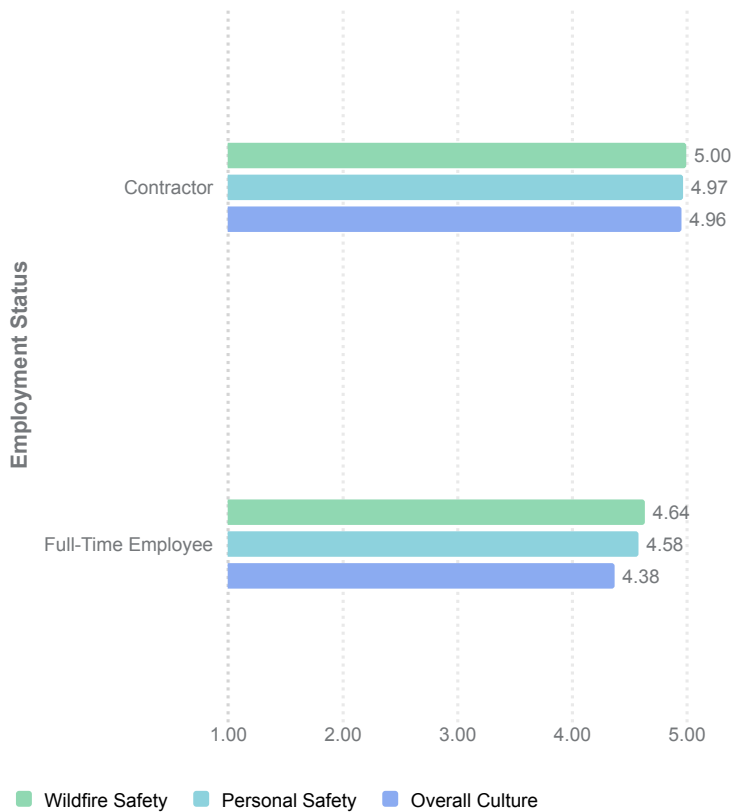
These responses were used to conduct analyses and provide these subgroup comparisons.

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

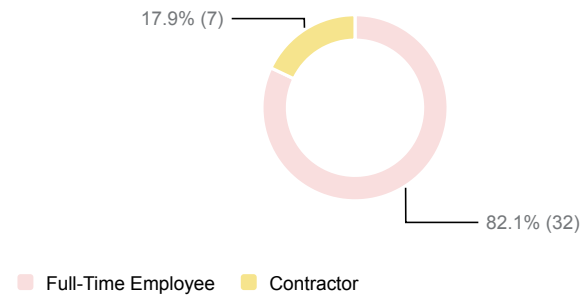
*Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +*

## 1. Comparison by Employment Status

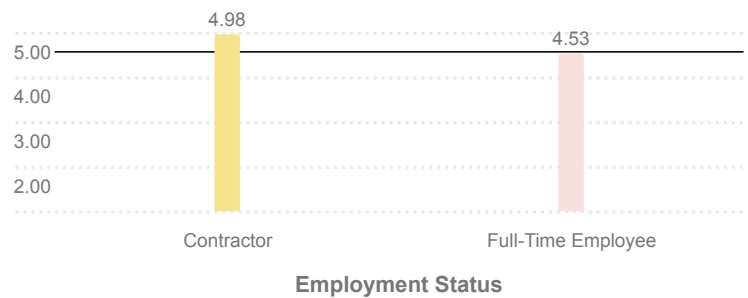
Average Response Scores by Statement Category



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	Contractor	Full-Time Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	5.00	4.06
I feel comfortable discussing wildfire hazards with my supervisor	5.00	4.78
Leaders actively seek out signs of potential wildfire hazards	5.00	4.75
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	5.00	4.69
Our management acts quickly to address wildfire hazards	5.00	4.72
People in my work group report all wildfire hazards, no matter how minor	5.00	4.56
People look for wildfire hazards and risks as work progresses	5.00	4.75
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.88
Wildfire and personal safety concerns are communicated openly	5.00	4.59

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	5.00	4.66
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.86	4.53
I take responsibility for the safety of myself and others in my work area	5.00	4.87
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	5.00	4.72
Leaders keep people prepared to intervene when an emergency occurs	5.00	4.63
Leaders use mistakes and incidents as learning opportunities	5.00	4.53
Pausing work for hazards and safety concerns is viewed positively	5.00	4.75
People focus on one task at a time and avoid distractions	4.86	4.16
People have the ability to respond to and correct problems and errors before they get out of control	5.00	4.53
People have the skills they need to resolve workplace safety issues	5.00	4.66
We have the right tools for the job	5.00	4.38

