State of California – A Natural Resources Agency

Gavin Newsom, Governor

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Caroline Thomas Jacobs, Director

December 19, 2025

Tim Hill
Director, Environmental Health and Safety
Liberty Utilities, LLC
14920 W Camelback Rd.
Litchfield Park, Arizona 85340
thill@libertyutilities.com

Subject: **2024 Safety Culture Assessment for Liberty Utilities, LLC**

Mr. Hill:

Enclosed is the 2024 Safety Culture Assessment (SCA) for Liberty Utilities, LLC (Liberty) 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).

Liberty 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 Liberty for the Energy Safety SCA by submitting a letter to that effect to the 2024 Safety Culture Assessments docket (Docket #2024-SCAs).[1]

Sincerely,

 /s/

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

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

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Executive Summary

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

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

According to its safety culture assessment inputs from 2021 through 2024, Liberty has demonstrated several improvements in its safety culture. Respondents to Liberty's 2024 workforce survey generated some positive results, with nine of 30 statements showing year-over-year improvements. However, scores on 21 of the 30 statements on the 2024 workforce survey declined since 2023. The following two statements had the largest decrease in average score since 2023: "I believe managers apply the same rules for all workers" and "My supervisor would use whatever power they have to help me out." Decreases in scores for 27 of the 30 questions indicate a need for renewed focus and additional improvement.

Separate from the workforce survey, Liberty's 2024 report on its own safety culture objectives, lessons learned, and progress on the previous year's recommendations demonstrate that the company has taken actions to advance its safety culture. Liberty continued the use of a tool (Gensuite) that makes it easier for employees to report safety concerns and observations, established a safety committee that meets every other month, and added leadership engagement goals to its safety scorecard and 12-month objectives.

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

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

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

Recommendations

Recommendation 1: Increase Organizational Learning

Liberty should continue to increase organizational learning by encouraging safety reporting and feedback. Liberty should also continue to improve leadership engagement to increase perceptions of support and commitment from leadership and create a work environment that is conducive for learning. This recommendation continues a recommendation from Energy Safety's 2023 SCA Report for Liberty.[3]

Recommendation 2: Continue Developing a Culture Committee

Liberty should continue developing a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action to improve overall safety culture. This recommendation continues a recommendation from Energy Safety's 2023 SCA Report for Liberty.[4]

Recommendation 3: Increase Contractor Engagement

Liberty should increase engagement with contractors to address continued low workforce survey participation from its contractor workforce. Liberty should refine its safety culture objectives to target ways to improve contractor relationships and solicit feedback from them.

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[3] Energy Safety's 2023 SCA Report for Liberty: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56369&shareable=true, (accessed Dec. 18, 2024).

[4] Energy Safety's 2023 SCA Report for Liberty: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56369&shareable=true, (accessed Dec. 18, 2024).

1.　　Introduction

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

1.1　　Focus of Energy Safety's SCA

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

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

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[5] Public Utilities Code section 8389:
https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, (accessed May 19, 2025)
[6] Public Utilities Code section 8389:
https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, (accessed Dec. 18, 2024).
[7] In 2024, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company, San Diego Gas & Electric Company, Southern California Edison Company, Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission (HWT), Trans Bay Cable, and LS Power Grid California.
[8] Public Utilities Code 218: , (accessed May 19, 2025)
[9] Resolution WSD-011:
https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fdocs.cpuc.ca.gov%2FPublishedDocs%2FPublished%2FG000%2FM352%2FK490%2F352490594.docx&wdOrigin=BROWSELINK, (accessed Dec. 18, 2024).

2. Methodology

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

2.1 Safety Culture Assessment Framework

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

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

2.2 Energy Safety SCA Process Elements

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

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

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

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

2.2.1   Workforce Survey

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

2.2.2   Management Self-Assessment

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

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

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

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

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

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

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

2.2.4   Interviews

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

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

2.2.5   Observational Visits

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

2.2.6   Supporting Documentation

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

3.   Assessment Input

As an SMJU, Liberty 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, Liberty 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

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

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 Liberty to include as many individuals as possible within the target audience.

A total of 120 Liberty employees and contractors responded to the workforce survey. Of these, 106 identified as employees and 14 identified as contractors. Liberty reported a base number of 115 employees and 85 contractors working on wildfire mitigation. With these base numbers, Liberty achieved a 60 percent overall response rate for its wildfire mitigation workforce compared to 23 percent in 2023, 63 percent in 2022, and 45 percent in 2021. Liberty's employee response rate (excluding contractors) was 92 percent, compared to 31 percent in 2023, 78 percent in 2022, and 93 percent in 2021. Liberty's contractor response rate was 16 percent, compared to 12 percent in 2023, 29 percent in 2022, and 9 percent in 2021.

Liberty saw major improvement in its overall response rate compared to the 2023 survey, improving from 23 percent in the 2023 survey to 63 percent in the 2024 survey. Further, this increase was influenced by a surge in its employee response rate, evidenced by a 294 percent improvement compared to 2023 (106 employee respondents in the 2024 survey, 36 in the 2023 survey).

3.2 Management Self-Assessment

As an SMJU, Liberty 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, Liberty submitted its safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations.

3.3.1 12-Month Objectives

Liberty provided seven 12-month objectives, with progress metrics and target goals in the following areas: training (2 objectives), safety observations and reporting (2 objectives), corrective action closure (1 objective), injury frequency (1 objective) and leadership engagement (1 objective).[16]

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

3.3.2   3-Year Objectives

Liberty provided three 3-year objectives, with progress metrics and target goals in the following areas: wildfire safety culture survey engagement and improvement (2 objectives) and safety stand downs (1 objective).[17]

3.3.3   Lessons Learned

Liberty provided three major themes for its lessons learned, including 1. Public Safety Power Shutoff (PSPS) training, 2. safety observations and 3. organizational learning.[18]

Liberty stated it reviewed and cataloged PSPS events to improve PSPS preparedness and readiness in the areas of action planning, incident command structure, and communication to customer and stakeholders.

Liberty added safety observation targets to its corporate scorecard. Safety observation targets are performance factors in company and individual performance.

Lastly, Liberty hosted meetings where safety is discussed, and feedback is provided in a collective forum related to identified safety concerns. Meeting focus areas were identified from at-risk conditions and behaviors trends and opportunities, training events, and good catch and incident reporting.

3.3.4   Progress on the Previous Year's Recommendations

In 2023, Liberty received three recommendations in its 2023 SCA report: 1. Improve leadership engagement, 2. Continue developing a culture committee, and 3. Increase engagement in workforce survey.[19]

For progress on Recommendation 1. Improve leadership engagement, Liberty added "Leadership Engagements" to its safety scorecard and its 12-month objectives.

For progress on Recommendation 2. Continue developing a culture committee, Liberty reported that it established a safety committee, with representatives from each department within Liberty, that meets every other month to discuss current safety topics and trends identified from observations, near-misses20, and good catches recorded by employees.

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

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

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

[20] 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).

Liberty also reported that it holds twice-monthly leadership safety culture meetings with its leadership team to discuss how to keep all departments and teams engaged and responsible for safety.

For progress on Recommendation 3. Increase engagement in workforce survey, Liberty implemented planning to improve response rates in safety culture meetings and Liberty's President emailed all employees to promote the workforce survey.

3.4 Interviews

As an SMJU, Liberty 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

Liberty did not submit any supporting documentation.

4.   Assessment Findings

The findings and recommendations below are based on Liberty's workforce survey results, safety culture objectives, lessons learned, and progress on the previous year's (2023) recommendations.[21]

4.1   Strengths

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

4.1.1   Increased Employee Engagement in Workforce Survey

In the 2024 survey, Liberty's workforce survey response rate increased significantly from 2023. The employee response rate increased from 23 percent in 2023 to 92 percent in the 2024 survey.

This improved response rate supports Liberty's 3-year objective to increase engagement in the workforce survey.

4.1.2   Increased Leadership Engagement

Liberty's workforce survey results, 12-month safety culture objectives, lessons learned, and progress on 2023 recommendations described efforts to increase its leadership engagement.

Liberty's workforce survey results indicated improvement in leadership engagement. The statement "Information about important events and lessons learned is shared within my work group" demonstrated the greatest improvement since 2023 (Overall average response score of 4.20 in the 2024 survey and 4.07 in the 2023 survey). This improvement reflects efforts made by Liberty to improve communication and engagement with employees.

Liberty provided updates in its progress on 2023 recommendations, including leadership engagement targets in its safety scorecard and 12-month objectives. Specifically, within Liberty's 12-month objectives, goals are outlined for leadership safety culture training and leadership engagements to build a culture of trust, openness and safety excellence. Additionally, Liberty added leadership engagement to the safety scorecard and held twice monthly meetings with the leadership team to discuss safety.

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

Additionally, the average scores slightly increased for the workforce survey leadership engagement statements "Leaders actively seek out signs of potential wildfire hazards" and Leaders keep people prepared to intervene when an emergency occurs" compared to last year.

While its 2024 SCA inputs demonstrate improvement in leadership engagement, Liberty should continue to build upon this progress, further developing ways for leadership to support safety culture efforts.

4.2 Opportunities

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

4.2.1 Organizational Learning

Workforce survey participants gave lower scores to several survey statements foundational to organizational learning in both the 2023 and 2024 surveys:

- "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" (3.64 in the 2024 survey, 3.63 in the 2023 survey).
- "People report mistakes they make, even if others do not notice them" (3.84 in the 2024 survey, 3.83 in the 2023 survey).
- "People focus on one task at a time and avoid distractions" (3.72 in the 2024 survey, 3.69 in the 2023 survey).
- "People listen to one another: it is rare that someone's views go unheard" (3.98 in the 2024 survey, 3.89 in the 2023 survey).

Based on Liberty's 2024 SCA inputs, additional focus should be placed on organizational learning to drive improvement. Liberty should prioritize encouraging safety reporting and feedback, ensuring that employees feel comfortable with reporting mistakes, and communicating feedback to leadership. Workers must feel safe to report mistakes and make suggestions about wildfire hazards and ways to address them as this is foundational to an organizational learning. Liberty should incorporate lessons from incidents and increase the organization's capacity for a robust safety culture.

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

4.2.2 Overall Culture

Liberty's 2024 workforce survey indicated that the overall culture category lagged behind the other categories. Liberty's average response score for overall culture was 4.07, compared to 4.25 in personal safety and 4.31 in wildfire safety. This category also lagged behind the others in Liberty's 2022 and 2023 SCAs.

