



August 19, 2022

To: 2022 Safety Culture Assessments (SCAs) (#2022-SCAs)

Subject: San Diego Gas & Electric's 2022 Management Self-Assessment

Dear Safety Culture Assessment Stakeholders:

Attached please find San Diego Gas & Electric's (SDG&E's) 2022 Management Self-Assessment, a component of its 2022 Safety Culture Assessment (SCA).

This assessment was submitted to the 2022 SCA third-party assessor, the National Safety Council (NSC), on August 15, 2022. NSC created the attached document, correcting minor spelling and punctuation errors.

SDG&E did not provide supporting documentation with its assessment.

The Office of Energy Infrastructure Safety (Energy Safety) will hold a public workshop on August 30, 2022, to discuss this assessment and the assessments of Southern California Edison and Pacific Gas & Electric Company. More information on that workshop can be found on the Energy Safety Upcoming Events webpage.¹

The 2022 Management Self-Assessments will inform the final 2022 SCA reports, which Energy Safety expects to publish at the end of the year.

Sincerely,

A handwritten signature in black ink that reads 'Melissa Semcer'. The signature is fluid and cursive.

Melissa Semcer
Deputy Director | Electrical Infrastructure Directorate
Office of Energy Infrastructure Safety

¹ Event web page for the Aug. 30, 2022, SCA Public Workshop: <https://energysafety.ca.gov/events-and-meetings/events/2022-safety-culture-assessment-public-workshop/> (accessed Aug. 19, 2022).



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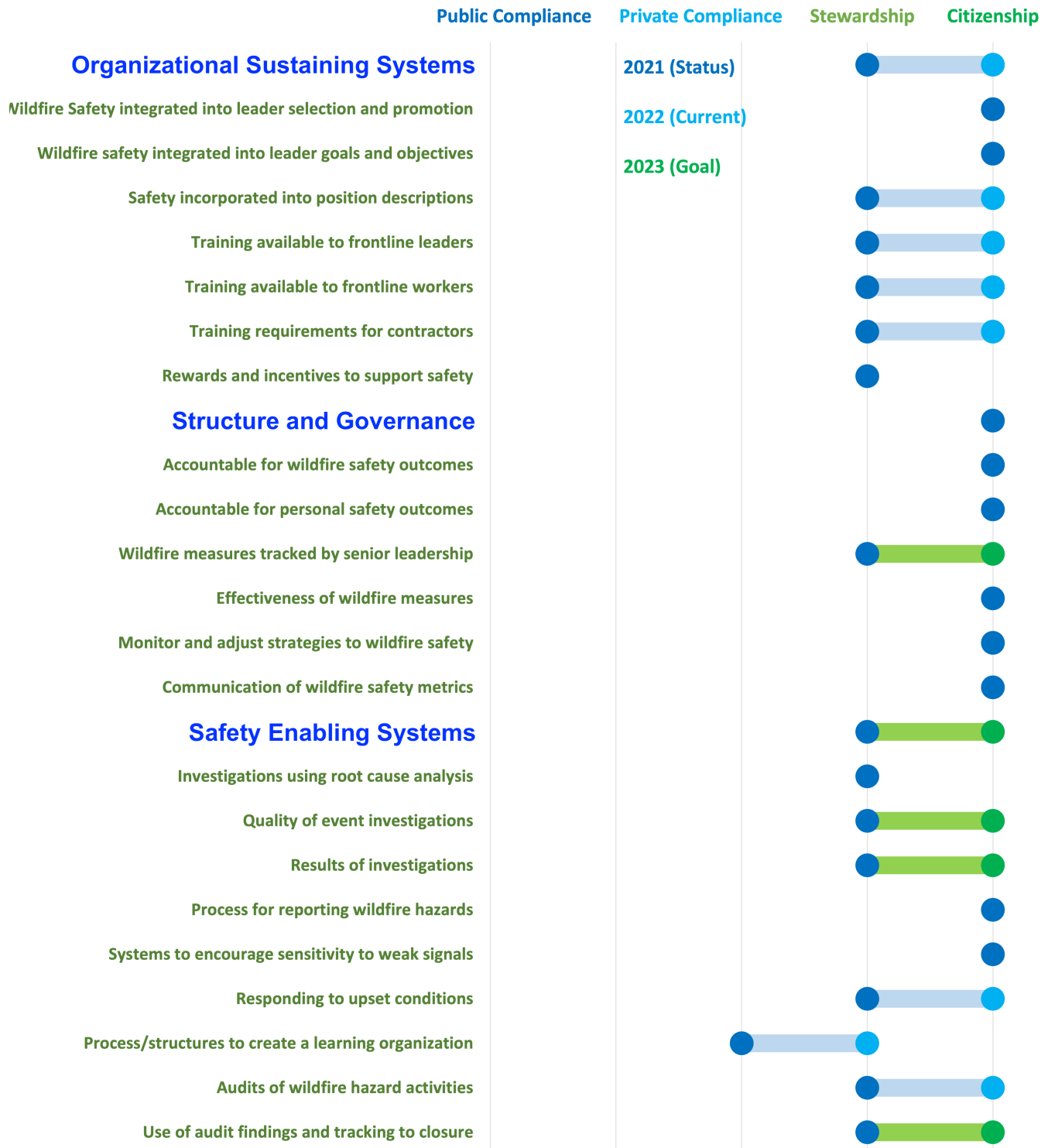