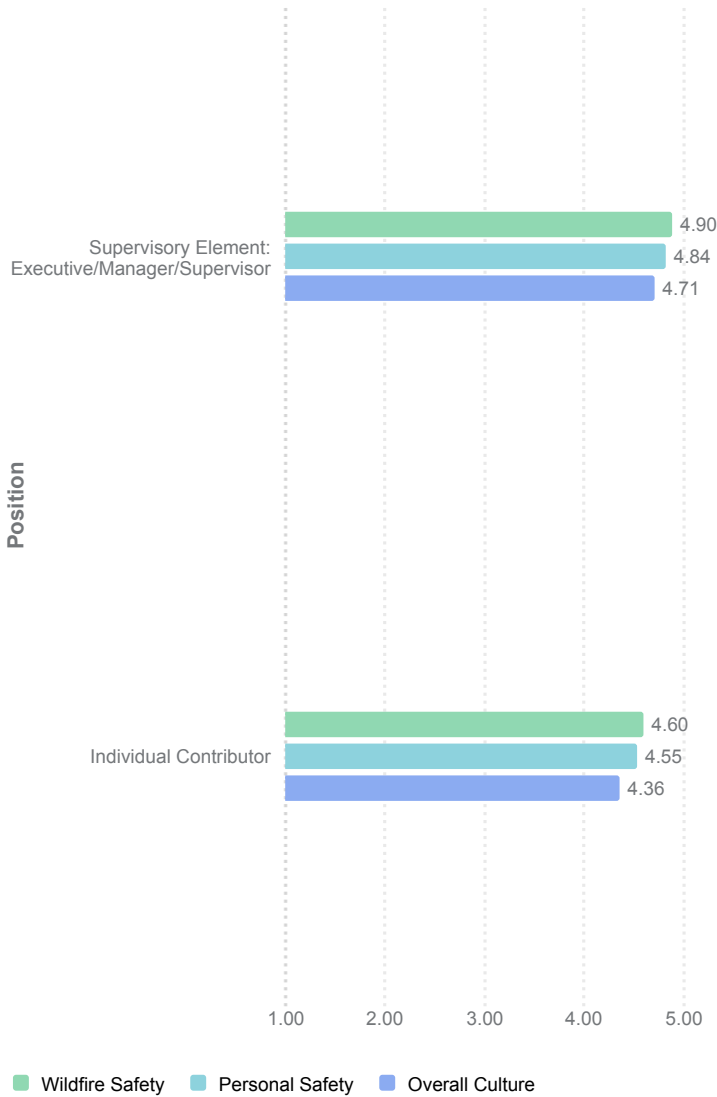
Average Response Scores by Statement

Overall Culture	Contractor	Full-Time Employee
I believe managers apply the same rules for all workers	5.00	4.25
Information about important events and lessons learned is shared within my work group	5.00	4.56
Leaders encourage people to ask questions	5.00	4.50
Managers treat workers with respect	5.00	4.28
My supervisor makes sure all employee concerns are heard before job decisions are made	5.00	4.38
My supervisor would use whatever power they have to help me out	5.00	4.47
People in my work group treat each other with respect	5.00	4.59
People listen to one another; it is rare that someone's views go unheard	5.00	4.41
People report mistakes they make, even if others do not notice them	4.57	4.19
The company cares about my opinions	5.00	4.22

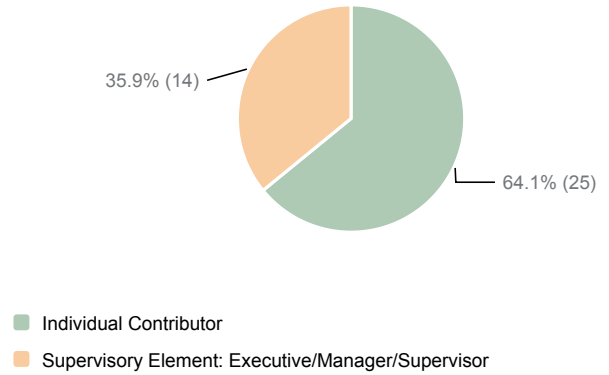


## 2. Comparison by Position

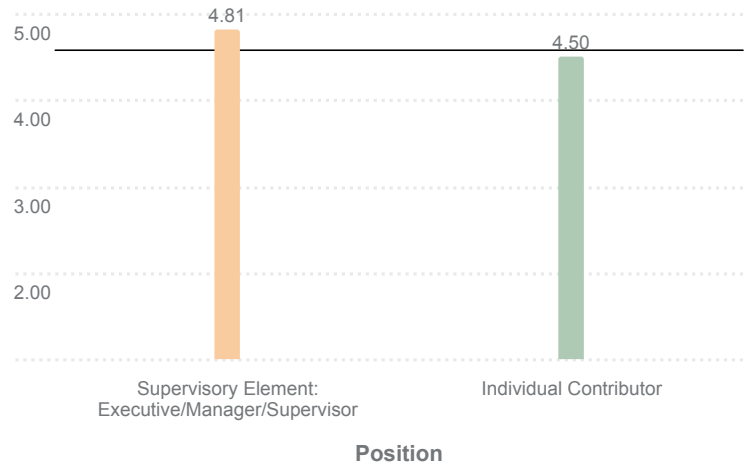
Average Response Scores by Statement Category



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	Individual Contributor	Supervisory Element: Executive/Manager/Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.04	4.57
I feel comfortable discussing wildfire hazards with my supervisor	4.76	4.93
Leaders actively seek out signs of potential wildfire hazards	4.72	4.93
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.64	4.93
Our management acts quickly to address wildfire hazards	4.64	5.00
People in my work group report all wildfire hazards, no matter how minor	4.56	4.79
People look for wildfire hazards and risks as work progresses	4.68	5.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.84	5.00
Wildfire and personal safety concerns are communicated openly	4.52	4.93

Average Response Scores by Statement

Personal Safety	Individual Contributor	Supervisory Element: Executive/Manager/Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.64	4.86
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.48	4.79
I take responsibility for the safety of myself and others in my work area	4.84	5.00
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.72	4.86
Leaders keep people prepared to intervene when an emergency occurs	4.64	4.79
Leaders use mistakes and incidents as learning opportunities	4.48	4.86
Pausing work for hazards and safety concerns is viewed positively	4.72	4.93
People focus on one task at a time and avoid distractions	4.08	4.64
People have the ability to respond to and correct problems and errors before they get out of control	4.52	4.79
People have the skills they need to resolve workplace safety issues	4.64	4.86
We have the right tools for the job	4.28	4.86

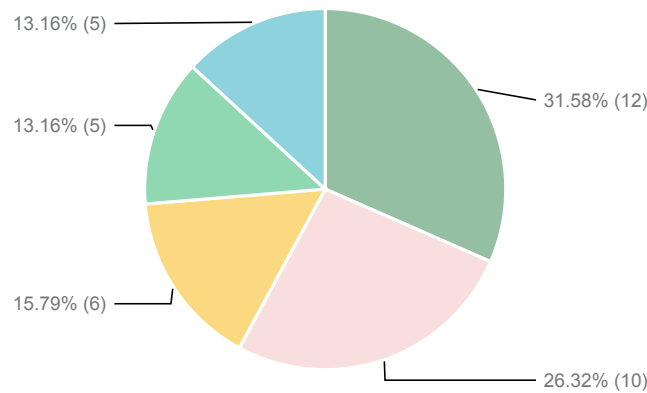
Average Response Scores by Statement

Overall Culture	Individual Contributor	Supervisory Element: Executive/Manager/Supervisor
I believe managers apply the same rules for all workers	4.16	4.79
Information about important events and lessons learned is shared within my work group	4.52	4.86
Leaders encourage people to ask questions	4.44	4.86
Managers treat workers with respect	4.28	4.64
My supervisor makes sure all employee concerns are heard before job decisions are made	4.40	4.64
My supervisor would use whatever power they have to help me out	4.40	4.86
People in my work group treat each other with respect	4.60	4.79
People listen to one another: it is rare that someone's views go unheard	4.40	4.71
People report mistakes they make, even if others do not notice them	4.20	4.36
The company cares about my opinions	4.20	4.64