Liberty's 2024 workforce survey showed declines in scores for seven statements in the overall culture category, including two statements that dropped from the high category to the moderately high category.[22]

- "My supervisor makes sure all employee concerns are heard before job decisions are made" (rated 3.98 in the 2024 survey compared to 4.17 in the 2023 survey).
- "I believe managers apply the same rules for all workers" (rated 3.90 in the 2024 survey compared to 4.15 in the 2023 survey).

In the 2024 survey, individual contributors had notably less-positive perceptions about overall culture than managers did on the workforce survey, particularly for the two statements listed above. It is unclear whether this decline is due to the significant increase in participation, which would suggest that overall cultural perceptions were lower than previously believed, or if the decline represents a change from 2023 to 2024.

Further, the workforce survey scores declined on 21 of the 30 statements on the 2024 survey as compared to 2023. The decline in the majority of the survey statements coincided with lower scores in seven of the overall culture category statements. This may indicate the presence of a deeper issue that is impacting overall workforce perception of culture within the organization and within safety.

Overall culture is one of the main components of a well-established safety culture. Safety culture is more achievable in an organization where there is a workplace culture of trust, learning, and accountability.

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

4.2.3 Contractor Engagement

Liberty's workforce survey participation rates for contractors continued to be low in 2024. In the 2024 survey, Liberty's contractor response rate was 16 percent compared to contractor response rates of 11.8 percent in 2023, 29 percent in 2022, and 9 percent in 2021. While Liberty's contractor response rate increased in 2024 compared to 2023, it remains significantly lower than the 2022 contractor response rate. A high contractor response rate is critical for collecting accurate data that is representative of the entire workforce, thereby providing a more complete understanding of overall safety culture.

Refer to Section 5.3 of this report for the recommendation that pertains to this opportunity.

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[22] See Appendix A for Liberty's Workforce Survey Results: "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)"

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 recommendations for Liberty are outlined below and structured as follows: overall theme of the recommendation; observations from the SCA inputs contributing to the recommendation; goals of the recommendation; and verification method. The recommendations below build on the recommendations from Energy Safety's 2023 SCA Report for Liberty.[23]

5.1 Increase Organizational Learning

Liberty should continue to increase organizational learning by encouraging safety reporting and feedback. Liberty should also continue to improve leadership engagement to increase perceptions of support and commitment from leadership and create a work environment that is conducive for learning. Liberty should continue to build this capacity as a learning organization to ensure employees feel comfortable reporting hazards and feedback and have adequate engagement with leadership in order to feel heard.

5.1.1 Observation

Workforce survey respondents gave relatively low scores to several survey statements foundational to organizational learning. While 2024 survey scores regarding leadership engagement improved compared to the 2023 survey, 2024 workforce survey scores regarding safety reporting and feedback continued a trend of low scores that had been identified in the 2023 survey.[24]

5.1.2 Goal of Recommendation

The goal of this recommendation is to enhance a sense of trust, respect, and cooperation between and amongst employees and leadership. This recommendation should also increase perceptions of support and commitment from leadership, which will enhance organizational learning.

5.1.3 Verification Method

Liberty's next progress report on 2024 recommendations must include a description of how Liberty expanded efforts to encourage reporting and feedback from employees. Liberty must also provide a leadership training plan on topics such as leadership skills, influencing safety

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[23] Energy Safety's 2023 SCA Report for Liberty: https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56369&shareable=true, (accessed Dec. 18, 2024).

[24] Energy Safety's 2023 SCA Report for Liberty : https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=56369&shareable=true, (accessed Dec. 18, 2024).

culture, human and organizational performance reliability. Establishing training on these topics allows an organization to foster collaboration and open communication between employees and leadership. Further, these topics promote reporting and action item feedback, ensuring that an organization has the capacity to continuously learn and develop its safety culture. Liberty must also include information on any new initiatives to address wildfire mitigation, other safety efforts, or improvements to existing initiatives resulting from listening sessions, focus groups, or roundtable meetings with managers.

Progress should also be evident on future workforce surveys by an increase in agreement with the statements addressing aspects of organizational learning.

5.2 Continue Developing a Culture Committee

Liberty should continue developing a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action to improve overall safety culture. Liberty should broaden the scope of the established safety committee to specifically address employee perception of overall culture and the extent to which it builds into safety culture.

5.2.1 Observation

Liberty's 2024 workforce survey contained lower scores in the overall culture category compared to the other two survey categories. Additionally, the survey showed declines in scores for seven of the nine statements in the overall culture category. In the 2024 survey, managers had less-positive perceptions about overall culture than individual contributors, particularly in response to the statements "People listen to one another: it is rare that someone's views go unheard" and "Information about important events and lessons learned is shared within my workgroup." The low perception of overall culture and the gap between individual contributor perceptions continues from 2023. In addition, 2024 workforce survey scores declined on 21 of the 30 total statements compared to 2023. The decline in the majority of the survey statements coincided with the lower scores in the overall culture category statements.

5.2.2 Goal of Recommendation

The goals of this recommendation are to build upon existing efforts to gather insights on safety culture, and further develop a positive, inclusive, and collaborative approach to improve safety practices and overall culture.

5.2.3 Verification Method

Liberty's next progress report on 2024 recommendations must include a description of activities and actions taken by the culture committee to improve overall safety culture and build towards a learning organization. Further Liberty must take steps to ensure that a culture committee, including both individual contributors and managers, reviews the

workforce survey results, candidly discuss the results, brainstorm, prioritize actions, and implement an action plan to address workforce culture issues.

5.3   Increase Contractor Engagement

Liberty should increase engagement with contractors to improve contractor workforce survey participation. Liberty should refine its safety culture objectives to target ways to improve contractor engagement and actively gather feedback from its contractor workforce.

5.3.1   Observation

Liberty's 2024 workforce survey results showed a lack of engagement with contractors. In the 2024 survey, Liberty's contractor response rate was 16 percent. Low contractor participation in the workforce survey has been consistent across Liberty's 2021, 2022 and 2023 workforce surveys.

5.3.2   Goal of Recommendation

The goal of this recommendation is to increase engagement with contractors and improve the contractor participation in future workforce surveys.

5.3.3   Verification Method

Liberty's next progress report on its 2024 SCA recommendations must include a description of actions taken to communicate with its contractor workforce and address the low participation rates for the contractor workforce. Liberty must also refine its safety culture objectives to include an objective focused on increasing contractor participation in future workforce surveys. Liberty must provide a written plan, including what actions have been taken to improve response rate, in its next SCOLL submission. These efforts should lead to an increased contractor participation in Liberty's next SCA workforce survey results.

6.   Conclusion

This report provides the findings and recommendations from Energy Safety's 2024 SCA for Liberty, its fourth under Public Utilities Code section 8389(d)(4). Following the publication of this report, Liberty 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 Liberty. Energy Safety evaluates an electrical corporation's safety culture to identify best practices and relative gaps. This process includes understanding Liberty'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
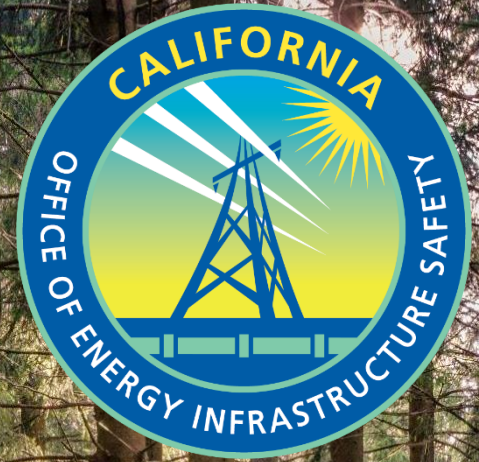# FORWARD-THINKING
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SAFETY FOCUSED

OFFICE OF ENERGY INFRASTRUCTURE SAFETY
A California Natural Resources Agency
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APPENDICES

APPENDIX A: Workforce Survey Results

Workforce Survey Results

January - February 2025

Liberty Utilities

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
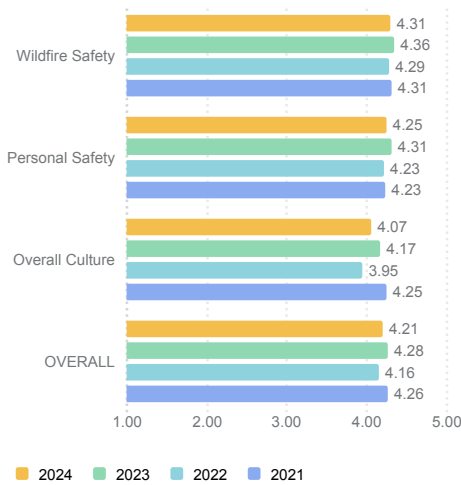
	2024	2023	2022	2021
Wildfire Safety	4.31	4.36	4.29	4.31
Personal Safety	4.25	4.31	4.23	4.23
Overall Culture	4.07	4.17	3.95	4.25
OVERALL	4.21	4.28	4.16	4.26

Average Response Score 2024

4.21
Overall

Response Count

2024	2023	2022	2021
128	46	71	73

Wildfire Safety 2024

4.31
Wildfire Safety

Percent Distributions 2024

Wildfire Safety Metrics: Strongly Agree 51.7%, Agree 32.8%, Neutral 11.2%

Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree

Personal Safety 2024

4.25
Personal Safety
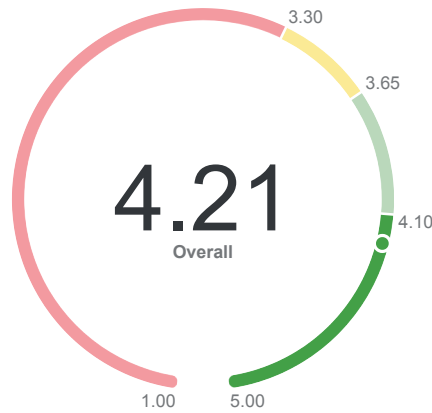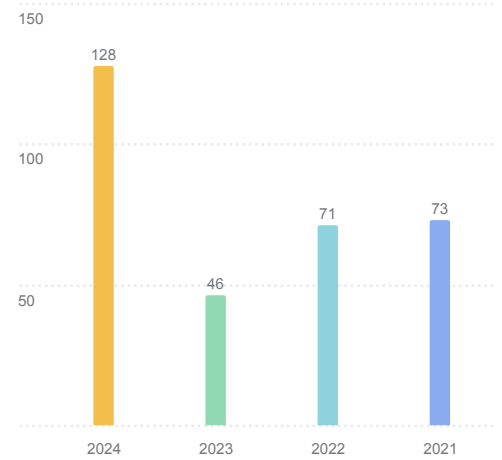
Percent Distributions 2024

