State of California – A Natural Resources Agency

Gavin Newsom, Governor

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Caroline Thomas Jacobs, Director

October 29, 2021

Amy McCluskey
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Subject: **Office of Energy Infrastructure Safety Issuance of Bear Valley Electric Service's 2021 Safety Culture Assessment per Public Utilities Code Sections 8389(d)(4)**

Dear Ms. McCluskey:

Enclosed is the 2021 Safety Culture Assessment (SCA) report for PacifiCorp (PC) conducted by DEKRA on behalf of the Office of Energy Infrastructure Safety (Energy Safety) in fulfillment of Public Utilities Code Section 8389(d)(4). This is the first annual SCA under this statute and as such provides a baseline for future comparison. Energy Safety will use the SCA reports to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.

Energy Safety provided a draft of the report to PC on October 27, 2021, for factual review and correction. On October 28, 2021, PC confirmed that it would not be providing any written response to this draft report.

PC can satisfy the "good standing" requirement in Public Utilities Code Section 8389(e)(2) by agreeing to implement all of the findings (including recommendations for improvement) of its most recent SCA. This may be done by submitting a letter to this effect via E-Filing on the 2021 Safety Culture Assessments docket (Docket #2021-SCAs).[1]

Sincerely,

Melissa Semcer

Melissa Semcer
Program Manager, Electric Safety Policy Division
Office of Energy Infrastructure Safety

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[1] The 2021 Safety Culture Assessments docket can be accessed at
https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2021-SCAs.

cc:
Caroline Thomas Jacobs,
Director, Office of Energy Infrastructure Safety

Sara Moore,
Wildfire Safety Analyst, Office of Energy Infrastructure Safety

Service List for Docket #2021-SCAs

Safety Culture Assessment

PACIFICORP

OCTOBER 2021

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1. Executive Summary

In 2019, California Assembly Bill 1054 added an annual safety culture assessment requirement to the Public Utilities Code. Public Utilities Code Section 8389(d)(4) requires the California Public Utilities Commission (Commission or CPUC), in consultation with the Wildfire Safety Division—as of July 1, 2021, now the Office of Energy Infrastructure Safety (Energy Safety), a new department under the California Natural Resources Agency—to develop a process for an annual Safety Culture Assessment for each electrical corporation. The annual Safety Culture Assessment process (approved by the Commission in 2020 in Resolution WSD-011) includes a workforce survey, a management self-assessment, submission of supporting documentation, and interviews. Not all components apply to all electrical corporations. Energy Safety required small and multi-jurisdictional electrical corporations, including PacifiCorp, to participate in the workforce survey and submit supporting documentation including its safety culture objectives for the next 12 months and three years and also its summary of lessons learned from the previous 12 months for the Safety Culture Assessment. Energy Safety contracted with DEKRA Services, Inc., (DEKRA) to conduct the inaugural 2021 annual Safety Culture Assessment for each electrical corporation. The Safety Culture Assessments took place in May and June 2021. In the course of these assessments the safety culture of PacifiCorp was assessed with respect to both personal and wildfire safety.

PacifiCorp's culture has a strong foundation in personal and wildfire safety. Workers perceive that both personal and wildfire safety are high priorities with management, and they take responsibility for their own safety and that of others in their work environment. Furthermore, PacifiCorp is enhancing its culture by implementing its safety culture objectives over the next 12 months. Specifically, PacifiCorp is in the process of launching the Safety Leadership Development Program to build leadership skills and is coupling that program with field-based safety observations and improved "tailboard" discussions (crew meetings at worksites where safety briefings take place).

Despite these strengths in PacifiCorp's culture, there are opportunities for improvement. Survey results indicate that employees perceive that they are not asked for their ideas about wildfire hazards, do not feel they have the right tools for the job, and don't feel the company cares about their opinions. Additionally, there is a gap in perceptions between individual contributors with five or fewer years of tenure and those with 10 or more years. Workers with less tenure have greater concerns about the extent to which leadership is fair, uses mistakes as opportunities to learn, and prepares the workforce to intervene in an emergency. The experience of lesser-tenured employees with leadership may lead to perceptions that newer employees are not worth listening to or are not respected by leadership.

To drive consistent improvement in its safety culture throughout the organization, PacifiCorp should act on the following recommendations:

1. Leverage the Safety Leadership Development Program and field engagement activities to improve the workforce's perceptions of PacifiCorp's safety culture.
2. Implement the Corrective Action Program over the next three years to advance the organization's capacity for learning from mistakes.

The SLDP, provided it is implemented effectively, should enhance the skills of leaders to engage and communicate with employees. This training must also be linked to field-based observation, coaching, and tracking to ensure the skills are used effectively to improve the work environment. Improved leadership skills combined with the implementation of the Corrective Action Program and safety reporting system should foster a more positive environment for reporting near misses, incidents, and error and advance learning in the organization. A detailed narrative on the information collected through the workforce survey, supporting documentation, and the corresponding assessment and findings is provided below.

2. Overview

Assembly Bill 1054, signed by Governor Newsom in July 2019, states that "[b]y December 1, 2020, and annually thereafter, the [California Public Utilities Commission], after consultation with the [Wildfire Safety Division], shall adopt and approve […] [a] process for the division to conduct annual safety culture assessments for each electrical corporation" (Public Utilities Code Section 8389[d][4]).[1]

On November 30, 2020, the California Public Utilities Commission (Commission or CPUC) issued its approval for a process for conducting annual safety culture assessments for each electrical corporation in Resolution WSD-011.[2] On January 22, 2021, the Wildfire Safety Division (WSD) at the CPUC published the Safety Culture Assessment (SCA) Requirements of Electrical Corporations (2021 Requirements).[3] The 2021 Requirements set out the key components of the SCA process: a workforce survey, a management self-assessment, submission of supporting documentation, and interviews. The 2021 Requirements also provide guidance as to which components apply to which electrical corporations.

The first SCA under Public Utilities Code Section 8389(d)(4) took place in May and June 2021 under the WSD's direction. On July 1, 2021, the WSD transitioned to the Office of Energy Infrastructure Safety (Energy Safety), a new department under the California Natural Resources Agency. The first SCA reports are being issued under the direction of Energy Safety.[4]

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[1] The full text of Pub. Util. Section 8389 can be found here: https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC (accessed July 16, 2021).

[2] Resolution WSD-011 "Resolution implementing the requirements of Public Utilities Code Sections 8389(d)(1), (2) and (4), related to catastrophic wildfire caused by electrical corporations subject to the Commission's regulatory authority," dated November 19, 2020, and issued November 30, 2020: https://energysafety.ca.gov/wp-content/uploads/docs/misc/docket/352490594.pdf (accessed August 18, 2021). Also see the attachments to WSD-011, including Attachment 4 "Annual Safety Culture Assessment Process Proposal," dated November 2020: https://energysafety.ca.gov/wp-content/uploads/docs/wmp-2021/docs/352460864.pdf (accessed August 18, 2021).

[3] Safety Culture Assessment: Requirements of Electrical Corporations (published Jan. 22, 2021, accessed July 16, 2021): https://energysafety.ca.gov/wp-content/uploads/docs/safety-culture-assessments/wsd-safety-culture-assessment-requirements-final-20210122.pdf.