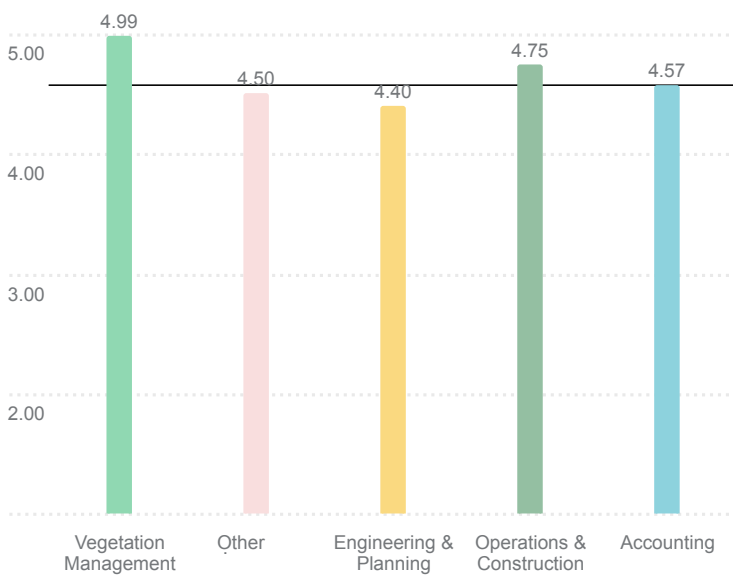
### 3. Comparison by Business Unit

Number of Responses



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

Overall Average Response Score



Average Response Scores by Statement Category



■ 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	Accounting	Engineering & Planning	Operations & Construction	Other (ie. Customer Care, IT/Project Management, Regulatory, Administrative)	Vegetation Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.00	4.00	4.25	4.20	5.00
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.83	5.00	4.60	5.00
Leaders actively seek out signs of potential wildfire hazards	4.80	4.67	4.83	4.80	5.00
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.67	5.00	4.60	5.00
Our management acts quickly to address wildfire hazards	4.60	4.50	4.92	4.70	5.00
People in my work group report all wildfire hazards, no matter how minor	4.60	4.33	4.75	4.60	5.00
People look for wildfire hazards and risks as work progresses	4.60	4.67	4.92	4.80	5.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.80	5.00	5.00	4.70	5.00
Wildfire and personal safety concerns are communicated openly	4.60	4.33	4.75	4.70	5.00

Average Response Scores by Statement

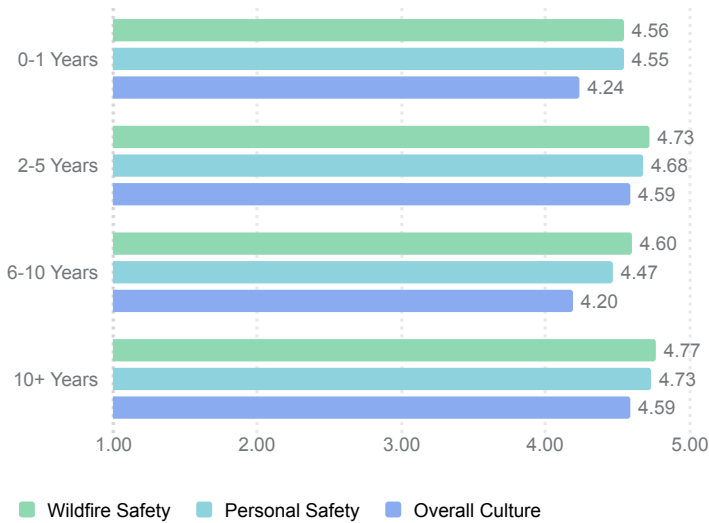
Personal Safety	Accounting	Engineering & Planning	Operations & Construction	Other (ie. Customer Care, IT/Project Management, Regulatory, Administrative)	Vegetation Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.80	4.50	4.75	4.60	5.00
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.40	4.17	4.75	4.60	5.00
I take responsibility for the safety of myself and others in my work area	4.80	4.80	5.00	4.80	5.00
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.60	4.67	4.92	4.70	5.00
Leaders keep people prepared to intervene when an emergency occurs	4.80	4.67	4.67	4.50	5.00
Leaders use mistakes and incidents as learning opportunities	4.60	4.33	4.83	4.40	5.00
Pausing work for hazards and safety concerns is viewed positively	4.80	4.67	4.83	4.80	5.00
People focus on one task at a time and avoid distractions	4.00	4.00	4.50	4.20	4.80
People have the ability to respond to and correct problems and errors before they get out of control	4.60	4.33	4.83	4.40	5.00
People have the skills they need to resolve workplace safety issues	4.80	4.33	4.83	4.70	5.00
We have the right tools for the job	4.80	4.33	4.33	4.40	5.00

Average Response Scores by Statement

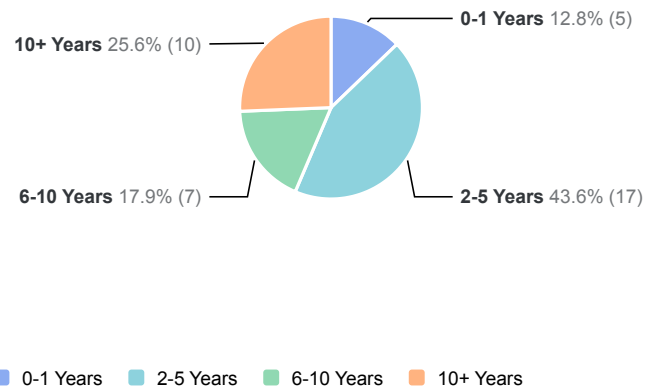
Overall Culture	Accounting	Engineering & Planning	Operations & Construction	Other (ie. Customer Care, IT/Project Management, Regulatory, Administrative)	Vegetation Management
I believe managers apply the same rules for all workers	4.40	4.00	4.75	4.20	5.00
Information about important events and lessons learned is shared within my work group	4.60	4.50	4.83	4.50	5.00
Leaders encourage people to ask questions	4.40	4.50	4.67	4.60	5.00
Managers treat workers with respect	4.40	4.17	4.67	4.10	5.00
My supervisor makes sure all employee concerns are heard before job decisions are made	4.60	4.17	4.75	4.20	5.00
My supervisor would use whatever power they have to help me out	4.80	4.00	4.92	4.30	5.00
People in my work group treat each other with respect	4.80	4.33	4.83	4.50	5.00
People listen to one another: it is rare that someone's views go unheard	4.60	4.17	4.75	4.30	5.00
People report mistakes they make, even if others do not notice them	4.20	4.00	4.25	4.30	4.80
The company cares about my opinions	4.40	4.33	4.42	4.30	5.00