Personal Safety Metrics: Strongly Agree 47.6%, Agree 36.5%, Neutral 11.4%
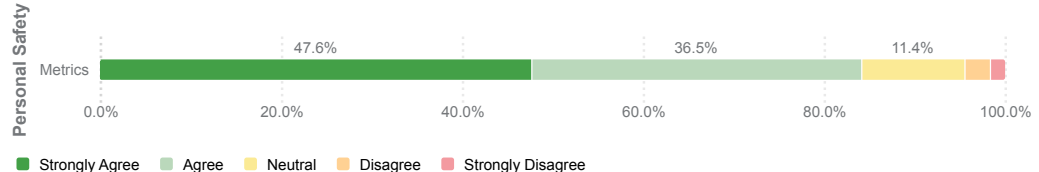
Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree

Overall Culture 2024

4.07
Overall Culture

Percent Distributions 2024

Overall Culture Metrics: Strongly Agree 40.6%, Agree 36.3%, Neutral 15.2%, Disagree 4.7%

Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree

A3
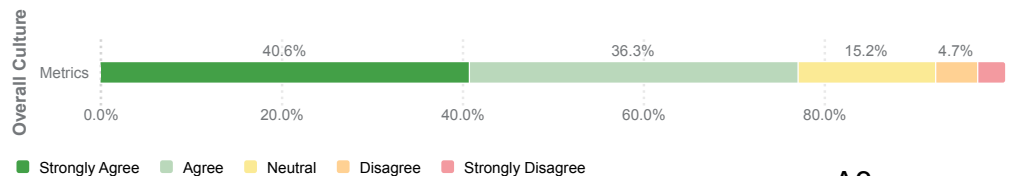
Energy Safety Workforce Survey 2024: Overall Results and 30 Standard Statements

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
Leaders actively seek out signs of potential wildfire hazards	4.24	4.22	4.24	4.23	0.023	46%	35%	15%	2%	1%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.64	3.63	3.76	3.55	0.009	31%	24%	27%	14%	4%
People in my work group report all wildfire hazards, no matter how minor	4.28	4.28	4.29	4.18	-0.003	48%	36%	13%	2%	1%
Wildfire and personal safety concerns are communicated openly	4.37	4.39	4.52	4.41	-0.023	50%	41%	7%	2%	1%
People look for wildfire hazards and risks as work progresses	4.32	4.35	4.00	4.27	-0.028	48%	39%	10%	2%	1%
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.43	4.46	4.57	4.44	-0.031	55%	35%	7%	2%	1%
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.72	4.56	4.73	-0.106	72%	20%	6%	2%	1%
I feel comfortable discussing wildfire hazards with my supervisor	4.53	4.67	4.50	4.71	-0.146	61%	34%	3%	2%	0%
Our management acts quickly to address wildfire hazards	4.33	4.50	4.20	4.29	-0.167	53%	31%	13%	2%	1%

Overall Average Response Scores by Statement

Personal Safety	2024	2023	2022	2021	Change 2023-2024	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People have the skills they need to resolve workplace safety issues	4.26	4.20	4.13	4.29	0.068	44%	42%	11%	1%	2%
Leaders keep people prepared to intervene when an emergency occurs	4.26	4.22	4.24	4.16	0.045	47%	35%	16%	1%	1%
People focus on one task at a time and avoid distractions	3.72	3.69	4.03	3.40	0.035	22%	42%	24%	9%	2%
I take responsibility for the safety of myself and others in my work area	4.77	4.74	4.59	4.81	0.033	77%	23%	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	4.31	4.37	4.39	4.19	-0.060	41%	48%	10%	0%	0%
People have the ability to respond to and correct problems and errors before they get out of control	4.17	4.26	4.22	3.93	-0.090	43%	37%	14%	5%	1%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.23	4.33	4.14	4.29	-0.096	50%	32%	12%	4%	2%
Leaders use mistakes and incidents as learning opportunities	4.17	4.28	4.24	4.18	-0.109	43%	37%	15%	3%	2%
We have the right tools for the job	4.06	4.17	3.88	3.92	-0.110	42%	39%	8%	6%	5%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.38	4.54	4.30	4.75	-0.159	57%	32%	7%	1%	3%
Pausing work for hazards and safety concerns is viewed positively	4.43	4.63	4.36	4.64	-0.202	56%	33%	8%	2%	1%

Overall Average Response Scores by Statement

Overall Culture	2024	2023	2022	2021	Change 2023-2024	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Information about important events and lessons learned is shared within my work group	4.20	4.07	4.26	4.29	0.133	42%	41%	13%	2%	2%
People listen to one another: it is rare that someone's views go unheard	3.98	3.89	3.94	4.11	0.093	35%	37%	20%	7%	1%
People report mistakes they make, even if others do not notice them	3.84	3.83	3.73	3.82	0.014	29%	38%	25%	6%	2%
Leaders encourage people to ask questions	4.22	4.26	4.12	4.34	-0.039	44%	40%	11%	3%	2%
Managers treat workers with respect	4.22	4.28	3.99	4.45	-0.062	48%	37%	8%	3%	4%
The company cares about my opinions	3.77	3.96	3.54	4.18	-0.186	34%	33%	17%	10%	7%
My supervisor makes sure all employee concerns are heard before job decisions are made	3.98	4.17	4.10	4.15	-0.198	36%	38%	18%	4%	4%
People in my work group treat each other with respect	4.33	4.57	4.06	4.58	-0.240	49%	37%	11%	2%	1%
I believe managers apply the same rules for all workers	3.90	4.15	3.51	4.10	-0.255	39%	33%	15%	6%	7%
My supervisor would use whatever power they have to help me out	4.24	4.54	4.22	4.53	-0.307	50%	31%	15%	3%	2%

A4

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
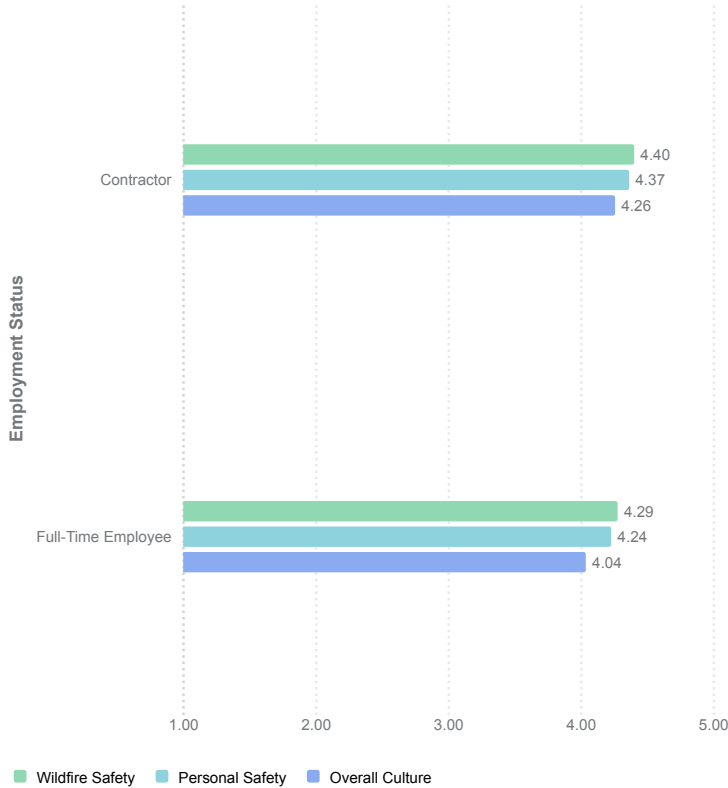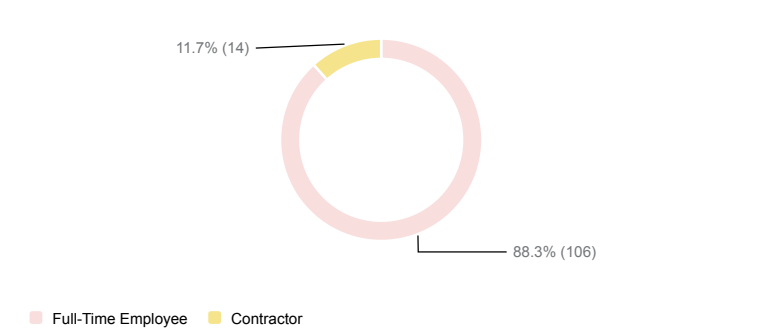
Employment Status	Wildfire Safety	Personal Safety	Overall Culture
Contractor	4.40	4.37	4.26
Full-Time Employee	4.29	4.24	4.04

Number of Responses

- Full-Time Employee: 88.3% (106)
- Contractor: 11.7% (14)

Overall Average Response Score

Employment Status	Score
Contractor	4.35
Full-Time Employee	4.19

A5
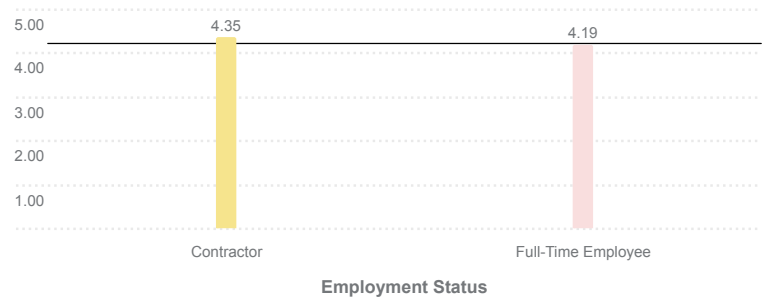
Average Response Scores by Statement

Wildfire Safety	Contractor	Full-Time Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.79	3.60
I feel comfortable discussing wildfire hazards with my supervisor	4.43	4.53
Leaders actively seek out signs of potential wildfire hazards	4.36	4.23
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.71	4.39
Our management acts quickly to address wildfire hazards	4.43	4.32
People in my work group report all wildfire hazards, no matter how minor	4.29	4.26
People look for wildfire hazards and risks as work progresses	4.43	4.30
Protecting the community from wildfire hazards is clearly a high priority with management	4.79	4.59
Wildfire and personal safety concerns are communicated openly	4.43	4.35

Average Response Scores by Statement

Personal Safety	Contractor	Full-Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.64	4.17
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.07	4.36
I take responsibility for the safety of myself and others in my work area	4.71	4.78
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.71	4.35
Leaders keep people prepared to intervene when an emergency occurs	4.31	4.26
Leaders use mistakes and incidents as learning opportunities	4.21	4.17
Pausing work for hazards and safety concerns is viewed positively	4.36	4.42
People focus on one task at a time and avoid distractions	3.71	3.71
People have the ability to respond to and correct problems and errors before they get out of control	4.43	4.14
People have the skills they need to resolve workplace safety issues	4.50	4.21
We have the right tools for the job	4.43	4.02