Safety Culture Assessment
Management Self-Assessment Report
August 2022

San Diego Gas & Electric

Section 1. Management Self-Assessment Results - 2021, 2022 Status to 2023 Goal

The *dark blue* dots represent the corporation's self-ranking in May 2021. The *light blue* dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The *green* dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.



Section 1. Management Self-Assessment Results - 2022 Current Status to 2023 Goal

The *light blue* dots represent where the corporation ranks itself at the time of the self-assessment (August 2022), and the *green* dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.





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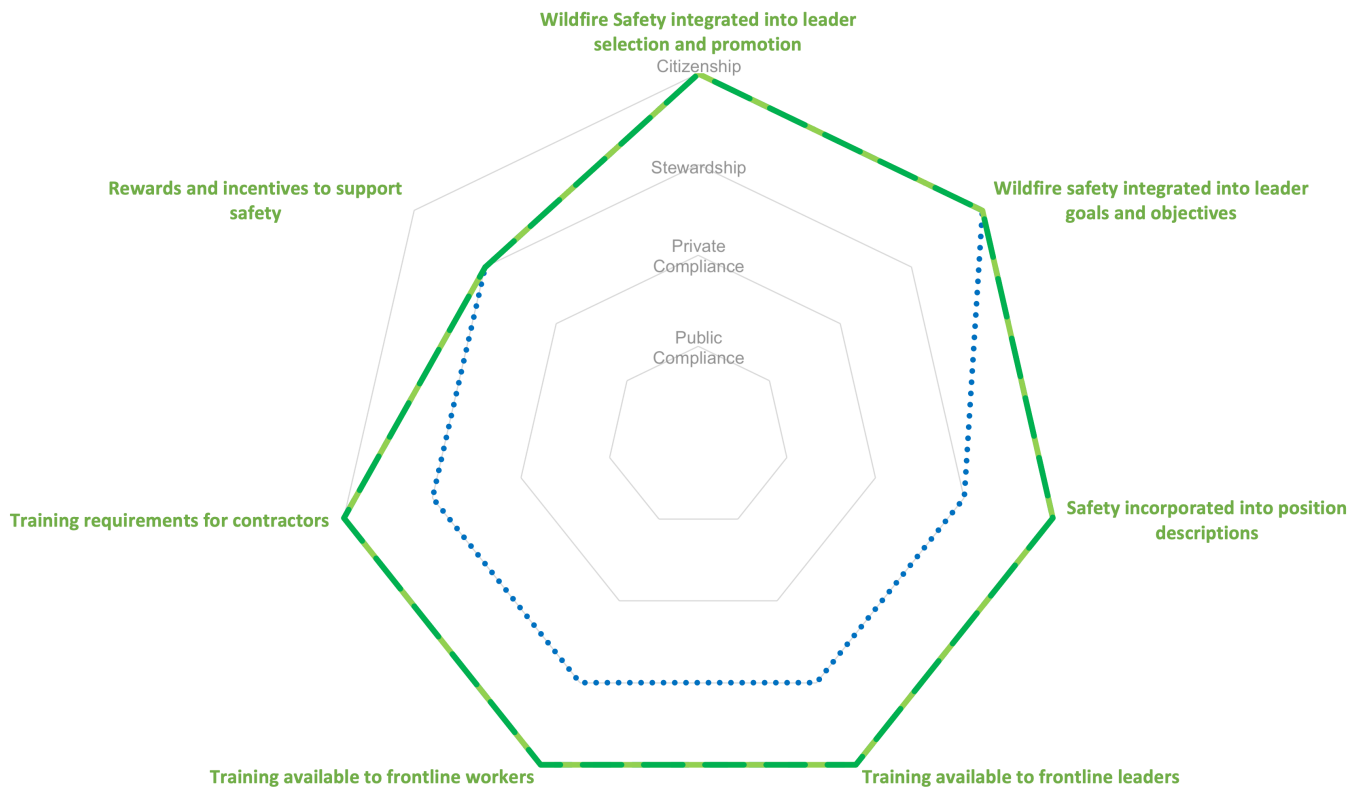
SDG&E Management Self-Assessment 2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal Dimension 1: Organizational Sustaining Systems

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

Dimension 1: Organizational Sustaining Systems

..... 2021 (Status) - - - 2022 (Goal) — 2022 (Current) - - - 2023 (Goal)





SDG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 1: Organizational Sustaining Systems

The *dark blue* dots represent the corporation's self-ranking in May 2021. The *light blue* dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The *green* dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.