## 4. Comparison by Tenure

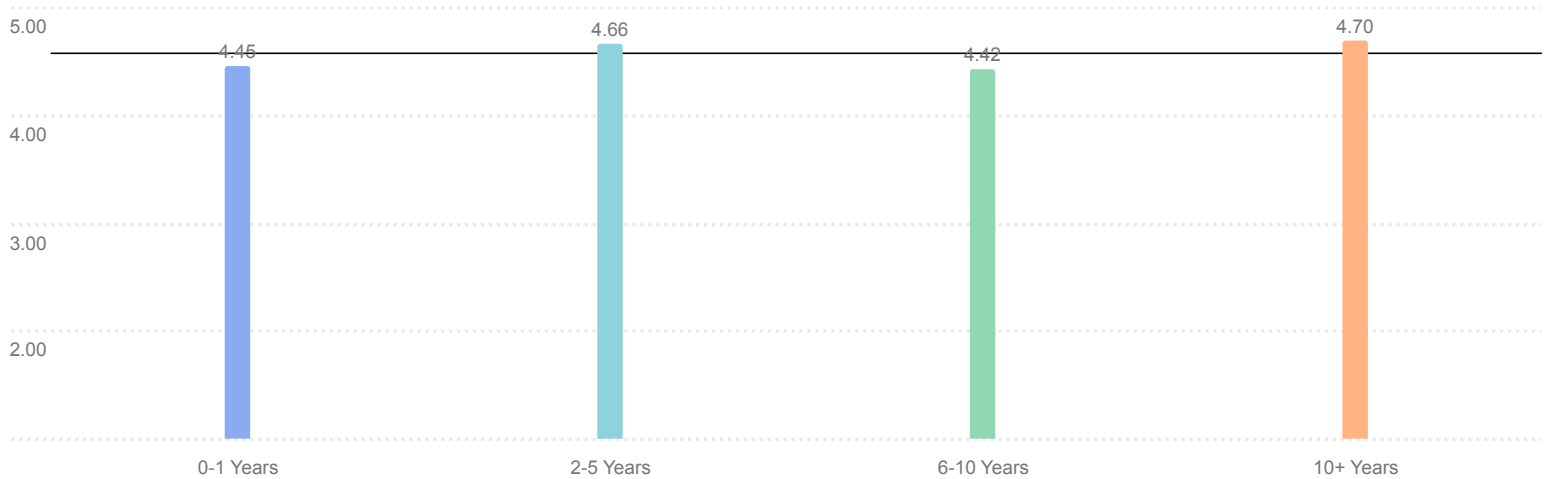
Performance Category Average Response Scores



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	6-10 Years	10+ Years
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.80	4.24	4.29	4.40
I feel comfortable discussing wildfire hazards with my supervisor	4.80	4.71	4.86	4.80
Leaders actively seek out signs of potential wildfire hazards	4.60	4.88	4.57	4.90
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.80	4.71	4.71	4.70
Our management acts quickly to address wildfire hazards	4.40	4.82	4.71	4.80
People in my work group report all wildfire hazards, no matter how minor	4.40	4.82	4.43	4.60
People look for wildfire hazards and risks as work progresses	4.60	4.82	4.71	4.90
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.82	4.86	4.90
Wildfire and personal safety concerns are communicated openly	4.60	4.71	4.29	4.90

Average Response Scores by Statement

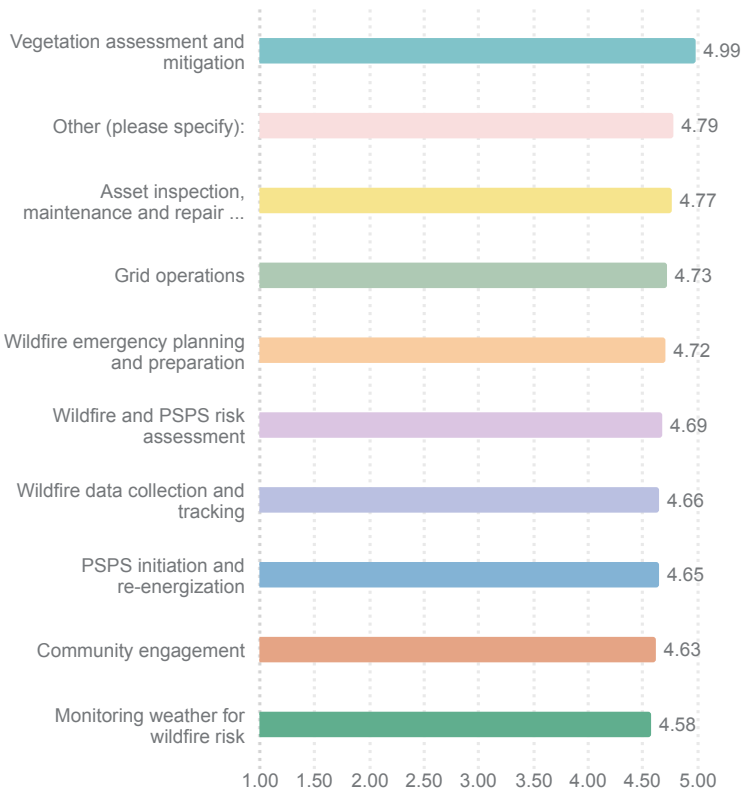
Personal Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.60	4.76	4.43	4.80
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.20	4.71	4.57	4.60
I take responsibility for the safety of myself and others in my work area	4.80	4.82	5.00	4.89
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.80	4.82	4.71	4.70
Leaders keep people prepared to intervene when an emergency occurs	4.80	4.65	4.43	4.80
Leaders use mistakes and incidents as learning opportunities	4.60	4.76	4.29	4.60
Pausing work for hazards and safety concerns is viewed positively	4.60	4.82	4.71	4.90
People focus on one task at a time and avoid distractions	4.20	4.24	4.00	4.50
People have the ability to respond to and correct problems and errors before they get out of control	4.40	4.76	4.29	4.70
People have the skills they need to resolve workplace safety issues	4.60	4.71	4.57	4.80
We have the right tools for the job	4.40	4.41	4.14	4.80

Average Response Scores by Statement

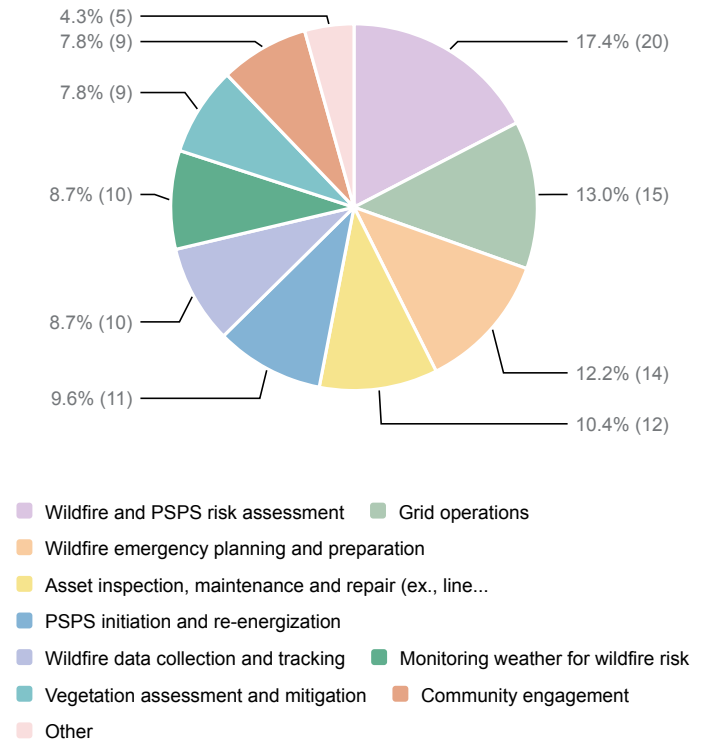
Overall Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.20	4.65	4.00	4.40
Information about important events and lessons learned is shared within my work group	4.60	4.59	4.57	4.70
Leaders encourage people to ask questions	4.60	4.59	4.29	4.70
Managers treat workers with respect	3.80	4.47	4.14	4.70
My supervisor makes sure all employee concerns are heard before job decisions are made	4.00	4.71	4.00	4.60
My supervisor would use whatever power they have to help me out	4.00	4.71	4.14	4.80
People in my work group treat each other with respect	4.60	4.76	4.29	4.70
People listen to one another: it is rare that someone's views go unheard	4.60	4.59	4.00	4.60
People report mistakes they make, even if others do not notice them	3.80	4.47	4.29	4.20
The company cares about my opinions	4.20	4.41	4.29	4.50