[4] Pursuant to Public Utilities Code Section 326(b), on July 1, 2021, the WSD transitioned from the CPUC into the Office of Energy Infrastructure Safety (Energy Safety) under the California Natural Resources Agency. Energy Safety "is the successor to" and "is vested with all of the duties, powers, and responsibilities of the Wildfire Safety Division" (Government Code Section 15475). WSD is used to describe the work of the WSD prior to July 1, 2021. Energy Safety is used to describe the work of Energy Safety beginning on July 1, 2021. Any references to WSD action post July 1, 2021, or to Energy Safety action prior to July 1, 2021, are inadvertent and should be interpreted as the actions of WSD or Energy Safety as appropriate.

The present SCA process is intended to be complementary to, and not a replacement for, ongoing work to improve safety culture at each electrical corporation. Energy Safety seeks to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps, along with an understanding of each electrical corporation's relative strengths and weaknesses. Ultimately, Energy Safety seeks to assess safety outcomes over time and incorporate continuous learning into the assessment process.[5]

Different components of the SCA target different parts of the electrical corporation's workforce, and different components apply to different types of electrical corporations (see Section 2.1 below). The workforce survey is intended to target electrical corporation employees (including frontline workers and supervisors) and contractors who are engaged in wildfire hazard mitigation activities, for example workers performing vegetation management or installing system hardening infrastructure.[6] The management self-assessment and supporting documentation components are intended to be completed by electrical corporation employees capable of: evaluating the corporation's presently employed practices and capabilities regarding safety, identifying a target level on the four-point scale for each question by the end of 2022 based on wildfire mitigation and safety initiatives planned in the coming year, and describing its plan to realize that target.[7] The interview component is intended to support the workforce survey and management self-assessment by asking additional questions of those who may have participated in those components for further context. The interviews are intended to help DEKRA interpret the results of the survey and self-assessment more accurately and better identify the priority areas that electrical corporations should focus on improving.[8]

2.1 Components of the SCA

As stated above, the key components of the SCA are a workforce survey, a management self-assessment, submission of supporting documentation, and interviews. Not every component applies to every electrical corporation. An overview of the SCA components, together with guidance on which electrical corporations must complete each SCA component, is below. Note that electrical corporations are categorized as follows for this purpose:

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[5] Safety Culture Assessment: Requirements of Electrical Corporations (2021), p. 3.
[6] Safety Culture Assessment: Requirements of Electrical Corporations (2021), p. 8.
[7] Safety Culture Assessment: Requirements of Electrical Corporations (2021), p. 14.
[8] Safety Culture Assessment: Requirements of Electrical Corporations (2021), p. 35.

- **Large electrical corporations ("Large IOUs"[9])**: Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company (SDG&E), Southern California Edison Company (SCE).
- **Small and multi-jurisdictional electrical corporations ("SMJUs"[10])**: Liberty Utilities (CalPeco), PacifiCorp, Bear Valley Electric Service, Inc.
- **Independent transmission operators ("ITOs")**: Horizon West Transmission, Trans Bay Cable.

| Requirement	Electrical corporations that must complete this requirement
Workforce survey	Large IOUs, SMJUs
Management self-assessment and plan summary	Large IOUs
Supporting documentation Section 1: Safety culture objectives	Large IOUs, SMJUs, ITOs
Supporting documentation Section 2: Summary of lessons learned	Large IOUs, SMJUs, ITOs
Supporting documentation Section 3: Summary plan for the following year	Large IOUs
Supporting documentation Section 4: Documentation to support responses to the management self-assessment	Large IOUs
Interviews	To be determined by the Energy Safety upon review of submissions
Observational visits	To be determined by the Energy Safety upon review of submissions

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[9] IOU: investor-owned utility.
[10] SMJUs: small and multi-jurisdictional utilities.

2.2 Framework for the SCA

The abovementioned components of the SCA (a workforce survey, a management self-assessment, submission of supporting documentation, and interviews) all inform the SCA findings. The SCA components are designed to be administered annually such that progress on the SCA can be measured over time. This is the inaugural assessment and will provide the baseline for evaluating progress in future years. Figure 1 below shows the elements of the organization's safety culture and foundation assessed by different components of the SCA.

The workforce survey component was designed to evaluate leadership's influence on the safety culture and the impact that it has on worker behavior. This was supplemented with follow-up interviews of frontline employees and supervisors. The management self-assessment component was designed to evaluate the organizational sustaining and safety enabling systems that undergird and reinforce every safety culture. In addition, the self-assessment measured the electrical corporation's approach to governance of its safety culture. The self-assessment was also supplemented by a focus group comprised of electrical corporation staff members who participated in the organization's self-assessment responses.

Figure 1. Framework for the Safety Culture Assessment
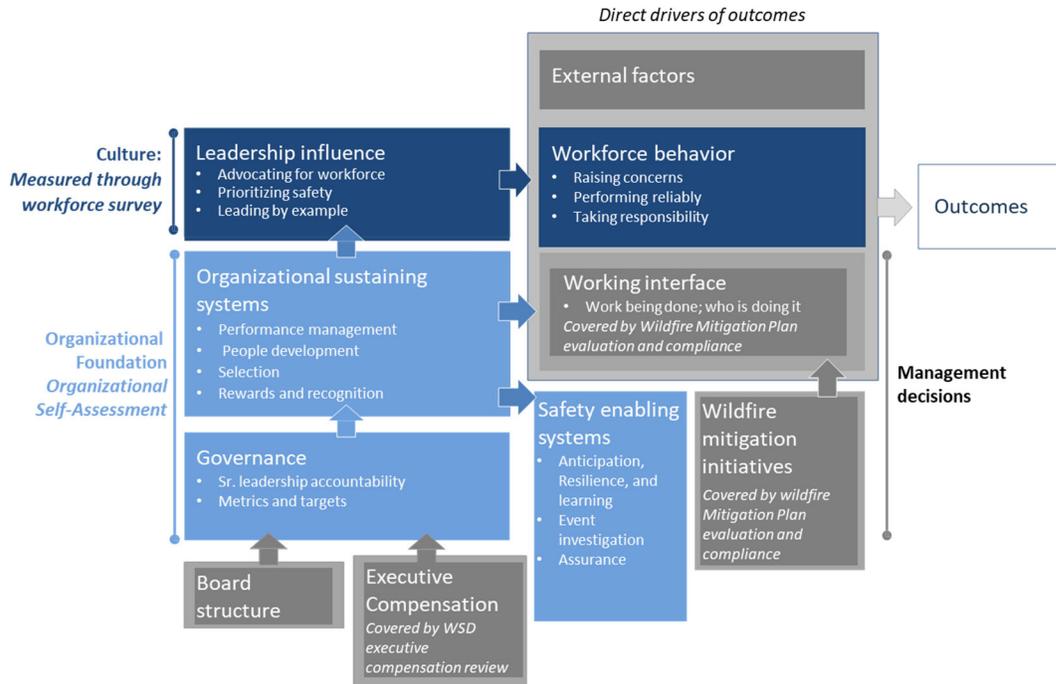
Source: Resolution WSD-011 Attachment 4 "Annual Safety Culture Assessment Process Proposal" (2020), p. 9.