Average Response Scores by Statement

Overall Culture	Contractor	Full-Time Employee
I believe managers apply the same rules for all workers	4.36	3.84
Information about important events and lessons learned is shared within my work group	4.29	4.18
Leaders encourage people to ask questions	4.36	4.19
Managers treat workers with respect	4.50	4.20
My supervisor makes sure all employee concerns are heard before job decisions are made	3.86	3.99
My supervisor would use whatever power they have to help me out	4.36	4.24
People in my work group treat each other with respect	4.57	4.27
People listen to one another: it is rare that someone's views go unheard	4.14	3.97
People report mistakes they make, even if others do not notice them	3.93	3.82
The company cares about my opinions	4.29	3.72

A6

2. Comparison by Position
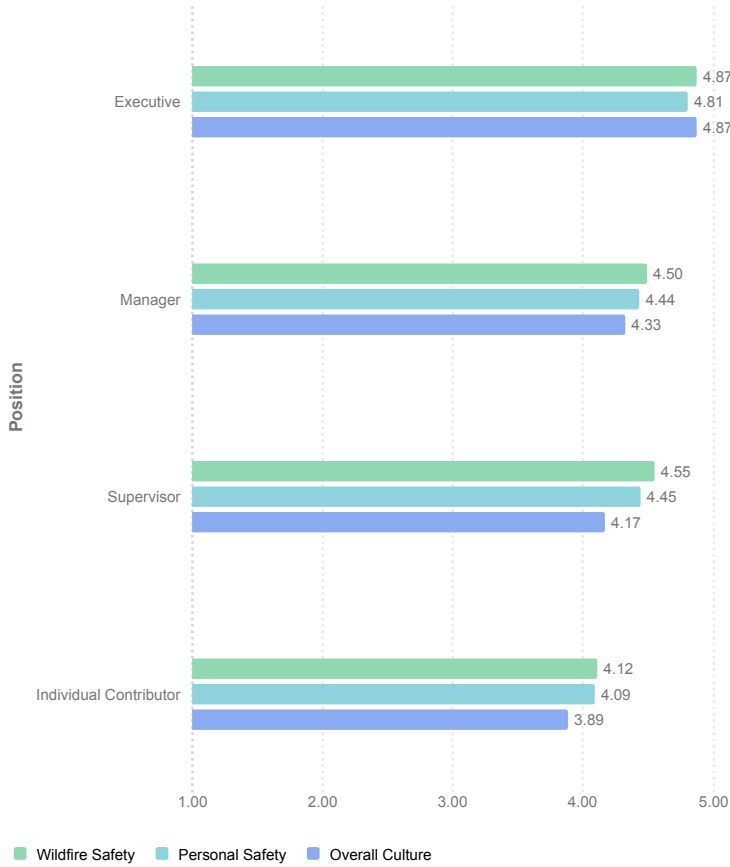
A7

Average Response Scores by Statement Category

Executive
- Wildfire Safety: 4.87
- Personal Safety: 4.81
- Overall Culture: 4.87

Manager
- Wildfire Safety: 4.50
- Personal Safety: 4.44
- Overall Culture: 4.33

Supervisor
- Wildfire Safety: 4.55
- Personal Safety: 4.45
- Overall Culture: 4.17

Individual Contributor
- Wildfire Safety: 4.12
- Personal Safety: 4.09
- Overall Culture: 3.89

Legend: Wildfire Safety, Personal Safety, Overall Culture

Number of Responses

- 60.0% (72) Individual Contributor
- 18.3% (22) Supervisor
- 15.8% (19) Manager
- 5.8% (7) Executive

Overall Average Response Score

- Executive: 4.85
- Manager: 4.42
- Supervisor: 4.39
- Individual Contributor: 4.03

Position

A7
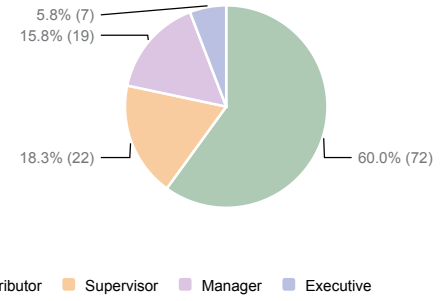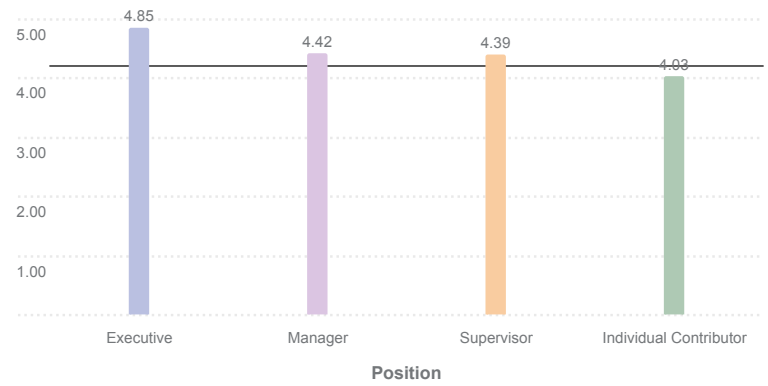
Average Response Scores by Statement

Wildfire Safety	Executive	Individual Contributor	Manager	Supervisor
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.43	3.32	3.84	4.18
I feel comfortable discussing wildfire hazards with my supervisor	4.86	4.39	4.79	4.59
Leaders actively seek out signs of potential wildfire hazards	5.00	4.03	4.47	4.50
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	5.00	4.21	4.68	4.73
Our management acts quickly to address wildfire hazards	5.00	4.15	4.58	4.50
People in my work group report all wildfire hazards, no matter how minor	4.86	4.11	4.42	4.45
People look for wildfire hazards and risks as work progresses	5.00	4.14	4.53	4.50
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.49	4.74	4.82
Wildfire and personal safety concerns are communicated openly	4.71	4.21	4.42	4.68

Average Response Scores by Statement

Personal Safety	Executive	Individual Contributor	Manager	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.86	4.06	4.47	4.36
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.71	4.20	4.42	4.55
I take responsibility for the safety of myself and others in my work area	5.00	4.72	4.74	4.91
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	5.00	4.19	4.63	4.64
Leaders keep people prepared to intervene when an emergency occurs	4.71	4.11	4.47	4.41
Leaders use mistakes and incidents as learning opportunities	4.71	4.06	4.37	4.23
Pausing work for hazards and safety concerns is viewed positively	4.71	4.26	4.68	4.59
People focus on one task at a time and avoid distractions	4.57	3.51	3.79	4.05
People have the ability to respond to and correct problems and errors before they get out of control	4.86	3.97	4.58	4.27
People have the skills they need to resolve workplace safety issues	4.86	4.04	4.42	4.55
We have the right tools for the job	4.86	3.86	4.21	4.36

Average Response Scores by Statement

| Overall Culture	Executive	Individual Contributor	Manager	Supervisor
I believe managers apply the same rules for all workers	5.00	3.65	4.21	4.09
Information about important events and lessons learned is shared within my work group	4.86	4.07	4.37	4.23
Leaders encourage people to ask questions	4.86	4.00	4.37	4.55
Managers treat workers with respect	5.00	4.07	4.63	4.18
My supervisor makes sure all employee concerns are heard before job decisions are made	4.86	3.71	4.53	4.09
My supervisor would use whatever power they have to help me out	4.71	4.14	4.53	4.23
People in my work group treat each other with respect	5.00	4.19	4.63	4.18
People listen to one another: it is rare that someone's views go unheard	4.86	3.93	3.84	4.05
People report mistakes they make, even if others do not notice them	4.57	3.70	3.79	4.05
The company cares about my opinions	5.00	3.40	4.42	4.09

A8

3. Comparison by Business Unit

Number of Responses
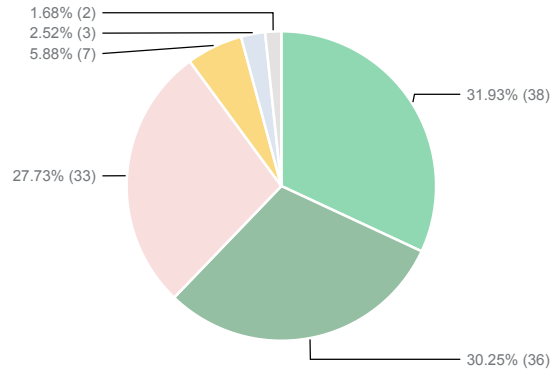
- Vegetation Management
- Transmission/Distribution Operations
- Other
- Regulatory/Compliance
- Project Construction (PMs, Inspectors, etc.)
- Communications/Outreach

1.68% (2)
2.52% (3)
5.88% (7)
27.73% (33)
31.93% (38)
30.25% (36)

Average Response Scores by Statement Category

Regulatory/Compliance
- 4.68
- 4.44
- 4.44

Vegetation Management
- 4.56
- 4.47
- 4.32

Other
- 4.21
- 4.17
- 4.00

Transmission/Distribution Operations
- 3.98
- 4.05
- 3.77
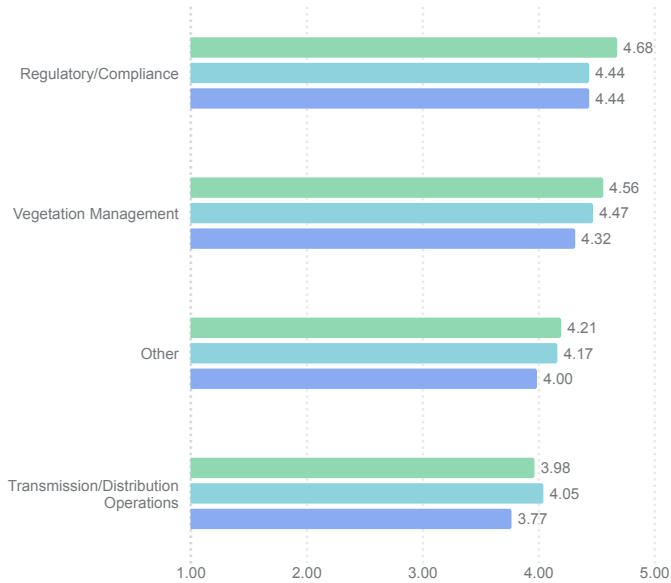
- Wildfire Safety
- Personal Safety
- Overall Culture