## 5. Comparison by Wildfire Activities

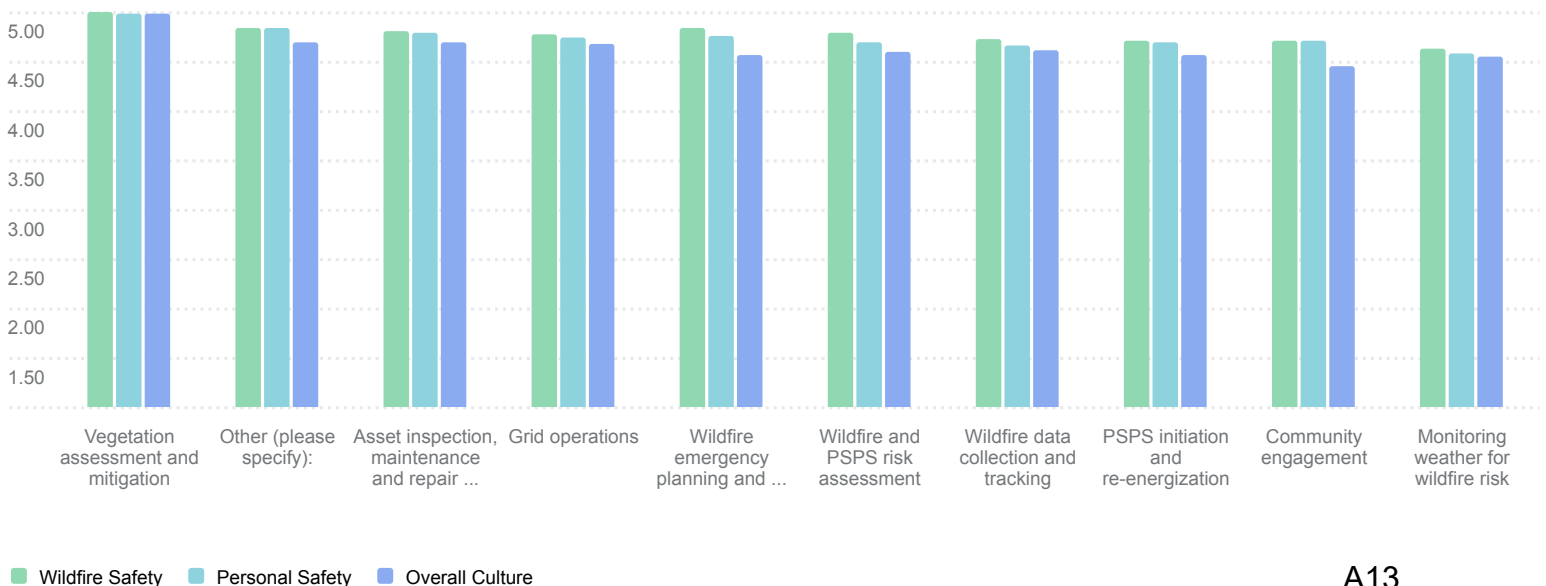
Overall Average Response Score



Number of Responses



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	4.42	4.22	4.33	4.40	4.40	4.09	5.00	4.35	4.50	4.57
I feel comfortable discussing wildfire hazards with my supervisor	4.92	4.78	4.93	4.70	4.80	4.82	5.00	4.85	4.80	4.86
Leaders actively seek out signs of potential wildfire hazards	4.83	4.78	4.80	4.70	5.00	4.82	5.00	4.85	4.80	4.86
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.92	4.78	4.93	4.60	4.80	4.82	5.00	4.85	4.70	4.86
Our management acts quickly to address wildfire hazards	4.75	4.78	4.80	4.60	5.00	4.82	5.00	4.80	4.70	4.93
People in my work group report all wildfire hazards, no matter how minor	4.75	4.67	4.73	4.50	5.00	4.64	5.00	4.70	4.70	4.79
People look for wildfire hazards and risks as work progresses	4.83	4.78	4.80	4.80	4.80	4.91	5.00	4.90	4.80	4.93
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.89	4.93	4.70	5.00	4.91	5.00	4.95	4.90	4.93
Wildfire and personal safety concerns are communicated openly	4.83	4.78	4.73	4.60	4.80	4.64	5.00	4.80	4.60	4.86



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	4.75	4.78	4.80	4.50	5.00	4.64	5.00	4.75	4.70	4.86
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.75	4.67	4.67	4.60	4.80	4.73	5.00	4.65	4.60	4.79
I take responsibility for the safety of myself and others in my work area	5.00	5.00	4.86	4.70	5.00	4.91	5.00	4.89	4.89	5.00
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.92	4.89	4.93	4.50	5.00	4.73	5.00	4.80	4.70	4.86
Leaders keep people prepared to intervene when an emergency occurs	4.75	4.78	4.80	4.60	4.80	4.73	5.00	4.70	4.70	4.79
Leaders use mistakes and incidents as learning opportunities	4.75	4.56	4.80	4.60	4.80	4.73	5.00	4.70	4.60	4.71
Pausing work for hazards and safety concerns is viewed positively	4.83	4.89	4.80	4.60	5.00	4.73	5.00	4.80	4.80	4.93
People focus on one task at a time and avoid distractions	4.58	4.44	4.53	4.40	4.20	4.64	4.89	4.40	4.40	4.43
People have the ability to respond to and correct problems and errors before they get out of control	4.75	4.56	4.73	4.60	4.60	4.64	5.00	4.65	4.70	4.64
People have the skills they need to resolve workplace safety issues	4.92	4.89	4.73	4.60	5.00	4.73	5.00	4.75	4.60	4.79
We have the right tools for the job	4.75	4.44	4.53	4.60	5.00	4.36	5.00	4.55	4.60	4.57