2.3 Survey Data Collected

The first stage of the SCA process is a workforce survey. The workforce survey is comprised of 30 statements rated on a five-point Likert scale[11] from Strongly Disagree to Strongly Agree. The 30 statements were originally sourced from DEKRA's validated safety culture instrument, called the Organizational Culture Diagnostic Instrument (OCDI).[12] The OCDI statements were then cut and modified to (a) reduce the size of the survey and (b) ensure the SCA survey questions covered aspects of wildfire hazard mitigation pertinent to the SCA. The survey statements are all framed in a positive light (e.g., "managers treat workers with respect"), so agreement with any statement can be considered an indication of better performance by the corporation. The statements were constructed in this way to avoid respondent misinterpretation or coding errors and to improve the interpretation of the survey results.[13]

The 30 workforce survey questions fell into one of three categories: wildfire, safety, and culture. Nine questions specifically asked about the electrical corporation's safety culture with regard to wildfire (e.g., "our management acts quickly to address wildfire hazards"), eleven questions specifically asked about personal safety (e.g., "pausing work for hazards and safety concerns is viewed positively"), and ten questions asked about workplace culture in general (e.g., "the company cares about my opinions").

DEKRA instructed the electrical corporation to share the survey with all classifications of employees directly involved in wildfire mitigation. Based on that instruction, the electrical corporation selected the classifications of employees that would receive the survey.

DEKRA (via PacifiCorp) administered the workforce survey using both electronic and paper surveys to ensure all levels of PacifiCorp employees and contractors had an ample opportunity to complete the survey. PacifiCorp distributed the survey on May 13, 2021. Participants had 11 working days to respond (the survey closed on May 27, 2021). A total of 53 employees responded to the survey out of a base population of 69 employees working on wildfire mitigation, a response rate of 77 percent. In addition, DEKRA received survey responses from two PacifiCorp contractor employees out of out of a population base of 13 employees of PacifiCorp contractors, a 15 percent response rate.

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[11] A Likert scale is a rating system commonly used in questionnaires and survey research to measure people's attitudes, perceptions, and opinions. For more information, see: https://www.questionpro.com/blog/what-is-likert-scale/ (accessed July 28, 2021).

[12] For more information about the OCDI see: https://www.dekra.us/en/organizational-safety-reliability/ocdi/ (accessed July 28, 2021).

[13] See the following research article evaluating the effects of using positively and negatively worded survey statements: Sauro and Lewis (May 2011), "When Designing Usability Questionnaires, Does It Hurt to Be Positive?" Proceedings of the SIGCHI Conference on Human Factors in Computing Systems, https://measuringu.com/wp-content/uploads/2017/07/sauro_lewisCHI2011.pdf (accessed August 23, 2021).

2.4 Supporting Documentation Collected

In addition to the workforce survey (described above), Energy Safety required small and multi-jurisdictional electrical corporations, including PacifiCorp, to submit the following supporting documentation:

1. Safety culture objectives for the next 12 months.
2. Safety culture objectives for the next three years.
3. A description of lessons learned since the most recent Safety Culture Assessment.[14]

Small and multi-jurisdictional electrical corporations were not required to participate in any interviews or observational visits in 2021.

The documentation submitted by PacifiCorp is included in Section 6 of this report.

2.5 Next Steps in the Assessment Process

This is the first annual Safety Culture Assessment under Public Utilities Code Section 8389(d)(4) and as such provides a baseline for future comparison. Following the publication of this report, PacifiCorp may agree to implement its findings to demonstrate "good standing" per Public Utilities Code Section 8389(e)(2).[15]

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[14] As 2021 is the first year of the annual Safety Culture Assessment under Public Utilities Code Section 8389(d)(4), the electrical corporation was asked to evaluate lessons learned since its "most recent" safety culture assessment (if any), and specifically to: "[d]escribe how the electrical corporation's objectives and priorities with respect to safety culture have evolved over the past year. Outline any major themes and lessons learned over the past 12 months and subsequent actions taken. If you have not completed a safety culture assessment in over three years, consider your safety culture as it exists today and describe the major themes that exist today." (See Section 6.4 "Lessons Learned" below for more information.)

[15] Pub. Util. Section 8389(e)(2), "The electrical corporation is in good standing, which can be satisfied by the electrical corporation having agreed to implement the findings of its most recent safety culture assessment, if applicable" (accessed July 16, 2021):
https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC).

3. Findings

3.1 Strengths

3.1.1 PacifiCorp's culture has a strong focus on wildfire and personal safety.

As noted above, the 30 statements on the workforce survey fell into one of three categories: wildfire, safety, and culture. PacifiCorp's average survey scores for the safety and wildfire categories were high (4.33 and 4.32, respectively, on a five-point scale; see Section 6.1.1).

Results from the survey indicate that discussing and controlling wildfire hazards is a high priority for the organization. Nearly all respondents (98 percent) either "strongly" or "somewhat" agreed with the statement "I feel comfortable discussing wildfire hazards with my supervisor," and 95 percent "strongly" or "somewhat" agreed with the statement "My workgroup follows procedures to control workplace and wildfire hazards." This emphasis on wildfire hazards is reflected in the perceptions survey respondents have of management priorities, as 91 percent of respondents "strongly" or "somewhat" agreed with the statement "Protecting the community from wildfire hazards is a high priority with management."

It appears from the survey results that there is also a strong sense of personal responsibility for safety of self and others at PacifiCorp. All survey respondents "strongly" or "somewhat" agreed with the statement "I take responsibility for the safety of myself and others," 98 percent "strongly" or "somewhat" agreed with the statement "If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor," and 95 percent "strongly" or "somewhat" agreed with the statement "I stop people to point out unsafe behavior when I see it."

3.1.2 The safety culture objectives for the next 12 months focus on continuing leadership improvement and engagement in the field.

The survey results indicate that one of PacifiCorp's strengths is its frontline leadership. For example, 89 percent of respondents "somewhat" or "strongly" agreed with the statement "My supervisor would use whatever power he/she has to help me out" and 84 percent "somewhat" or "strongly" agreed with the statement "Managers treat workers with respect."

Even with these positive results, PacifiCorp's safety culture objectives for the next 12 months include the implementation of a new Safety Leadership Development Program (SLDP) which focuses on improving "communication and hazard assessment" among frontline managers. This program, combined with efforts to improve "tailboard"[16] quality, are expected to continue the improvement of leadership engagement in the field. If these objectives are accomplished, they should bolster PacifiCorp's safety

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[16] "Tailboards" (also called "tailgates") are crew meetings at worksites where safety briefings take place.

culture (highlighted above) and address the biggest opportunities for improvement (described below).

3.2 Opportunities

3.2.1 PacifiCorp has gaps in its overall culture, particularly among individual contributors with five or fewer years of tenure.

Despite the reported comfort in discussing wildfire hazards (see Strengths above), only 56 percent of survey respondents "strongly" or "somewhat" agreed with the statement "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them." Additionally, individual contributors (workers who are not in leadership positions) rated the statement "We have the right tools for the job" and "The company cares about my opinions" low on the five-point scale (3.47 and 3.33, respectively, see Section 6.1.1).

Furthermore, there is a distinct difference in perception between individual contributors with five or fewer years of tenure at PacifiCorp and those with 10 or more years of tenure (there were no individual contributors responding to the survey in the group with 6 to 10 years of tenure). Individual contributors in the group with tenures of 10 years or more were consistently more positive, having higher scores on 24 of the 30 survey statements, including all the statements in the culture category of statements.