Overall Average Response Score
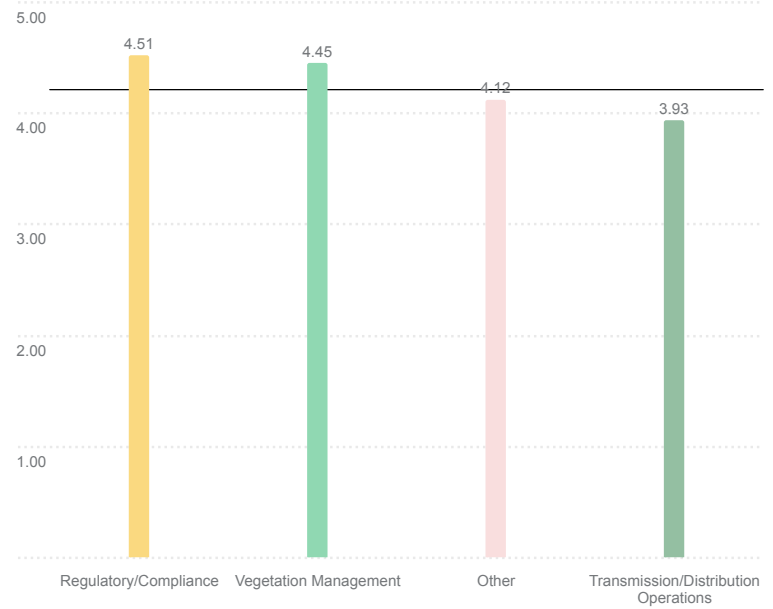
Regulatory/Compliance	Vegetation Management	Other	Transmission/Distribution Operations
4.51	4.45	4.12	3.93

Average Response Scores by Statement

Wildfire Safety	Other	Regulatory/Compliance	Transmission/Distribution Operations	Vegetation Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.27	4.14	3.14	4.21
I feel comfortable discussing wildfire hazards with my supervisor	4.48	4.71	4.31	4.66
Leaders actively seek out signs of potential wildfire hazards	4.24	4.71	3.72	4.58
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.39	4.71	4.19	4.63
Our management acts quickly to address wildfire hazards	4.24	4.71	4.00	4.58
People in my work group report all wildfire hazards, no matter how minor	4.03	4.86	4.14	4.42
People look for wildfire hazards and risks as work progresses	4.21	4.71	3.97	4.61
Protecting the community from wildfire hazards is clearly a high priority with management	4.67	4.86	4.33	4.74
Wildfire and personal safety concerns are communicated openly	4.30	4.71	3.97	4.63

Average Response Scores by Statement

Personal Safety	Other	Regulatory/Compliance	Transmission/Distribution Operations	Vegetation Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.27	4.71	3.89	4.41
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.15	4.43	4.33	4.43
I take responsibility for the safety of myself and others in my work area	4.70	4.86	4.78	4.82
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.27	4.71	4.11	4.63
Leaders keep people prepared to intervene when an emergency occurs	4.21	4.29	3.97	4.54
Leaders use mistakes and incidents as learning opportunities	4.21	4.43	3.86	4.39
Pausing work for hazards and safety concerns is viewed positively	4.39	4.57	4.19	4.58
People focus on one task at a time and avoid distractions	3.61	3.57	3.58	3.95
People have the ability to respond to and correct problems and errors before they get out of control	3.91	4.43	4.11	4.45
People have the skills they need to resolve workplace safety issues	4.06	4.57	4.00	4.55
We have the right tools for the job	4.03	4.29	3.67	4.45

Average Response Scores by Statement

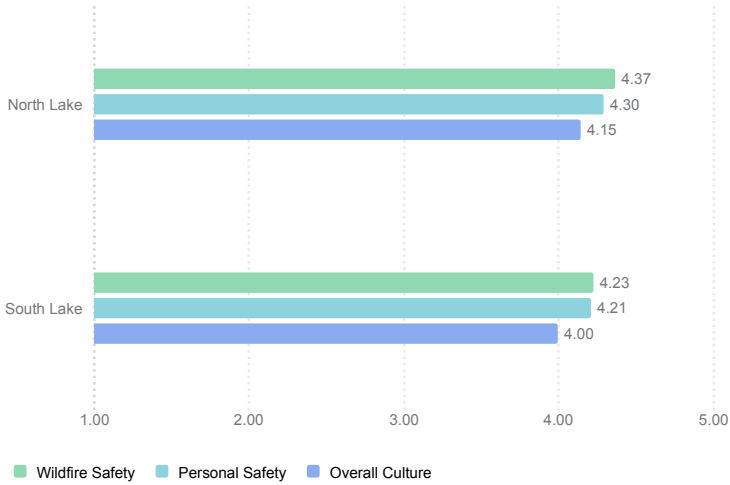| Overall Culture	Other	Regulatory/Compliance	Transmission/Distribution Operations	Vegetation Management
I believe managers apply the same rules for all workers	3.70	4.57	3.50	4.24
Information about important events and lessons learned is shared within my work group	4.24	4.29	3.86	4.42
Leaders encourage people to ask questions	4.06	4.57	4.00	4.45
Managers treat workers with respect	4.15	4.71	3.97	4.45
My supervisor makes sure all employee concerns are heard before job decisions are made	4.15	4.00	3.61	4.18
My supervisor would use whatever power they have to help me out	4.33	4.43	3.92	4.37
People in my work group treat each other with respect	4.30	4.71	4.03	4.50
People listen to one another: it is rare that someone's views go unheard	3.70	4.43	3.78	4.37
People report mistakes they make, even if others do not notice them	3.67	4.43	3.64	3.97
The company cares about my opinions	3.67	4.29	3.36	4.24

A10

4. Comparison by Location

Average Response Scores by Safety Components

North Lake
- Wildfire Safety: 4.37
- Personal Safety: 4.30
- Overall Culture: 4.15
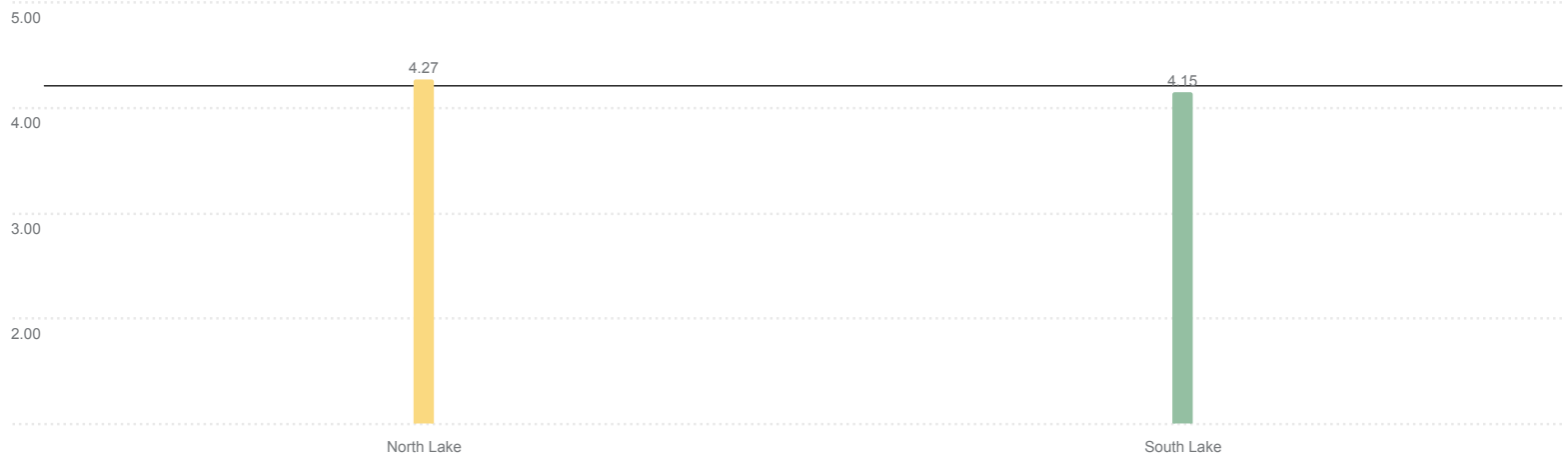
South Lake
- Wildfire Safety: 4.23
- Personal Safety: 4.21
- Overall Culture: 4.00

Legend: Wildfire Safety, Personal Safety, Overall Culture

Number of Responses

46.61% (55) North Lake
53.39% (63) South Lake

Legend: South Lake, North Lake

Overall Average Response Score

North Lake: 4.27
South Lake: 4.15

Average Response Scores by Statement:

Wildfire Safety	North Lake	South Lake
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.60	3.60
I feel comfortable discussing wildfire hazards with my supervisor	4.64	4.41
Leaders actively seek out signs of potential wildfire hazards	4.29	4.17
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.51	4.33
Our management acts quickly to address wildfire hazards	4.40	4.29
People in my work group report all wildfire hazards, no matter how minor	4.35	4.21
People look for wildfire hazards and risks as work progresses	4.38	4.25
Protecting the community from wildfire hazards is clearly a high priority with management	4.73	4.51
Wildfire and personal safety concerns are communicated openly	4.40	4.30

Average Response Scores by Statement

Personal Safety	North Lake	South Lake
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.22	4.21
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.38	4.29
I take responsibility for the safety of myself and others in my work area	4.78	4.78
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.42	4.37
Leaders keep people prepared to intervene when an emergency occurs	4.35	4.18
Leaders use mistakes and incidents as learning opportunities	4.27	4.11
Pausing work for hazards and safety concerns is viewed positively	4.47	4.38
People focus on one task at a time and avoid distractions	3.65	3.76
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.05
People have the skills they need to resolve workplace safety issues	4.25	4.22
We have the right tools for the job	4.15	4.02

Average Response Scores by Statement:

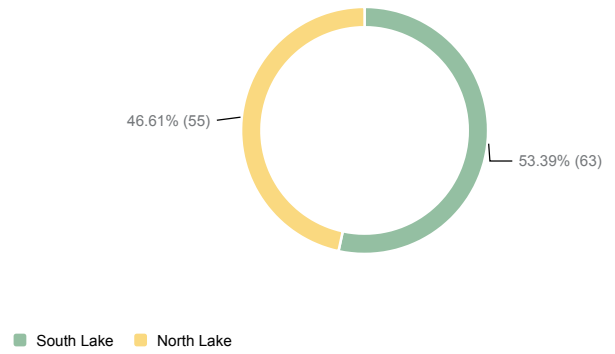| Overall Culture	North Lake	South Lake
I believe managers apply the same rules for all workers	3.96	3.84
Information about important events and lessons learned is shared within my work group	4.24	4.16
Leaders encourage people to ask questions	4.31	4.11
Managers treat workers with respect	4.35	4.14
My supervisor makes sure all employee concerns are heard before job decisions are made	4.11	3.86
My supervisor would use whatever power they have to help me out	4.44	4.10
People in my work group treat each other with respect	4.24	4.38
People listen to one another: it is rare that someone's views go unheard	4.04	3.95
People report mistakes they make, even if others do not notice them	3.84	3.84
The company cares about my opinions	3.96	3.62