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	4.75	4.33	4.60	4.40	4.80	4.64	5.00	4.55	4.70	4.43
Information about important events and lessons learned is shared within my work group	4.75	4.67	4.73	4.70	4.60	4.73	5.00	4.75	4.70	4.79
Leaders encourage people to ask questions	4.83	4.56	4.73	4.60	4.80	4.73	5.00	4.75	4.70	4.71
Managers treat workers with respect	4.75	4.22	4.53	4.60	4.40	4.36	5.00	4.45	4.70	4.36
My supervisor makes sure all employee concerns are heard before job decisions are made	4.75	4.22	4.73	4.50	5.00	4.45	5.00	4.60	4.60	4.50
My supervisor would use whatever power they have to help me out	4.75	4.33	4.73	4.70	5.00	4.64	5.00	4.65	4.50	4.64
People in my work group treat each other with respect	4.75	4.67	4.80	4.60	4.80	4.64	5.00	4.70	4.60	4.71
People listen to one another: it is rare that someone's views go unheard	4.75	4.56	4.73	4.50	4.80	4.64	5.00	4.60	4.50	4.57
People report mistakes they make, even if others do not notice them	4.25	4.56	4.60	4.40	4.20	4.45	4.89	4.35	4.40	4.50
The company cares about my opinions	4.67	4.44	4.53	4.50	4.60	4.36	5.00	4.50	4.70	4.50

## 6. 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		Supervisory Element: Executive/Manager/Supervisor
	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.29	4.00	4.71
I feel comfortable discussing wildfire hazards with my supervisor	4.79	4.80	4.86
Leaders actively seek out signs of potential wildfire hazards	4.93	4.60	5.00
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.79	4.60	4.86
Our management acts quickly to address wildfire hazards	4.86	4.60	5.00
People in my work group report all wildfire hazards, no matter how minor	4.86	4.40	4.71
People look for wildfire hazards and risks as work progresses	4.86	4.60	5.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.86	4.80	5.00
Wildfire and personal safety concerns are communicated openly	4.71	4.20	5.00

Personal Safety Statement Average Response Scores

	Individual Contributor		Supervisory Element: Executive/Manager/Supervisor
	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.79	4.40	4.86
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.71	4.40	4.71
I take responsibility for the safety of myself and others in my work area	4.86	5.00	5.00
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.86	4.80	4.86
Leaders keep people prepared to intervene when an emergency occurs	4.71	4.40	4.86
Leaders use mistakes and incidents as learning opportunities	4.79	4.00	4.71
Pausing work for hazards and safety concerns is viewed positively	4.86	4.80	5.00
People focus on one task at a time and avoid distractions	4.36	3.80	4.57
People have the ability to respond to and correct problems and errors before they get out of control	4.79	4.20	4.71
People have the skills they need to resolve workplace safety issues	4.79	4.60	4.86
We have the right tools for the job	4.43	4.00	4.86

Overall Culture Statement Average Response Scores

	Individual Contributor		Supervisory Element: Executive/Manager/Supervisor
	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average
I believe managers apply the same rules for all workers	4.79	3.80	4.71
Information about important events and lessons learned is shared within my work group	4.71	4.40	4.71
Leaders encourage people to ask questions	4.71	4.20	4.86
Managers treat workers with respect	4.57	4.00	4.71
My supervisor makes sure all employee concerns are heard before job decisions are made	4.86	3.80	4.71
My supervisor would use whatever power they have to help me out	4.86	3.80	4.86
People in my work group treat each other with respect	4.86	4.20	4.71
People listen to one another: it is rare that someone's views go unheard	4.79	3.80	4.71
People report mistakes they make, even if others do not notice them	4.43	4.20	4.14
The company cares about my opinions	4.50	4.20	4.57

## 7. 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

	2-5 Years Full-Time Employee Average	6-10 Years Full-Time Employee Average	10+ Years Full-Time Employee Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.21	4.00	4.25
I feel comfortable discussing wildfire hazards with my supervisor	4.79	4.80	4.75
Leaders actively seek out signs of potential wildfire hazards	4.93	4.40	4.88
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.79	4.60	4.63
Our management acts quickly to address wildfire hazards	4.86	4.60	4.75
People in my work group report all wildfire hazards, no matter how minor	4.86	4.20	4.50
People look for wildfire hazards and risks as work progresses	4.86	4.60	4.88
Protecting the community from wildfire hazards is clearly a high priority with management	4.86	4.80	4.88
Wildfire and personal safety concerns are communicated openly	4.71	4.00	4.88

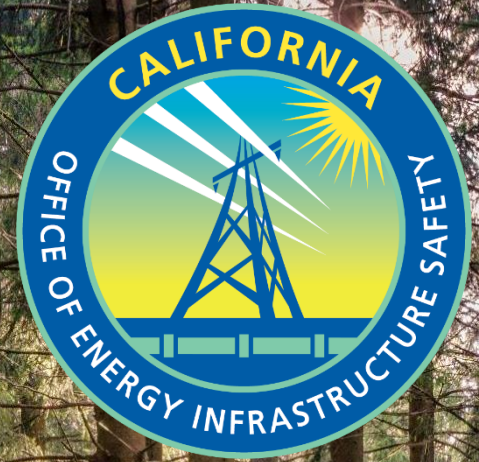
Personal Safety Statement Average Response Scores

	2-5 Years Full-Time Employee Average	6-10 Years Full-Time Employee Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.79	4.20
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.71	4.40
I take responsibility for the safety of myself and others in my work area	4.86	5.00
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.86	4.60
Leaders keep people prepared to intervene when an emergency occurs	4.64	4.20
Leaders use mistakes and incidents as learning opportunities	4.79	4.00
Pausing work for hazards and safety concerns is viewed positively	4.86	4.60
People focus on one task at a time and avoid distractions	4.36	3.60
People have the ability to respond to and correct problems and errors before they get out of control	4.79	4.00
People have the skills they need to resolve workplace safety issues	4.79	4.40
We have the right tools for the job	4.43	3.80

Overall Workplace Culture Statement Average Response Scores

	2-5 Years Full-Time Employee Average	6-10 Years Full-Time Employee Average
I believe managers apply the same rules for all workers	4.79	3.60
Information about important events and lessons learned is shared within my work group	4.71	4.40
Leaders encourage people to ask questions	4.71	4.00
Managers treat workers with respect	4.57	3.80
My supervisor makes sure all employee concerns are heard before job decisions are made	4.86	3.60
My supervisor would use whatever power they have to help me out	4.86	3.80
People in my work group treat each other with respect	4.86	4.00
People listen to one another: it is rare that someone's views go unheard	4.71	3.60
People report mistakes they make, even if others do not notice them	4.50	4.00
The company cares about my opinions	4.50	4.00