3.2.2 PacifiCorp has opportunities to improve in building a learning organization.

Responses to the workforce survey indicate PacifiCorp has opportunities to improve its capacity to be a learning organization.[17] Statements such as "People report mistakes they make, even if others do not notice them" and "People focus on one task at a time and avoid distractions" are among the lowest-rated statements on the survey as only 62 and 63 percent of respondents, respectively, indicated they "strongly" or "somewhat" agreed with the statements.

Similarly, individual contributors with two to five years of tenure rated reliability statements such as "Leaders keep people prepared to intervene when an emergency occurs" and "Leaders use mistakes and incidents as learning opportunities" noticeably lower than those with 10 or more years of tenure (3.58 compared to 4.33 and 3.83 compared to 4.33, respectively). These individual contributors with two to five years of tenure also rated the statement "People have the ability to respond and correct problems and errors before they get out of control" lower than those with 10 or more years of tenure (3.33 compared to 4.33).

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[17] Learning Organization: here, an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.

4. Recommendations

4.1 Leverage the Safety Leadership Development Program and field engagement activities to improve the workforce's perceptions of PacifiCorp's safety culture

PacifiCorp has strengths in its wildfire and personal safety culture and is planning to build on those strengths by launching its Safety Leadership Development Program (SLDP) and improving the quality of its tailboard meetings and field observations.

- **Observation:** According to the workforce survey, some employees feel they (a) are not asked for their suggestions for addressing wildfire hazards, (b) do not have the right tools for the job, and (c) the company does not care about their opinions.

- **Goal of Recommendation:** Ensure the SLDP emphasizes interpersonal skills such as communicating effectively, giving feedback, and holding others accountable. Ensure the SLDP includes ways to track the demonstration of these skills in the field with the safety observation and tailboard improvement measures.

- **Verification Method:** In next year's assessment provide a description of the progress PacifiCorp has made in incorporating leadership engagement behaviors into the SLDP. Progress should be evident in increased positivity in response with the statements "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them" and "The company cares about my opinions" on the 2022 workforce survey.

As PacifiCorp moves forward with these measures, particular attention should be paid to engaging members of the frontline workforce with five or fewer years of tenure.

4.2 Implement the Corrective Action Program over the next three years to advance organization's capacity for learning from mistakes

Responses to the workforce survey indicate PacifiCorp has opportunities to improve its capacity to learn from mistakes. PacifiCorp's safety culture objectives for the next three years (see Section 6.2.2) include implementation of a Corrective Action Program and improvements to the safety reporting system. These programs can be used to continue PacifiCorp's advancement toward becoming a learning organization.[18]

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[18] Learning Organization: here, an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.

- **Observation:** Survey responses indicate PacifiCorp has not yet built a learning organization. However, the Corrective Action Program is an opportunity to spur learning across the organization and improve the way incident reporting is viewed at PacifiCorp.
- **Goal of Recommendation:** Use the Corrective Action Program and safety reporting system to increase PacifiCorp's organizational learning capacity.
- **Verification Method:** Provide a description of how the Corrective Action Program is being developed and the steps in the program's project plan. As this program is implemented over time, PacifiCorp should see improvements on survey statements such as "People report mistakes they make, even if others do not notice them."

PacifiCorp should ensure the following elements are incorporated into the Corrective Action Program:

- Incident investigations should be conducted with involvement by the workforce and focus not just on the incident but on how work is conducted routinely outside of a given incident.
- Corrective actions, particularly for serious incidents, should focus on systemic changes, leveraging and tracking high-value controls[19] from the hierarchy of controls.
- The program should verify that the corrective action resolves the exposure[20] and should ensure the solution is communicated broadly across the organization to foster learning.

Implemented effectively in combination with PacifiCorp's safety reporting system, the Corrective Action Program should foster a more positive environment for reporting near misses[21] and incidents,[22] and it should ultimately advance the organization's capacity for learning from mistakes.

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[19] High Value Controls: here, the hierarchy of controls consists of five layers of defenses used to protect against hazards in the workplace ranging from the most effective (Elimination) to the least effective (PPE). The layers are Elimination, Substitution, Engineering, Administrative, and PPE. High value controls are Elimination, Substitution, and Engineering because the effectiveness of the control is not susceptible to human error.

[20] Exposure: here, a state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment).

[21] Near Miss: here, an unplanned event that did not result in injury, illness, or damage, but had the potential to do so.

[22] Incident: here, an unplanned, undesired event that adversely affects normal operations.

5. Conclusion

This report provides the findings from PacifiCorp's first Safety Culture Assessment under Public Utilities Code Section 8389(d)(4). It gives Energy Safety a baseline measurement of PacifiCorp's current safety culture for future comparison. Following the publication of this report, PacifiCorp may agree to implement its findings to demonstrate "good standing" per Public Utilities Code Section 8389(e)(2).

This process is intended to be complementary to, and not a replacement for, ongoing work to improve safety culture at PacifiCorp. Energy Safety seeks to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps, along with an understanding of PacifiCorp's relative strengths and weaknesses. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.[23]

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[23] Safety Culture Assessment: Requirements of Electrical Corporations (2021), p. 3.

6. Data Attachments

6.1 Workforce Survey Results

The results for the Workforce Survey are displayed on the following pages. Results are only displayed if a demographic category has five or more responses to protect anonymity.

The colors assigned to average scale scores correspond to percentile scores based on the typical distribution of scores across DEKRA clients evaluating comparable statements using a survey instrument as follows:

90th percentile

75th percentile

50th percentile

Below 50th percentile
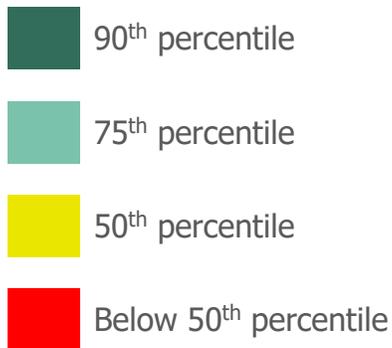
6.1.1 Overall Results

SENTIMENT ANALYSIS: **PACIFICORP**	Overall Category Mean	Strongly Agree (5)	Somewhat Agree (4)	Neutral (3)	Somewhat Disagree (2)	Strongly Disagree (1)
Culture	4.13	46%	33%	7%	7%	3%
Safety	4.33	54%	34%		4%	2%
Wildfire	4.32	57%	27%	4%	4%	3%

Culture

	Mean					
My supervisor would use whatever power he/she has to help me out	4.55	67%	22%	5%	5%	2%
Leaders encourage people to ask questions	4.35	55%	33%	4%	4%	2%
Managers treat workers with respect	4.40	64%	20%	6%	4%	
People in my work group treat each other with respect	4.16	45%	40%	3% 3%	4%	5%
Information about important events and lessons learned is shared within my work group	4.16	42%	38%	8%	8%	2%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	49%	33%	5%	7%	2%
People listen to one another; it is rare that someone's views go unheard	4.02	38%	38%	8%	8%	5%
I believe managers apply the same rules for all workers	4.00	47%	25%	7%	7%	5% 7%
People report mistakes they make, even if others do not notice them	3.76	24%	38%	15%	15%	9%
The company cares about my opinions	3.75	29%	38%	8%	8%	11% 5%