A12

5. Comparison by Tenure

Performance Category Average Response Scores
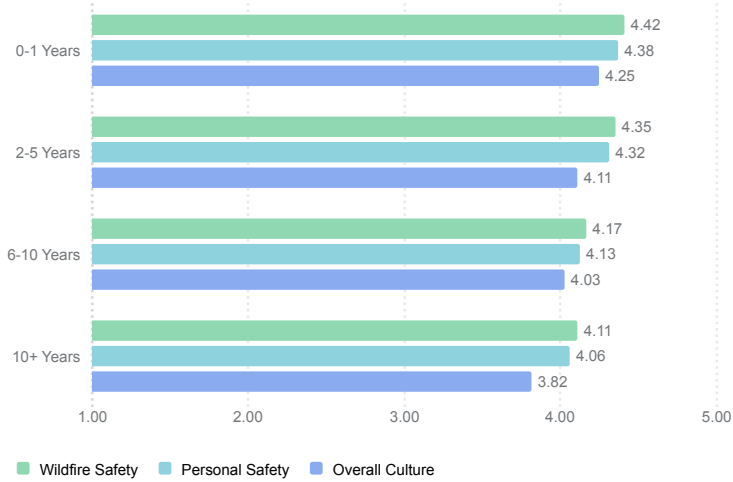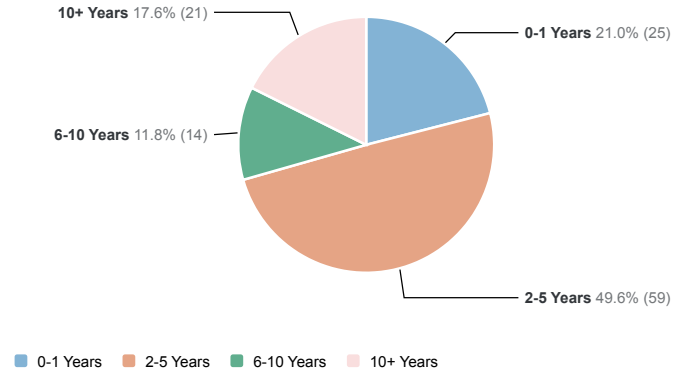
Tenure	Wildfire Safety	Personal Safety	Overall Culture
0-1 Years	4.42	4.38	4.25
2-5 Years	4.35	4.32	4.11
6-10 Years	4.17	4.13	4.03
10+ Years	4.11	4.06	3.82

■ Wildfire Safety ■ Personal Safety ■ Overall Culture

Number of Responses

- **10+ Years** 17.6% (21)
- **0-1 Years** 21.0% (25)
- **6-10 Years** 11.8% (14)
- **2-5 Years** 49.6% (59)

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

Overall Average Response Score

0-1 Years	2-5 Years	6-10 Years	10+ Years
4.35	4.26	4.11	4.00
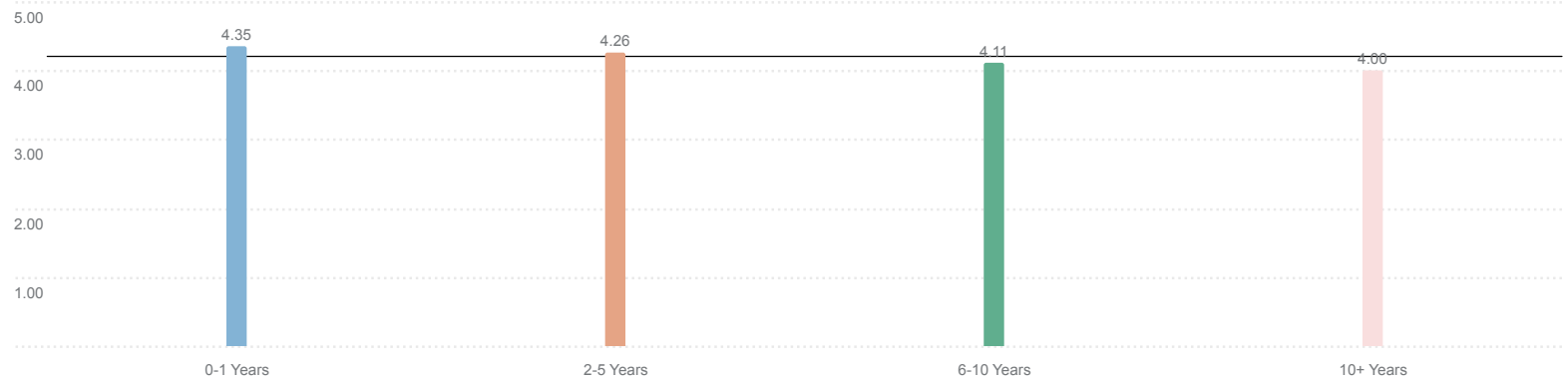
Average Response Scores by Statement

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	3.92	3.76	3.21	3.19
I feel comfortable discussing wildfire hazards with my supervisor	4.60	4.58	4.43	4.33
Leaders actively seek out signs of potential wildfire hazards	4.40	4.31	4.21	3.90
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.56	4.39	4.36	4.43
Our management acts quickly to address wildfire hazards	4.36	4.46	4.07	4.14
People in my work group report all wildfire hazards, no matter how minor	4.28	4.31	4.14	4.24
People look for wildfire hazards and risks as work progresses	4.48	4.32	4.14	4.24
Protecting the community from wildfire hazards is clearly a high priority with management	4.64	4.69	4.57	4.38
Wildfire and personal safety concerns are communicated openly	4.52	4.37	4.36	4.14

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	4.17	4.34	4.21	4.10
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.48	4.41	3.93	4.19
I take responsibility for the safety of myself and others in my work area	4.96	4.78	4.64	4.62
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.52	4.46	4.21	4.14
Leaders keep people prepared to intervene when an emergency occurs	4.42	4.28	4.43	4.00
Leaders use mistakes and incidents as learning opportunities	4.28	4.27	3.93	4.00
Pausing work for hazards and safety concerns is viewed positively	4.56	4.49	4.29	4.14
People focus on one task at a time and avoid distractions	3.75	3.78	3.57	3.67
People have the ability to respond to and correct problems and errors before they get out of control	4.32	4.20	4.00	4.14
People have the skills they need to resolve workplace safety issues	4.28	4.34	4.29	4.00
We have the right tools for the job	4.36	4.12	3.93	3.67

Average Response Scores by Statement

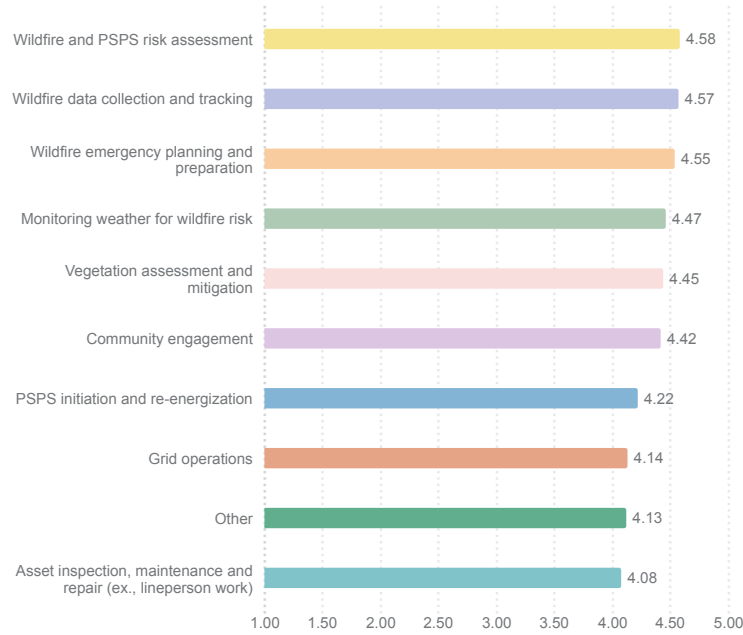| Overall Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.08	4.07	3.79	3.38
Information about important events and lessons learned is shared within my work group	4.32	4.25	4.36	3.86
Leaders encourage people to ask questions	4.32	4.25	4.21	3.95
Managers treat workers with respect	4.36	4.32	4.14	4.00
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	3.97	4.00	3.71
My supervisor would use whatever power they have to help me out	4.48	4.17	4.43	4.10
People in my work group treat each other with respect	4.52	4.32	4.29	4.14
People listen to one another: it is rare that someone's views go unheard	4.28	4.00	3.86	3.81
People report mistakes they make, even if others do not notice them	3.88	3.97	3.64	3.62
The company cares about my opinions	4.04	3.81	3.57	3.62

A14

6. Comparison by Wildfire Activities

Overall Average Response Score

Activity	Score
Wildfire and PSPS risk assessment	4.58
Wildfire data collection and tracking	4.57
Wildfire emergency planning and preparation	4.55
Monitoring weather for wildfire risk	4.47
Vegetation assessment and mitigation	4.45
Community engagement	4.42
PSPS initiation and re-energization	4.22
Grid operations	4.14
Other	4.13
Asset inspection, maintenance and repair (ex., lineperson work)	4.08

Number of Responses

- 13.6% (42) Asset inspection, maintenance and repair
- 13.3% (41) Vegetation assessment and mitigation
- 13.3% (41) Wildfire and PSPS risk assessment
- 11.3% (35) Monitoring weather for wildfire risk
- 10.4% (32) Wildfire emergency planning and preparation
- 10.0% (31) Community engagement
- 8.1% (25) Wildfire data collection and tracking
- 7.1% (22) PSPS initiation and re-energization
- 7.1% (22) Grid operations
- 5.8% (18) Other

Legend:
- Asset inspection, maintenance and repair
- Vegetation assessment and mitigation
- Wildfire and PSPS risk assessment
- Monitoring weather for wildfire risk
- Wildfire emergency planning and preparation
- Community engagement
- Wildfire data collection and tracking
- PSPS initiation and re-energization
- Grid operations
- Other

Performance Category Average Response Scores

Activity	Wildfire Safety	Personal Safety	Overall Culture
Wildfire and PSPS risk assessment	4.68	4.61	4.46
Wildfire data collection and tracking	4.68	4.57	4.47
Wildfire emergency planning and preparation	4.70	4.56	4.39
Monitoring weather for wildfire risk	4.55	4.54	4.32
Vegetation assessment and mitigation	4.55	4.47	4.32