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





OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



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

**January 2025**

## **Bear Valley Electric Service, Inc.**





OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



**BVES**  
*2024 Safety Culture Assessment*

## 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

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

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

#### B1. Progress Metrics

Attainment of this objective is measured by:

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

#### C1. 12-Month Target

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

## D1. Description of Objective

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

## A2. Objective

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

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

## B2. Progress Metrics

Attainment of this objective is measured by:

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

## C2. 12-Month Target

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

## D2. Description of Objective

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

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

## 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

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#### A1. Objective

**Contractor Safety Engagement Strategy:** Contract workers are potentially a vulnerable population when it comes to serious injuries and fatalities on the job. With contractors often performing high-risk jobs with the potential for little to no supervision, it is a best practice for employers to have a formal contractor management program. The Contractor Safety Program establishes the minimum requirements for contractor safety management and communicates BVES's EHS expectations for work performed on behalf of BVES by contractors. All Contractors are expected to perform their work safely.

**Objective Statement:**

- Increase Contractor Company Leadership Engagement to at least one per quarter.
- Increase the number of JHAs that include contractor company observations for both hazardous conditions and behaviors

#### B1. Progress Metrics

Attainment of this objective is measured by:

1. A Contractor Safety Engagement Strategy of all contract workers performing wildfire mitigation work has been completed and delivered to the Safety Committee and Management for review.
2. Management adopts the recommendations of the study.
3. Greater than 85% of employees feel that recommendations have improved safety as measured by employee survey.

#### C1. 3-Year Target

A Contractor Safety engagement Strategy review and study of contract workers performing wildfire mitigation work has been completed and the recommendations of the study have been implemented. These recommendations are leading to improved public and worker safety.

#### D1. Description of Objective

By adopting the Contractor Safety Engagement Strategy, improvements will be made in the way wildfire mitigation is performed, which in turn will reduce wildfire risk to the public and/or risk to all employees conducting wildfire mitigation work.

## A2. Objective

**Apply Behavior-Based Safety (Field Activities):** Unsafe behaviors cause anywhere from 80 percent to 98 percent of all workplace accidents. By adopting a broader scope of Behavior-Based safety culture, BVES can reduce workplace accidents and improve public safety. Behavior-based safety is a comprehensive look at safety and focuses on the behaviors of employees. It looks closely at accidents caused by unsafe behaviors and develops ways to change those behaviors and prevent injuries.

**Objective Statement:** The first phase of Behavior-Based training focused on management conducting on-site safety behavior reviews and study of power line workers. The developed program will include work conducted by the remaining field workers performing wildfire mitigation work and implementing recommendations to reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work, as noted in the study.

## B2. Progress Metrics

Attainment of this objective is measured by:

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

## C2. 3-Year Target

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

## D2. Description of Objective

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

## A3. Objective

**Apply Behavior-Based Safety (Foreman's Participation):** Unsafe behaviors cause anywhere from 80 percent to 98 percent of all workplace accidents. By adopting a broader scope of Behavior-Based safety culture, BVES can reduce workplace accidents and improve public safety. Behavior-Based safety is a comprehensive look at safety and focuses on the behaviors of employees. It looks closely at accidents caused by unsafe behaviors and develops ways to change those behaviors and prevent injuries.

**Objective Statement:** The first phase of Behavior-Based training focused on management conducting on-site safety behavior reviews and study of power line workers. Foremen are now trained to 1) conduct on-site safety behavior reviews and study of power line workers performing wildfire mitigation work, 2) implement recommendations to reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work as noted in the study performing wildfire mitigation work, and 3) implement recommendations to reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work as noted in the study. This allows more overall safety involvement with the field crews and Behavior-Based training can be conducted more often.

### **B3. Progress Metrics**

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Attainment of this objective is measured by:

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

### **C3. 3-Year Target**

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

### **D3. Description of Objective**

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By adopting a Behavior-Based safety program with a Foreman's involvement, improvements in safety will be made in the way wildfire mitigation is performed, which in turn will reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work.

## 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

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#### A1. Major Theme/ Lesson Learned 1

Near Miss Program

##### B1. Actions Taken

In order to encourage employees to report "near misses," BVES changed the program name to "improvement opportunities." This tends to remove any negative stigma associated with the program that may discourage employees from making reports and, in fact, communicates to employees that the Company encourages learning from "near miss" events.

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#### A2. Major Theme/ Lesson Learned 2

Public Safety Power Shutoff Readiness

##### B2. Actions Taken

In order to improve readiness to implement Public Safety Power Shut-offs, BVES took the following actions:

1. Issued standardized Company policy and procedures for PSPS.
  2. Conducted a "tabletop" PSPS exercise.
  3. Conducted a full-field PSPS exercise.
  4. Implemented use of Fire Potential Index.
- 

#### A3. Major Theme/ Lesson Learned 3

Contractor Safety

##### B3. Actions Taken

In order to improve Contractor Safety, BVES took the following actions:

1. Met with contractor leadership.
  2. Conducted field-level meetings with contractors at least weekly.
  3. Increased Company observations of contractor work.
  4. Briefed contracted workers on wildfire mitigation plan initiatives and their role in implementing the plan.
-

## 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

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#### A1. Recommendation 1

**Refine Contractor Strategic Improvement Plan:** Energy Safety finds that BVES should continue to act on the 2022 SCA recommendation on reviewing and refining its current strategic improvement plan to address gaps in overall safety culture for contractors in collaboration with its contractors. BVES should continue its progress towards this goal and should propose ways to improve contractor relationships with BVES supervisors and contractor empowerment to address problems in a timely fashion. BVES should continue making improvements to its efforts to onboard, train, and otherwise engage contractors in its strategic plan. BVES should consider the role of BVES supervisors in listening to, supporting, and empowering contractors. The BVES improvement plan should include measures like listening sessions to better understand and respond to contractor perceptions, increased presence of leadership at job sites to witness challenges encountered by contractors, and increased training to improve the ability of frontline supervisors to communicate effectively with contractors and ultimately improve the safety culture among contractors. Energy Safety notes that the goals of this recommendation are to continue progress on improving supervisory support and guidance for BVES contractors and increase contractor empowerment to respond to problems in a timely fashion.