Safety

	Mean					
I take responsibility for the safety of myself and others in my work area	4.91	91%	9%			
Stopping a job because a safety step is missing, is viewed positively by my supervisor	4.76	78%	20%			
I stop people to point out unsafe behavior when I see it	4.56	62%	33%	3%		
People have the skills they need to resolve workplace safety issues	4.27	38%	55%	3%	2%	
Pausing work for hazards and safety concerns is viewed positively	4.65	76%	16%	2%	4%	
Accidents & incidents are investigated completely	4.51	64%	27%	3% 3%	4%	
Leaders use mistakes and incidents as learning opportunities	4.29	51%	36%	3% 3%	5%	2%
People have the ability to respond and correct problems and errors before they get out of control	4.11	42%	40%	5%	5%	4%
Leaders keep people prepared to intervene when an emergency occurs	4.11	45%	35%	5%	5%	4% 5%
People focus on one task at a time and avoid distractions	3.71	15%	58%	6%	13%	2%
We have the right tools for the job	3.75	27%	45%	5%	7%	9%

Wildfire

	Mean					
I feel comfortable discussing wildfire hazards with my supervisor	4.82	85%	13%			
My workgroup follows procedures to control workplace and wildfire hazards	4.56	62%	33%	3%		
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	75%	16%	5%		
Wildfire and personal safety concerns are communicated openly	4.42	60%	29%	4%	4%	
People look for wildfire hazards and risks as work progresses	4.25	47%	38%	5% 5%	4%	
Our management acts quickly to address wildfire hazards	4.25	51%	36%	5%	4%	
People in my work group report all wildfire hazards, no matter how minor	4.29	55%	25%	7%	7%	5%
Leaders actively seek out signs of potential wildfire hazards	4.20	53%	25%	6%	7%	
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.49	29%	27%	10%	10%	11% 13%

6.1.2 Results by Demographic Questions

SURVEY RESULTS by DEMOGRAPHIC: **PACIFICORP**

	EMPLOYEE TYPE		LEVEL		
LEGEND	OVERALL	Full Time Employee	Exec	Manager	Individual Contributor
■ High 4.1+ | ■ Med High 3.65-4.1 | ■ Medium 3.3-3.65 | ■ Low <3.3	55	53	6	14	30
Culture Average	4.13	4.12	4.47	4.31	3.96
I believe managers apply the same rules for all workers	4.00	3.98	4.67	4.29	3.77
Information about important events and lessons learned is shared within my work group	4.16	4.15	4.50	4.29	4.03
Leaders encourage people to ask questions	4.35	4.32	4.83	4.57	4.10
Managers treat workers with respect	4.40	4.38	4.83	4.79	4.13
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	4.17	4.33	4.21	4.10
My supervisor would use whatever power he/she has to help me out	4.55	4.53	4.50	4.57	4.57
People in my work group treat each other with respect	4.16	4.17	4.83	4.21	3.97
People listen to one another; it is rare that someone's views go unheard	4.02	4.00	4.33	4.29	3.77
People report mistakes they make, even if others do not notice them	3.76	3.75	3.50	3.71	3.80
The company cares about my opinions	3.75	3.70	4.33	4.14	3.33
Safety Average	4.33	4.31	4.58	4.40	4.19
Accidents & incidents are investigated completely	4.51	4.49	4.67	4.57	4.43
I stop people to point out unsafe behavior when I see it	4.56	4.57	4.67	4.50	4.53
I take responsibility for the safety of myself and others in my work area	4.91	4.91	5.00	4.86	4.90
Leaders keep people prepared to intervene when an emergency occurs	4.11	4.08	4.50	4.21	3.90
Leaders use mistakes and incidents as learning opportunities	4.29	4.26	4.83	4.43	4.03
Pausing work for hazards and safety concerns is viewed positively	4.65	4.64	4.83	4.86	4.53
People focus on one task at a time and avoid distractions	3.71	3.70	3.83	3.79	3.57
People have the ability to respond and correct problems and errors before they get out of control	4.11	4.08	4.67	4.14	3.83
People have the skills they need to resolve workplace safety issues	4.27	4.25	4.50	4.29	4.13
Stopping a job because a safety step is missing, is viewed positively by my supervisor	4.76	4.75	4.83	4.79	4.73
We have the right tools for the job	3.75	3.70	4.00	4.00	3.47
Wildfire Average	4.32	4.31	4.63	4.58	4.09
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.49	3.51	4.33	4.14	3.00
I feel comfortable discussing wildfire hazards with my supervisor	4.82	4.81	4.83	5.00	4.73
Leaders actively seek out signs of potential wildfire hazards	4.20	4.19	4.83	4.57	3.87
My workgroup follows procedures to control workplace and wildfire hazards	4.56	4.55	4.83	4.64	4.40
Our management acts quickly to address wildfire hazards	4.25	4.23	4.83	4.50	3.93
People in my work group report all wildfire hazards, no matter how minor	4.29	4.26	4.17	4.43	4.17
People look for wildfire hazards and risks as work progresses	4.25	4.23	4.50	4.29	4.13
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.60	4.83	4.93	4.40
Wildfire and personal safety concerns are communicated openly	4.42	4.40	4.50	4.71	4.20