Performance Category Average Response Scores

Activity	Wildfire Safety	Personal Safety	Overall Culture
Community engagement	4.53	4.44	4.29
PSPS initiation and re-energization	4.30	4.29	4.08
Grid operations	4.22	4.23	3.96
Other	4.22	4.14	4.02
Asset inspection, maintenance and repair (ex., lineperson work)	4.17	4.17	3.89

A15

Average Response Scores by Statement

Wildfire Safety	Asset inspection, maintenance and repair	Community engagement	Grid operations	Monitoring weather for wildfire risk	Other	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.48	3.90	3.73	4.14	3.56	3.64	4.17	4.29	4.32	4.28
I feel comfortable discussing wildfire hazards with my supervisor	4.36	4.71	4.50	4.63	4.50	4.59	4.61	4.78	4.84	4.81
Leaders actively seek out signs of potential wildfire hazards	3.98	4.52	4.00	4.49	4.28	4.09	4.54	4.61	4.68	4.69
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.33	4.55	4.41	4.63	4.39	4.45	4.66	4.71	4.76	4.75
Our management acts quickly to address wildfire hazards	4.17	4.68	4.23	4.57	4.11	4.27	4.56	4.76	4.60	4.78
People in my work group report all wildfire hazards, no matter how minor	4.29	4.55	4.23	4.57	4.06	4.36	4.46	4.66	4.68	4.72
People look for wildfire hazards and risks as work progresses	4.24	4.52	4.14	4.60	4.11	4.36	4.63	4.68	4.64	4.69
Protecting the community from wildfire hazards is clearly a high priority with management	4.48	4.84	4.55	4.80	4.67	4.59	4.80	4.93	4.92	4.94
Wildfire and personal safety concerns are communicated openly	4.21	4.55	4.23	4.54	4.33	4.32	4.54	4.68	4.68	4.69

A16

Average Response Scores by Statement

Personal Safety	Asset inspection, maintenance and repair (ex., lineperson work)	Community engagement	Grid operations	Monitoring weather for wildfire risk	Other	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	4.05	4.53	4.18	4.49	4.22	4.14	4.50	4.71	4.64	4.66
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.43	4.42	4.32	4.60	4.11	4.36	4.48	4.65	4.52	4.59
I take responsibility for the safety of myself and others in my work area	4.79	4.77	4.77	4.91	4.78	4.86	4.80	4.93	4.88	4.84
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.21	4.55	4.32	4.51	4.50	4.50	4.59	4.66	4.56	4.56
Leaders keep people prepared to intervene when an emergency occurs	4.10	4.52	4.18	4.63	4.11	4.33	4.50	4.63	4.68	4.66
Leaders use mistakes and incidents as learning opportunities	4.00	4.45	4.14	4.46	4.22	4.00	4.46	4.59	4.52	4.56
Pausing work for hazards and safety concerns is viewed positively	4.36	4.58	4.36	4.63	4.50	4.59	4.56	4.85	4.76	4.78
People focus on one task at a time and avoid distractions	3.74	3.90	3.82	4.17	3.22	3.82	3.98	4.20	4.24	4.09
People have the ability to respond to and correct problems and errors before they get out of control	4.14	4.39	4.23	4.46	4.06	4.27	4.41	4.51	4.36	4.41
People have the skills they need to resolve workplace safety issues	4.14	4.52	4.18	4.51	4.06	4.32	4.51	4.59	4.56	4.59
We have the right tools for the job	3.93	4.23	4.05	4.51	3.78	3.95	4.41	4.44	4.56	4.41

A17

Average Response Scores by Statement

Overall Culture	Asset inspection, maintenance and repair	Community engagmeent	Grid operations	Monitoring weather 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	3.60	4.06	3.68	4.14	3.78	3.82	4.22	4.37	4.32	4.22
Information about important events and lessons learned is shared within my work group	4.00	4.45	4.14	4.43	3.94	4.14	4.46	4.56	4.56	4.50
Leaders encourage people to ask questions	4.07	4.39	4.18	4.43	4.33	4.36	4.37	4.63	4.68	4.47
Managers treat workers with respect	4.00	4.52	4.23	4.43	4.28	4.27	4.49	4.63	4.60	4.50
My supervisor makes sure all employee concerns are heard before job decisions are made	3.79	4.19	3.77	4.31	4.00	4.09	4.22	4.34	4.48	4.47
My supervisor would use whatever power they have to help me out	4.10	4.71	4.09	4.60	4.22	4.09	4.54	4.56	4.52	4.56
People in my work group treat each other with respect	4.05	4.52	4.09	4.31	4.22	4.36	4.41	4.49	4.52	4.53
People listen to one another: it is rare that someone's views go unheard	3.88	4.16	3.91	4.17	3.72	3.95	4.27	4.44	4.48	4.28
People report mistakes they make, even if others do not notice them	3.90	4.03	3.86	4.20	3.67	3.95	4.05	4.33	4.24	4.09
The company cares about my opinions	3.52	3.84	3.68	4.14	4.06	3.77	4.17	4.27	4.32	4.25

A18

7. Comparison by Position and Tenure

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

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

Wildfire Safety Statement Average Response Scores

	Executive	Individual Contributor				Manager		Supervisor
	2-5 Years	0-1 Years	2-5 Years	6-10 Years	10+ Years	2-5 Years	10+ Years	2-5 Years
	Average	Average	Average	Average	Average	Average	Average	Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	4.67	3.78	3.27	3.00	3.00	4.43	3.00	4.23
I feel comfortable discussing wildfire hazards with my supervisor	5.00	4.56	4.33	4.50	4.23	5.00	4.60	4.77
Leaders actively seek out signs of potential wildfire hazards	5.00	4.33	3.97	4.25	3.62	4.86	4.00	4.54
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	5.00	4.44	4.03	4.25	4.31	5.00	4.40	4.69
Our management acts quickly to address wildfire hazards	5.00	4.39	4.12	4.13	3.92	5.00	4.60	4.77
People in my work group report all wildfire hazards, no matter how minor	4.83	4.33	3.94	4.13	4.23	5.00	4.00	4.62
People look for wildfire hazards and risks as work progresses	5.00	4.56	3.97	4.13	4.00	5.00	4.40	4.54
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.56	4.52	4.63	4.23	5.00	4.40	4.85
Wildfire and personal safety concerns are communicated openly	4.67	4.50	4.03	4.50	4.08	4.86	3.80	4.85

Personal Safety Statement Average Response Scores

	Executive	Individual Contributor				Manager		Supervisor
	2-5 Years	0-1 Years	2-5 Years	6-10 Years	10+ Years	2-5 Years	10+ Years	2-5 Years
	Average	Average	Average	Average	Average	Average	Average	Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.83	4.24	4.03	4.13	3.85	4.86	4.20	4.62
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.83	4.33	4.16	4.00	4.23	4.86	4.20	4.62
I take responsibility for the safety of myself and others in my work area	5.00	4.94	4.64	4.75	4.62	5.00	4.60	4.92
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	5.00	4.50	4.15	4.25	3.85	5.00	4.40	4.69
Leaders keep people prepared to intervene when an emergency occurs	5.00	4.41	3.91	4.75	3.85	4.86	4.20	4.54
Leaders use mistakes and incidents as learning opportunities	4.83	4.33	3.97	4.13	3.85	4.86	4.20	4.46
Pausing work for hazards and safety concerns is viewed positively	4.67	4.56	4.21	4.50	3.85	5.00	4.60	4.85
People focus on one task at a time and avoid distractions	4.67	3.71	3.36	3.63	3.54	4.29	3.60	4.15
People have the ability to respond to and correct problems and errors before they get out of control	5.00	4.28	3.85	3.88	3.92	4.71	4.40	4.46
People have the skills they need to resolve workplace safety issues	4.83	4.17	4.03	4.25	3.77	4.71	4.00	4.69
We have the right tools for the job	5.00	4.33	3.64	4.13	3.62	4.71	3.80	4.62

Overall Culture Statement Average Response Scores

	Executive	Individual Contributor				Manager		Supervisor
	2-5 Years	0-1 Years	2-5 Years	6-10 Years	10+ Years	2-5 Years	10+ Years	2-5 Years
	Average	Average	Average	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	5.00	4.11	3.64	3.75	3.00	4.71	3.80	4.38
Information about important events and lessons learned is shared within my work group	5.00	4.33	4.03	4.38	3.62	4.43	4.20	4.38
Leaders encourage people to ask questions	5.00	4.28	3.85	4.50	3.69	4.71	4.20	4.69
Managers treat workers with respect	5.00	4.44	4.00	4.13	3.69	5.00	4.40	4.46
My supervisor makes sure all employee concerns are heard before job decisions are made	5.00	4.22	3.48	3.88	3.46	4.71	4.20	4.31
My supervisor would use whatever power they have to help me out	4.67	4.44	3.94	4.50	4.00	4.71	4.00	4.23
People in my work group treat each other with respect	5.00	4.56	4.06	4.25	4.00	5.00	4.20	4.31
People listen to one another: it is rare that someone's views go unheard	4.83	4.39	3.70	4.13	3.77	4.43	3.40	4.15
People report mistakes they make, even if others do not notice them	4.50	3.94	3.67	3.75	3.46	4.29	3.40	4.31
The company cares about my opinions	5.00	4.00	3.21	3.25	3.15	4.71	4.20	4.31

A19

8. Comparison by Employment Status and Tenure

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

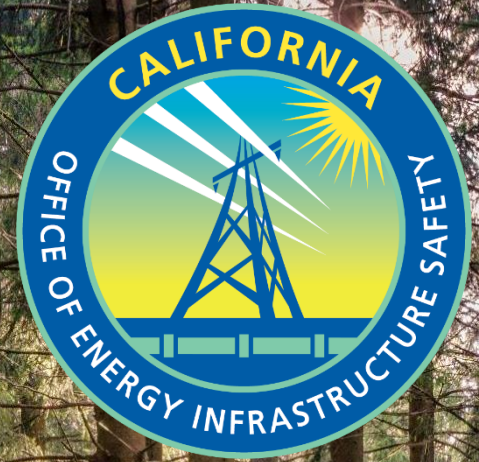Wildfire Safety Statement Average Response Scores

	Contractor	Full-Time Employee			
	2-5 Years	0-1 Years	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average	Average	Average
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.67	3.91	3.77	3.08	3.06
I feel comfortable discussing wildfire hazards with my supervisor	4.50	4.57	4.58	4.50	4.35
Leaders actively seek out signs of potential wildfire hazards	4.33	4.35	4.30	4.25	3.82
My work group consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	4.52	4.38	4.33	4.29
Our management acts quickly to address wildfire hazards	4.83	4.30	4.42	4.25	4.12
People in my work group report all wildfire hazards, no matter how minor	4.17	4.22	4.32	4.17	4.24
People look for wildfire hazards and risks as work progresses	4.33	4.43	4.32	4.17	4.18
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.61	4.66	4.58	4.35
Wildfire and personal safety concerns are communicated openly	4.50	4.48	4.36	4.42	4.12