#### B1. Actions Taken

- Bear Valley reviewed the SCA reports for 2021, 2022, and 2023 regarding contractor performance at BVES and California electric investor-owned utilities (IOUs) and found that BVES's results (1) remained unchanged over the last three years and (2) were consistently lower than those of the other IOUs that performed similar SCAs over the last three years.
- BVES is building upon the measures it has already put in place to improve contractor safety culture and will add in the following additional actions:
  - Met with contractor leadership and went over the 2023 SCA as well as past SCAs.
  - Conducted listening sessions to better understand and respond to contractor perceptions.
  - Increased presence of leadership at job sites to witness challenges encountered by contractors.
  - Increased training to improve the ability of frontline supervisors to communicate effectively with contractors and ultimately improve the safety culture among contractors.
  - Conducted training to ensure contractors understand how their work is integral to the BVES Wildfire Mitigation Plan and impacts public safety.
  - Reached out to other investor-owned utilities (IOUs) to develop best practices for improving contractor safety culture.
  - Added "Contractor Engagement Strategy" as a BVES Safety Culture Objective in Bear Valley's 3-year Safety Culture Plan (fully achieve objective by 2026).

#### C1. Results

Too early to determine effectiveness of Action Taken. BVES will monitor Contractor performance on SCA Surveys as well as performance of work to evaluate effectiveness of Action Taken.

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## A2. Recommendation 2

**Address Safety Culture Opportunities for the Design and Construction Business Unit:** Energy Safety states BVES should develop and implement a strategic improvement plan to address the workforce survey result indicating that Engineering and Planning employees have a less positive experience of safety culture in the wildfire mitigation work context than other employees. The survey also indicated that this unit may need support in focusing and avoiding distractions. In 2022 a similar recommendation addressed the Design and Construction business unit's relatively low scores on the workforce survey, indicating a less positive experience of safety culture than other employees: BVES should also continue looking at how safety culture perceptions might differ in that business unit and how that unit might require additional support. Energy Safety notes that the goals of this recommendation are to improve the safety culture in the Engineering & Planning business unit, bringing it into alignment with the safety culture in other BVES business units.

## B2. Actions Taken

In response to this recommendation, BVES implemented a strategy to address the 2023 SCA workforce survey result indicating that Engineering & Planning employees have a less positive experience of safety culture in the wildfire mitigation work context than other employees. The strategy builds upon actions taken to improve the Design and Construction business unit's relatively low scores on the 2022 SCA workforce survey and includes the following actions:

- Conducted listening sessions to better understand and respond to Engineering & Planning perceptions.
- Conducted one-on-one meetings between the BVES President and Engineering & Planning employees to further gauge their safety culture views and refine a plan to improve their safety culture. These sessions are designed to be open, two-way conversations and to solicit employee input and perceptions on safety culture at BVES.
- Increased training to reinforce the elements that promote improved safety culture and safety-related communications and to ensure Engineering & Planning employees understand how their work is an integral part of the BVES Wildfire Mitigation Plan and impacts public safety. For example, the BVES President will continue to make it clear to all employees, including the Engineering & Planning group, that:
  - No job should start until everyone on the team understands the task at hand and safety precautions and is satisfied that the safety precautions being taken are appropriate and more than sufficient;
  - No job should be performed in a manner below the Company's high standards that might in any way compromise worker or public safety;
  - Any employee is fully empowered to stop work and has the duty to do so if they believe public or worker safety is at risk or being compromised;
  - While the Company has set challenging WMP initiative targets, the drive to achieve these targets should never serve as a cause to compromise the Company's high standards and put worker or public safety at risk; and
  - Employees must remember the importance of focusing on one task at a time and avoiding distractions. While multi-tasking is present in our daily work, employees should still only focus on one task at a time and avoid distractions. If conflicts arise, employees should stop work and alert their Supervisor for further guidance.

## C2. Results

Too early to determine effectiveness of Action Taken. BVES will monitor Design and Construction performance on SCA Surveys as well as performance of work to evaluate effectiveness of Action Taken.

### A3. Recommendation 3

**Strengthen Safety-Enabling Systems:** Energy Safety indicates BVES should continue to act on the 2022 SCA recommendation to strengthen its safety-enabling systems by improving protocols for responding to safety events (near misses and hazards), including their reporting and management. In connection with this, BVES should further develop its “Empowered Employees” 3-year objective, described in its 2023 safety culture objectives, to improve employee understanding of the importance of reporting unsafe conditions and monitoring the number and quality of near miss and hazard reporting. In addition, BVES should conduct at least one training session on near-miss reporting protocols. BVES should identify and address any barriers to reporting within its safety-enabling systems (procedures, software, communication, etc.). Energy Safety notes that the goals of this recommendation are to improve employee understanding of the importance of and process for submitting safety event (near-miss and hazard) reports and to promote continuous learning.

### B3. Actions Taken

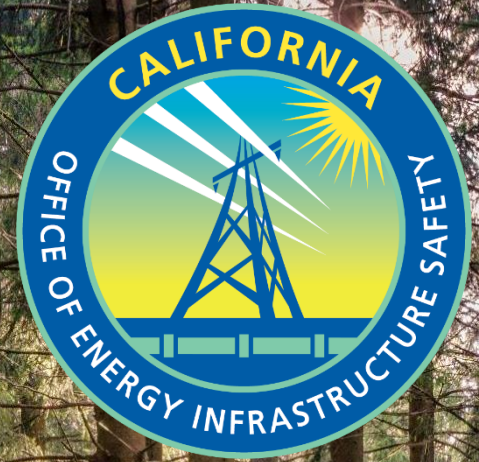
In response to this recommendation, BVES has implemented the following plan of action to Strengthen Safety-Enabling Systems:

- Developed and implemented improved protocols for responding to safety events (near misses and hazards), including their reporting and management. (Completed June 2024. Bear Valley is not evaluating an electronic way to report “Improvement Opportunities” – “Near Misses” are not referred to as “Improvement Opportunities” at BVES.)
- Further developed BVES’s “Empowered Employees” 3-year objective, described in BVES’s 2023 safety culture objectives, to improve employee understanding of the importance of reporting unsafe conditions and monitoring the number and quality of near miss and hazard reporting.
- Conducted training sessions on near-miss reporting protocols. BVES should identify and address any barriers to reporting within its safety-enabling systems (procedures, software, communication, etc.).
- Incorporated “improvement opportunities” (near-miss and hazard) reporting into Bear Valley’s behavior based safety program implementation.
- Set up a training class to introduce Behavioral Based Training to the operations crews.

### C3. Results

Employees have started to report “improvement opportunities” (previously called “near misses”) more frequently. Still too early to evaluate effectiveness of Action Taken. BVES will continue to track “improvement opportunities” and results of SCA surveys.





# APPENDIX C: Supporting Documentation





OFFICE OF ENERGY  
INFRASTRUCTURE  
SAFETY



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## Supporting Documentation

January 2025

# Bear Valley Electric Service, Inc.





## Section 2. Supporting Documentation

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

No supporting documentation was submitted.