WILDFIRE HAZARD ACTIVITIES: **PACIFICORP**

LEGEND

■ High 4.1+ | ■ Med High 3.65-4.1 | ■ Medium 3.3-3.65 | ■ Low <3.3

	Asset inspection, maintenance and repair (..	Community engagement	Grid operations	Monitoring weather for wildfire risk	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation	Other
	27	7	5	19	21	20	24	12	19	7
Culture Average	4.01	4.44	4.44	4.10	4.15	4.36	4.01	4.23	4.46	4.06
I believe managers apply the same rules for all workers	3.93	4.43	4.60	3.95	4.10	4.25	3.71	4.25	4.47	4.14
Information about important events and lessons learned is shared within my work group	4.07	4.43	4.60	4.32	4.33	4.55	4.17	4.17	4.42	3.86
Leaders encourage people to ask questions	4.19	4.57	4.80	4.37	4.48	4.55	4.33	4.50	4.74	4.14
Managers treat workers with respect	4.26	4.86	4.80	4.42	4.43	4.60	4.25	4.42	4.84	4.43
My supervisor makes sure all employee concerns are heard before job decisions are made	4.04	4.29	4.60	4.16	4.14	4.40	4.00	4.00	4.47	3.86
My supervisor would use whatever power he/she has to help me out	4.56	4.57	4.20	4.37	4.57	4.60	4.29	4.50	4.58	4.43
People in my work group treat each other with respect	3.85	4.43	4.80	4.05	4.00	4.30	4.00	4.75	4.63	4.29
People listen to one another; it is rare that someone's views go unheard	3.96	4.43	4.20	3.89	4.05	4.25	3.96	4.08	4.26	4.14
People report mistakes they make, even if others do not notice them	3.74	4.14	3.60	3.68	3.76	3.95	3.75	3.92	4.00	3.57
The company cares about my opinions	3.56	4.29	4.20	3.79	3.67	4.15	3.63	3.75	4.16	3.71
Safety Average	4.28	4.43	4.64	4.40	4.38	4.57	4.33	4.30	4.50	4.30
Accidents & incidents are investigated completely	4.56	4.71	5.00	4.58	4.57	4.80	4.63	4.25	4.74	4.29
I stop people to point out unsafe behavior when I see it	4.48	4.43	5.00	4.63	4.52	4.80	4.71	4.50	4.53	4.43
I take responsibility for the safety of myself and others in my work area	4.96	4.86	5.00	4.95	4.95	4.95	4.96	4.92	4.89	4.71
Leaders keep people prepared to intervene when an emergency occurs	4.00	3.86	4.60	4.05	4.10	4.50	4.04	4.67	4.47	4.43
Leaders use mistakes and incidents as learning opportunities	4.19	4.43	4.40	4.26	4.33	4.50	4.25	4.25	4.47	4.14
Pausing work for hazards and safety concerns is viewed positively	4.67	4.86	5.00	4.84	4.90	4.85	4.67	4.50	4.95	4.71
People focus on one task at a time and avoid distractions	3.48	4.00	3.80	3.84	3.81	3.95	3.54	3.50	3.84	3.86
People have the ability to respond and correct problems and errors before they get out of control	4.00	4.57	4.60	4.32	4.24	4.40	4.04	4.08	4.37	4.29
People have the skills they need to resolve workplace safety issues	4.22	4.29	4.20	4.32	4.33	4.45	4.38	4.42	4.32	4.14
Stopping a job because a safety step is missing, is viewed positively by my supervisor	4.85	4.86	5.00	4.79	4.81	4.95	4.75	4.75	4.89	4.71
We have the right tools for the job	3.63	3.86	4.40	3.84	3.57	4.15	3.71	3.42	4.05	3.57
Wildfire Average	4.20	4.70	4.82	4.36	4.33	4.49	4.29	4.54	4.69	4.43
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.22	4.29	4.40	3.68	3.57	3.80	3.75	4.08	4.21	3.14
I feel comfortable discussing wildfire hazards with my supervisor	4.78	5.00	5.00	4.68	4.67	4.85	4.71	4.92	5.00	5.00
Leaders actively seek out signs of potential wildfire hazards	3.93	4.43	4.80	4.16	4.24	4.25	4.25	4.75	4.68	4.71
My workgroup follows procedures to control workplace and wildfire hazards	4.52	4.86	5.00	4.68	4.57	4.75	4.63	4.67	4.84	4.57
Our management acts quickly to address wildfire hazards	4.04	4.43	4.80	4.26	4.14	4.35	4.17	4.50	4.63	4.57
People in my work group report all wildfire hazards, no matter how minor	4.26	4.86	4.80	4.26	4.14	4.60	4.08	4.00	4.53	4.29
People look for wildfire hazards and risks as work progresses	4.15	4.71	4.60	4.32	4.38	4.40	4.21	4.50	4.58	4.43
Protecting the community from wildfire hazards is clearly a high priority with management	4.48	4.86	5.00	4.47	4.52	4.65	4.46	4.83	4.95	4.71
Wildfire and personal safety concerns are communicated openly	4.41	4.86	5.00	4.68	4.71	4.75	4.38	4.58	4.79	4.43

RESULTS by LOCATION: **PACIFICORP**	Crescent City	Non-California locations
LEGEND		
■ High 4.1+ | ■ Med High 3.65-4.1 | ■ Medium 3.3-3.65 | ■ Low <3.3	24	29
Culture Average	4.05	4.17
I believe managers apply the same rules for all workers	3.79	4.14
Information about important events and lessons learned is shared within my work group	4.33	4.00
Leaders encourage people to ask questions	4.38	4.28
Managers treat workers with respect	4.21	4.52
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	4.10
My supervisor would use whatever power he/she has to help me out	4.42	4.62
People in my work group treat each other with respect	3.88	4.41
People listen to one another; it is rare that someone's views go unheard	3.92	4.07
People report mistakes they make, even if others do not notice them	3.79	3.72
The company cares about my opinions	3.50	3.86
Safety Average	4.38	4.25
Accidents & incidents are investigated completely	4.58	4.41
I stop people to point out unsafe behavior when I see it	4.79	4.38
I take responsibility for the safety of myself and others in my work area	4.96	4.86
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.14
Leaders use mistakes and incidents as learning opportunities	4.25	4.28
Pausing work for hazards and safety concerns is viewed positively	4.71	4.59
People focus on one task at a time and avoid distractions	3.88	3.55
People have the ability to respond and correct problems and errors before they get out of control	4.08	4.07
People have the skills they need to resolve workplace safety issues	4.25	4.24
Stopping a job because a safety step is missing, is viewed positively by my supervisor	4.79	4.72
We have the right tools for the job	3.88	3.55
Wildfire Average	4.25	4.36
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.50	3.52
I feel comfortable discussing wildfire hazards with my supervisor	4.63	4.97
Leaders actively seek out signs of potential wildfire hazards	4.00	4.34
My workgroup follows procedures to control workplace and wildfire hazards	4.46	4.62
Our management acts quickly to address wildfire hazards	4.00	4.41
People in my work group report all wildfire hazards, no matter how minor	4.38	4.17
People look for wildfire hazards and risks as work progresses	4.38	4.10
Protecting the community from wildfire hazards is clearly a high priority with management	4.46	4.72
Wildfire and personal safety concerns are communicated openly	4.42	4.38

RESULTS by BUSINESS UNIT: **PACIFICORP**	Corporate Support	Frontline Field	Substation Operations
LEGEND ■High 4.1+	■Med High 3.65-4.1	Medium 3.3-3.65	■Low <3.3	16	15	22
Culture Average	4.00	4.29	4.08
I believe managers apply the same rules for all workers	4.00	4.20	3.82
Information about important events and lessons learned is shared within my work group	3.81	4.27	4.32
Leaders encourage people to ask questions	4.13	4.47	4.36
Managers treat workers with respect	4.31	4.60	4.27
My supervisor makes sure all employee concerns are heard before job decisions are made	4.13	4.20	4.18
My supervisor would use whatever power he/she has to help me out	4.69	4.53	4.41
People in my work group treat each other with respect	3.94	4.67	4.00
People listen to one another; it is rare that someone's views go unheard	3.81	4.20	4.00
People report mistakes they make, even if others do not notice them	3.81	3.67	3.77
The company cares about my opinions	3.38	4.13	3.64
Safety Average	4.23	4.28	4.38
Accidents & incidents are investigated completely	4.56	4.27	4.59
I stop people to point out unsafe behavior when I see it	4.44	4.53	4.68
I take responsibility for the safety of myself and others in my work area	4.94	4.80	4.95
Leaders keep people prepared to intervene when an emergency occurs	4.00	4.13	4.09
Leaders use mistakes and incidents as learning opportunities	4.13	4.33	4.32
Pausing work for hazards and safety concerns is viewed positively	4.56	4.60	4.73
People focus on one task at a time and avoid distractions	3.63	3.73	3.73
People have the ability to respond and correct problems and errors before they get out of control	3.81	4.13	4.23
People have the skills they need to resolve workplace safety issues	4.00	4.33	4.36
Stopping a job because a safety step is missing, is viewed positively by my supervisor	4.81	4.60	4.82
We have the right tools for the job	3.69	3.67	3.73
Wildfire Average	4.17	4.49	4.29
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.25	3.93	3.41
I feel comfortable discussing wildfire hazards with my supervisor	4.94	4.93	4.64
Leaders actively seek out signs of potential wildfire hazards	3.69	4.73	4.18
My workgroup follows procedures to control workplace and wildfire hazards	4.38	4.67	4.59
Our management acts quickly to address wildfire hazards	4.13	4.53	4.09
People in my work group report all wildfire hazards, no matter how minor	4.38	4.13	4.27
People look for wildfire hazards and risks as work progresses	4.00	4.33	4.32
Protecting the community from wildfire hazards is clearly a high priority with management	4.69	4.73	4.45
Wildfire and personal safety concerns are communicated openly	4.06	4.40	4.64