Personal Safety Statement Average Response Scores

	Contractor	Full-Time Employee			
	2-5 Years	0-1 Years	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average	Average	Average
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.83	4.18	4.28	4.25	3.88
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.33	4.52	4.42	4.00	4.24
I take responsibility for the safety of myself and others in my work area	4.83	4.96	4.77	4.67	4.65
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.83	4.48	4.42	4.25	4.00
Leaders keep people prepared to intervene when an emergency occurs	4.60	4.36	4.25	4.50	4.06
Leaders use mistakes and incidents as learning opportunities	4.33	4.22	4.26	4.08	3.94
Pausing work for hazards and safety concerns is viewed positively	4.33	4.52	4.51	4.42	4.06
People focus on one task at a time and avoid distractions	4.00	3.73	3.75	3.67	3.71
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.26	4.19	4.00	4.06
People have the skills they need to resolve workplace safety issues	4.50	4.22	4.32	4.25	3.94
We have the right tools for the job	4.67	4.30	4.06	3.83	3.65

Overall Culture Statement Average Response Scores

	Contractor	Full-Time Employee			
	2-5 Years	0-1 Years	2-5 Years	6-10 Years	10+ Years
	Average	Average	Average	Average	Average
I believe managers apply the same rules for all workers	4.50	4.00	4.02	3.83	3.18
Information about important events and lessons learned is shared within my work group	4.33	4.26	4.25	4.42	3.82
Leaders encourage people to ask questions	4.33	4.26	4.25	4.25	3.88
Managers treat workers with respect	4.67	4.30	4.28	4.17	3.94
My supervisor makes sure all employee concerns are heard before job decisions are made	3.83	4.26	3.98	4.08	3.65
My supervisor would use whatever power they have to help me out	4.33	4.43	4.15	4.50	4.06
People in my work group treat each other with respect	4.67	4.48	4.28	4.33	4.06
People listen to one another: it is rare that someone's views go unheard	4.17	4.22	3.98	3.92	3.76
People report mistakes they make, even if others do not notice them	4.17	3.82	3.94	3.67	3.65
The company cares about my opinions	4.17	4.00	3.77	3.50	3.41

A20

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

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

January 2025

Liberty Utilities

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

Training

B1. Progress Metrics

Meeting documentation

C1. 12-Month Target

Conduct annual fire prevention plan training to Operations, Field Services, and Vegetation Management Departments.

D1. Description of Objective

Employees performing field work will have an understanding of operational practices and general fire safety considerations and precautions for performing work under different fire weather condtions. This will reduce risk of a utility caused wildfire igntion.

A2. Objective

Training

B2. Progress Metrics

Meeting documentation

C2. 12-Month Target

Provide leadership safety culture training to supervisor and those in higher management positions.

D2. Description of Objective

Leaders will continue to be well equiped to demonstrate key leadership skills related to safety and also promote Liberty's safety culture.

A3. Objective

Safety Obervations

B3. Progress Metrics

Number of Safety Observations recorded in Gensuite

C3. 12-Month Target

275 Safety Observations completed

D3. Description of Objective

Engagement with employees and/or contractors while performing work to discuss risk, safe / unsafe behaviors and work area conditions.

A4. Objective

Severity-Based Lagging Indicator (SBLI) Rate

B4. Progress Metrics

SBLI calculation

C4. 12-Month Target

SBLI Rate of 0.67

D4. Description of Objective

The SBLI is an aggregated injury rate that assesses injuries by its relative level of severity. The SLBI assists the company by allowing it to be objective and more predictive because the frequency of injuries and the severity level are factored.

A5. Objective

Good Catches

B5. Progress Metrics

Number of Good Catches recorded in Gensuite

C5. 12-Month Target

20 Good Catches recorded

D5. Description of Objective

A Good Catch is recognition of an event or circumstance that had the potential to cause property damage or injury/illness, but did not occur as a result of corrective action and/or timely intervention following the reporting.

A6. Objective

On-Time Corrective Action Closure

B6. Progress Metrics

Percent of corrective actions closed on-time

C6. 12-Month Target

89% of all safety related action items closed within assigned timeframe

D6. Description of Objective

Closure of any action items to make improvements, correct hazards or unsafe conditions, and prevent harm.

A7. Objective

Leadership Engagements

B7. Progress Metrics

Number of Leadership Engagements recorded in Gensuite

C7. 12-Month Target

9 Leadership Engagements completed

D7. Description of Objective

Leaders are encouraged to engage in EHS activities over the course of the year to continue to build a culture of trust, openness and safety excellence.

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

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

1.2 Objectives for the Next 3 Years

A1. Objective

Improve Wildfire Safety Culture survey results

B1. Progress Metrics

Percent improvement from previous year

C1. 3-Year Target

Year over year increase in survey results

D1. Description of Objective

The Wildfire Safety Culture Survey includes information regarding workforce perceptions and behaivors and is a resource for Liberty to assess its employees' understanding of wildfire risk and safety. Improvements in the survey results signfiy that Liberty's employees have a better understanding of wildfire risk and wildfire mitigation work. The increased knowledge and understanding will enable Liberty's employees to be more likely to identify and resolve safety concerns before an incident occurs.

A2. Objective

Increase engagement in Workforce Survey

B2. Progress Metrics

Percent of workforce that completes the survey

C2. 3-Year Target

Year over year increase in survey respondents, or at least a 80% completion rate.

D2. Description of Objective

High participation will provide Liberty a more accurate assessment of key workforce perceptions and behaviors at Liberty.

A3. Objective

Safety stand-downs

B3. Progress Metrics

Annual pre-fire season safety stand-down.

C3. 3-Year Target

Hold pre-fire season safety stand-down every year.

D3. Description of Objective

Safety stand downs are an opportunity to suspend daily work activities and take time to focus on safety-related matters. Safety stand-downs can involve trainings (fire tool safety, fire extinguisher training, etc) and vehicle inspections, so required tools and equipment are in working order.

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

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

1.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

PSPS training and preparedness

B1. Actions Taken

Liberty has continued to improve its readiness for PSPS events. Liberty reviews all PSPS related incidents and exercises and catalogs lessons learned. The lessons learned or improvements are then document in the PSPS Playbook. The Playbook has been updated this year to improve on action planning, incident command structure, and communications to customers and stakeholders. Specific recent improvements to PSPS preparedness include communicating PSPS information to customers in advance and just prior to a PSPS. Customer feedback has indicated that short, and informative videos that are presented at a basic reading/language level work best. We have put contracts in place for food for staff and CRCs. We have annotated our Regulatory Affairs procedures by creating forms to collect information that must be reported to Cal OES. We have re-assigned Public Safety Partner notifications and tracking to Community Outreach, made better use of Teams messaging for Incident Command communications, developed forms for tracking counts of impacted customers, and refined our Medical Baseline (MBL) list and procedures for MBL notification.

A2. Major Theme/ Lesson Learned 2

Ensure safety observation target is met.

B2. Actions Taken

Safety observations targets are now part of Liberty's corporate scorecard. Not meeting safety observation targets will now impact the performance of the company and individuals.

A3. Major Theme/ Lesson Learned 3

Improve ability to learn from errors organizationally

B3. Actions Taken

Liberty continues to improve on safety performance by identifying errors made, assessing the potential reasons for the error, and then formulating a plan that is aimed to eliminate the reason that the error may have occurred. Specifically, Liberty hosts meetings where safety is discussed and feedback is provided in the collective forum related to identified safety concerns. Liberty also utilizes Gensuite application, so that employees are able to timely report safety observations and concerns.

A3. Major Theme/ Lesson Learned 3

A focused approach on Safety Observations will help leaders be more effective and develop a trained eye – to see the hazards, apply the hierarchy of controls, and ensure there's enough capacity to fail safely.

B3. Actions Taken

Focus areas have been selected based on trends and opportunities identified through at-risk conditions and behaviors, incident and good catch reporting, and training events.

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

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

1.4 2023 Recommendations

A1. Recommendation 1

Liberty should ensure that leaders are demonstrating key leadership skills, especially when conducting safety observations and safety meetings, to create a work environment that is conducive for learning.

B1. Actions Taken

Adding Leadership Engagements to the Safety Scorecard and 12 Month Objectives.

A2. Recommendation 2

Liberty should continue working toward developing a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action regarding declines in workforce survey scores for statements related to overall culture, specifically relating to interpersonal interactions. The culture committee should review the workforce survey results, candidly discuss the results, brainstorm, prioritize actions, and implement a SMART action plan to address workplace culture issues over the coming year.

B2. Actions Taken

Liberty holds twice-monthly safety culture meetings with the leadership team that includes discussions on how to keep all departments and teams engaged and responsible for safety. A safety committee, with representatives from each department within Liberty, has also been established. The safety committee meets every other month to discuss current safety topics and trends that may arise from safety observations, near misses, and good catches that have been recorded by Liberty employees.
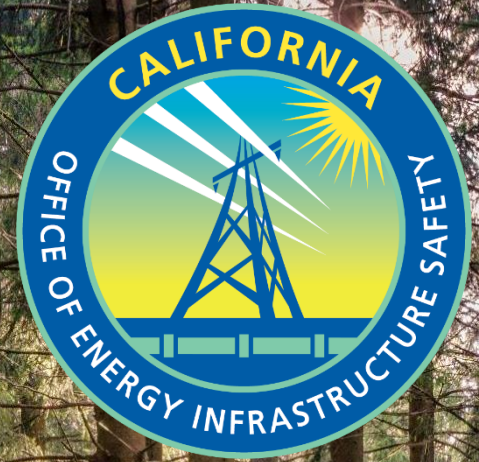
C2. Results

Planned tasks to be completed for this group in 2025 include: develop tool list for each department, review 2024 SCA results, set training attendance goals based on 2024 data.

A3. Recommendation 3

Increase engagement in Workforce Survey. Liberty must employ a more robust communication strategy that involves senior leadership to promote the Workforce Survey. It must consider ways to diversify the tactics for soliciting survey responses from the workforce.

B3. Actions Taken

Email to all employees from company President to promote the Workforce Survey. Planning during safety culture meetings to improve response rate.

APPENDIX C: Supporting Documentation

7.3 Supporting Documentation

January 2025

Liberty Utilities

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.