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6.1.3 Results by Tenure and Level in the Organization

SURVEY RESULTS by TENURE: **PACIFICORP**

LEGEND	OVERALL	TENURE		
High 4.1+ | Med High 3.65-4.1 | Medium 3.3-3.65 | Low <3.3		0-1 Years	2-5 Years	10+ Years
	55	20	16	17
Culture Average	4.13	4.09	3.98	4.28
I believe managers apply the same rules for all workers	4.00	4.00	3.75	4.18
Information about important events and lessons learned is shared within my work group	4.16	4.25	3.94	4.24
Leaders encourage people to ask questions	4.35	4.20	4.13	4.65
Managers treat workers with respect	4.40	4.45	4.13	4.53
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	4.05	4.25	4.24
My supervisor would use whatever power he/she has to help me out	4.55	4.55	4.50	4.53
People in my work group treat each other with respect	4.16	4.00	3.94	4.59
People listen to one another; it is rare that someone's views go unheard	4.02	3.85	3.94	4.24
People report mistakes they make, even if others do not notice them	3.76	3.75	3.81	3.71
The company cares about my opinions	3.75	3.75	3.38	3.94
Safety Average	4.33	4.28	4.15	4.50
Accidents & incidents are investigated completely	4.51	4.35	4.63	4.53
I stop people to point out unsafe behavior when I see it	4.56	4.65	4.38	4.65
I take responsibility for the safety of myself and others in my work area	4.91	4.90	4.88	4.94
Leaders keep people prepared to intervene when an emergency occurs	4.11	3.95	3.81	4.47
Leaders use mistakes and incidents as learning opportunities	4.29	4.35	3.94	4.47
Pausing work for hazards and safety concerns is viewed positively	4.65	4.65	4.50	4.76
People focus on one task at a time and avoid distractions	3.71	3.90	3.31	3.82
People have the ability to respond and correct problems and errors before they get out of control	4.11	4.10	3.56	4.53
People have the skills they need to resolve workplace safety issues	4.27	4.20	4.13	4.41
Stopping a job because a safety step is missing, is viewed positively by my supervisor	4.76	4.60	4.81	4.88
We have the right tools for the job	3.75	3.45	3.69	4.00
Wildfire Average	4.32	4.21	4.14	4.59
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.49	3.40	3.13	4.00
I feel comfortable discussing wildfire hazards with my supervisor	4.82	4.65	4.94	4.88
Leaders actively seek out signs of potential wildfire hazards	4.20	4.00	4.00	4.59
My workgroup follows procedures to control workplace and wildfire hazards	4.56	4.40	4.44	4.82
Our management acts quickly to address wildfire hazards	4.25	4.30	4.00	4.35
People in my work group report all wildfire hazards, no matter how minor	4.29	4.20	4.06	4.53
People look for wildfire hazards and risks as work progresses	4.25	4.15	4.00	4.53
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.50	4.50	4.82
Wildfire and personal safety concerns are communicated openly	4.42	4.25	4.19	4.76

Organizational Level by Job & Tenure | PACIFICORP

LEGEND
■ High 4.1+ | ■ Med High 3.65-4.1 | ■ Medium 3.3-3.65 | ■ Low <3.3

Organizational Level by Job & Tenure				
Individual Contributor			Manager	
0-1 Years	2-5 Years	10+ Years	0-1 Years	10+ Years
12	12	6	6	5
Culture Average				
3.87	3.86	4.33	4.50	4.16
I believe managers apply the same rules for all workers 3.67	3.58	4.33	4.67	4.00
Information about important events and lessons learned is shared within my work group 4.00	3.83	4.50	4.67	4.00
Leaders encourage people to ask questions 4.00	3.92	4.67	4.50	4.60
Managers treat workers with respect 4.17	4.00	4.33	5.00	4.80
My supervisor makes sure all employee concerns are heard before job decisions are made 3.75	4.33	4.33	4.50	4.00
My supervisor would use whatever power he/she has to help me out 4.50	4.50	4.83	4.83	4.40
People in my work group treat each other with respect 3.83	3.75	4.67	4.17	4.20
People listen to one another; it is rare that someone's views go unheard 3.50	3.75	4.33	4.33	4.20
People report mistakes they make, even if others do not notice them 3.83	3.75	3.83	3.83	3.40
The company cares about my opinions 3.42	3.17	3.50	4.50	4.00

Safety Average 4.25	4.04	4.36	4.36	4.47
Accidents & incidents are investigated completely 4.33	4.58	4.33	4.33	4.80
I stop people to point out unsafe behavior when I see it 4.75	4.25	4.67	4.33	4.60
I take responsibility for the safety of myself and others in my work area 5.00	4.83	4.83	4.67	5.00
Leaders keep people prepared to intervene when an emergency occurs 4.00	3.58	4.33	4.00	4.40
Leaders use mistakes and incidents as learning opportunities 4.08	3.83	4.33	4.67	4.40
Pausing work for hazards and safety concerns is viewed positively 4.58	4.42	4.67	4.83	5.00
People focus on one task at a time and avoid distractions 3.83	3.17	3.83	4.33	3.20
People have the ability to respond and correct problems and errors before they get out of control 4.08	3.33	4.33	4.17	4.20
People have the skills they need to resolve workplace safety issues 4.08	4.08	4.33	4.33	4.40
Stopping a job because a safety step is missing, is viewed positively by my supervisor 4.58	4.75	5.00	4.67	4.80
We have the right tools for the job 3.42	3.58	3.33	3.67	4.40

Wildfire Average 4.03	3.97	4.46	4.56	4.64
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them 3.00	2.75	3.50	3.83	4.60
I feel comfortable discussing wildfire hazards with my supervisor 4.50	4.92	4.83	5.00	5.00
Leaders actively seek out signs of potential wildfire hazards 3.67	3.83	4.33	4.50	4.80
My workgroup follows procedures to control workplace and wildfire hazards 4.33	4.25	4.83	4.50	4.60
Our management acts quickly to address wildfire hazards 4.08	3.83	3.83	4.67	4.40
People in my work group report all wildfire hazards, no matter how minor 4.08	4.00	4.67	4.67	4.40
People look for wildfire hazards and risks as work progresses 4.17	3.83	4.67	4.17	4.40
Protecting the community from wildfire hazards is clearly a high priority with management 4.33	4.33	4.67	4.83	5.00
Wildfire and personal safety concerns are communicated openly 4.08	4.00	4.83	4.83	4.60

6.2 Safety Culture Objectives

The text in the tables below, other than the instructions and headings, is as it was received from the electrical corporation, presented without revision.

Instructions

Provide a description of the electrical corporation's objectives with respect to safety culture, over the next 12 months and over the next 3 years.

6.2.1 Safety Culture Objectives for the next 12 months

A. Objective	B. Progress metrics or cultural indicators used to track progress	C. Target for 12 months from submission	D. Description of how this objective will reduce wildfire risk to the public or risk to employees conducting wildfire mitigation work
Launch Safety Leadership Development Program (SLDP)	Program participation level	Develop and begin implementation of the new Safety Leadership Development Program.	SLDP is a foundational effort to strengthen safety knowledge and leadership among front line managers with a focus on communication and hazard assessment. It is intended to have an impact on all activities performed by workers including wildfire mitigation initiatives.
Field-based safety initiative	Program participation level	Reach and maintain targeted monthly participation levels in safety observation program.	Increased presence and effectiveness of leaders at job sites is a well-established leading indicator[24] for safety performance and will include, where applicable, wildfire mitigation initiatives.
Tailboard quality improvement	Tailboard quality audit score	Develop and begin implementation of the new tailboard quality improvement program.	Tailboards are a daily safety process considered critical to safety performance. Updated expectations and skill development will result in improved effectiveness of tailboards observed through crew visit findings.

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[24] Leading Indicator: here, input measures that are predictive of future events or occurrences.

6.2.2 Safety Culture Objectives for the next 3 years

A. Objective	B. Progress metrics or cultural indicators used to track progress against this objective	C. Target for 12 months from submission	D. Description of how this objective will reduce wildfire risk to the public or risk to employees conducting wildfire mitigation work
Corrective Action Program	Program implementation Levels of completion of corrective and preventive actions identified through employee engagement, inspection, incident[25] learning and other safety processes	Program launched. Upon implementation, program meets targeted activity levels.	A centralized management system for identification and close-out of corrective and preventive actions will improve workforce trust and reduce workplace risk levels for all activities including wildfire mitigation initiatives.
Safety reporting system	Employee engagement levels in the reporting of hazards, safety issues and safety suggestions	Program meets targeted activity levels. Program meets targeted resolution and close-out of employee safety reports.	Employee reporting systems increase the credibility and effectiveness of employee participation in the safety process, which supports a strong safety culture while is applicable to wildfire mitigation activities.

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[25] Incident: here, an unplanned, undesired event that adversely affects normal operations.

6.3 Lessons Learned

The text in the tables below, other than the instructions and headings, is as it was received from the electrical corporation, presented without revision.

Instructions

Describe how the electrical corporation's objectives and priorities with respect to safety culture have evolved over the past year. Outline any major themes and lessons learned over the past 12 months and subsequent actions taken. If you have not completed a safety culture assessment in over three years, consider your safety culture as it exists today and describe the major themes that exist today.

6.3.1 Lessons Learned since most recent Safety Culture Assessment

A. Major Themes or Lessons Learned	B. Actions Taken
Opportunities for improvement of accountability for completion of identified corrective and preventive actions identified through audit, inspection, and incident analysis.	Development of a pilot version of a centralized safety action register.
Opportunity to effect stronger safety performance through implementation of human performance improvement (HPI) tools.	Development of HPI training and skill development program for workforce. Development of field visit checklist for assessment of HPI in practice.
Journey to Target Zero (Zero Incidents and Zero PVAs)	Consolidation of PacifiCorp safety department to ensure consistent messaging and goals across all states (including California operations[26]). Year over year continuous improvement and implementation of stretch goals and targets. Alignment of corporate incentives with field expectations and results.

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[26] Operations: here, refers to the parts of a business that affect the production, distribution, and service necessary for a company to function. For Energy Safety's purposes, electrical operations, field services, transmissions, substations, and distribution are considered in operations, but generation is not.

7. Glossary of Terms

Term	Definition
Behavior-Based Safety (BBS)	A broad term used to describe programs for improving workplace safety by observing and analyzing employees' behavior while they work.
Black Swan	Unpredictable events that are beyond what is normally expected and have potentially severe consequences.
CPUC Reportable Ignition	A fire-related event meeting the following conditions: (1) A self-propagating fire of material other than electrical and/or communication facility, (2) The resulting fire traveled greater than one linear meter from the ignition point, (3) The electrical corporation has knowledge that the fire occurred. Electrical corporations must submit to the CPUC information about this event that is useful in identifying operational and/or environmental trends relevant to the event. (See CPUC Decision 06-04-044 and Resolution E-4184.)
Drills	Coordinated, supervised activities designed to test work team responses to various planned upset conditions.
Event Learning	An approach to understanding incidents and events that evaluates the entire system leading to an event to better understand the causes of actions. The focus of event learning is primarily on how to alter the system to make it less likely for the factors that caused the event to recur rather than to assign blame or define a single root cause factor.
Executive Leadership	The highest level of management in an organization, reports to the CEO.
Exposure	A state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment).
Exposure Management Training	A training that emphasizes a proactive approach to safety through identifying and controlling exposure for self and others and is foundational for leaders to move beyond the traditional and reactive incident management approach to safety.

Term	Definition
Failsafe	A system or plan that comes into operation in the event of something going wrong or that is there to prevent such an occurrence.
Frontline Supervisors	The first level of leadership that has direct oversight of employees within operational units of the organization.
High Risk Situations	Work activities or situations that have previously been shown in incident data to be consistent with serious or fatal incidents.
High Value Controls	The hierarchy of controls consists of five layers of defenses used to protect against hazards in the workplace ranging from the most effective (Elimination) to the least effective (personal protective equipment or PPE). The layers are Elimination, Substitution, Engineering, Administrative, and PPE. High value controls are Elimination, Substitution, and Engineering because the effectiveness of the control is not susceptible to human error.
Human Performance Reliability	The suite of knowledge, skills and capabilities required to anticipate, control, and respond to unplanned issues and error.
Incident	An unplanned, undesired event that adversely affects normal operations.
Individual Contributor	An employee who is not in a management position or has any employees directly reporting to them.
IOU	Investor-owned utility.
ITO	Independent transmission operator.
Lagging Indicator	An outcome or output measure that is backward-looking, describing a past event.
Leading Indicator	An input measure that is predictive of a future event.
Learning Organization	An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.
Likert Scale	A rating system commonly used in questionnaires and survey research to measure people's attitudes, perceptions, and opinions.

Term	Definition
Near Miss	An unplanned event that did not result in injury, illness, or damage, but had the potential to do so.
Operations	The parts of a business that affect the production, distribution, and service necessary for a company to function. For the purposes of this assessment, electrical operations, field services, transmissions, substations, and distribution are considered part of operations, but generation is not.
Operational Leadership	Levels of management within operations ranging from frontline supervisors (who have direct oversight of employees) to executive level senior operational leaders (e.g., COO).
OSHA Reportable Incidents	Fatal and extremely serious injuries or illnesses, such as amputation, eye loss, in-patient hospitalization, or fatality, required to be reported to OSHA within defined time periods. "OSHA" stands for the Occupational Safety and Health Administration of the United States Department of Labor.
Root Cause Analysis	A systematic process for identifying root causes of problems or events and an approach for responding to them.
SMJUs	Small and multi-jurisdictional utilities.
Systemic Risk	Vulnerabilities that could result in cascading or broad failures across the utility.
Upset Conditions	Interruptions in the regular running of work processes or other planned activity.
Weak Signal	An indicator of a potentially emerging issue that may become significant in the future.