Section 1. Management Self-Assessment and Justification

Dimension 1: Organizational Sustaining Systems

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is as it was received from the electrical corporation, presented without revision.

1.1.1 To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?

Public Compliance	Private Compliance	Stewardship	Citizenship
Not considered	Personal and wildfire safety performance are considered in selection/promotion decisions but are not the primary factors	Personal and wildfire safety performance are heavily weighted primary factors in hiring / promotion decisions	Excellent personal and wildfire safety performance are necessary for advancement; poor safety performance eliminates leader from selection/promotion

1.1.1 To what extent is wildfire safety performance integrated into leadership selection/promotion decisions?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

1.1.1 Justification

Wildfire safety is the highest priority at SDG&E. Having wildfire prevention knowledge, safety experience, and prior safety performance is a significant factor during interviews for leadership positions and weighs heavily in the selection process. Individuals with a record of poor safety performance especially in the operational and wildfire area will not be selected for a leadership role. SDGE's high score in its 2020 Safety Barometer Survey results serves as evidence of how wildfire safety is embedded in our safety culture and leadership's performance.

1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?

Public Compliance	Private Compliance	Stewardship	Citizenship
No annual goals or objectives related to wildfire safety	Goals and objectives focus only on lagging indicators for wildfire or personal safety related to wildfire mitigation work	Goals and objectives contain a mix of leading and lagging indicators for wildfire and personal safety related to wildfire	Goals and objectives contain a mix of leading and lagging indicators including a focus on the quality of each frontline supervisor's visible engagement in and support of wildfire and personal safety programs and initiatives

1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors' goals and objectives?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

1.1.2 Justification

At SDG&E, frontline leaders' operational goals for safety, inspection and construction include a mix of leading and lagging indicators. Some examples of leading indicators are near misses and field observations. SDG&E ties frontline leader goals and objectives to various metrics that track wildfire safety. For example, frontline leaders prioritize clearing infractions in HFTD-Tier 3 in 3 months, which is before the 6 month due date. Additionally, all employees and contractors, that conduct activities in wildland areas of the service territory receive the Electric Standard Practice (ESP) 113.1 training on an annual basis which specifically addresses wildland prevention and fire safety.

1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?

Public Compliance	Private Compliance	Stewardship	Citizenship
No mention of safety	Focus is on compliance with rules and dismissal if found out of compliance	Emphasis on more than just compliance with rules, but each employee's position description includes that each employee has to speak up and intervene if unsafe conditions exist, both for wildfire and personal safety	Emphasis on each person's role and the expectation and mechanism to hold the organization accountable if unsafe conditions exist, both for wildfire and personal safety

1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

1.1.3 Justification

Safety is embedded in SDG&E's culture. SDG&E emphasizes that each person in the organization has a responsibility to work safely and is accountable. Each employee has both the authority and responsibility to speak up and intervene by stopping the job if unsafe conditions exist, both for wildfire and personal safety. Some examples include, stop work authority, near-miss reporting, Behavioral Based Safety (BBS) and recently launched Serious Injury & Fatality (SIF) program. Examples at the operational level include updating jobs or bid profiles with expectations of after hour response during inclement events.

1.2.1 To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills?

Public Compliance	Private Compliance	Stewardship	Citizenship
No training available	Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures)	Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy and initiatives), and leadership training (giving feedback, accountability, etc.)	All criteria in “Stewardship” option are met; In addition, training includes advanced safety topics such as exposure management, and human performance reliability

1.2.1 To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

1.2.1 Justification

At SDG&E, frontline leaders get job specific wildfire safety training and support resources are readily available to them to improve their safety leadership skills. The Supervisor Academy leadership training program, electric safety center, Essentials of Supervision Training, human performance, effective communications, accountability, Just Culture Training, Respectful Workplace Overview Training, and crew field safety visits are some examples of training offerings provided to frontline leaders to develop their safety leadership skills. These trainings also touch on giving feedback and coaching behaviors. Wildfire mitigation safety is a key component of frontline leader and employee safety goals and ICP metrics. SDG&E Vegetation Management began a collaborative sponsorship with San Diego Community College District in the development of a Line Clearance Qualified Arborist program to develop new frontline contractor workforce. The initiative has a major worker and wildfire safety component. Lastly, Wildfire Mitigation training is provided annually to all leaders and frontline workers.

1.2.2 To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?

Public Compliance	Private Compliance	Stewardship	Citizenship
No training available	Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures)	Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy) and behavior-based safety training (observing safe behaviors, approaching others, etc.)	All criteria in “Stewardship” option are met; In addition, training includes advanced safety topics such as human performance reliability

1.2.2 To what extent are training and support resources available to frontline workers to improve their wildfire safety skills?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

1.2.2 Justification

At SDG&E, frontline workers get job specific wildfire safety training and support resources are made available to them to improve their wildfire safety skills. Annually, employees are trained on Wildfire Mitigation practices and processes. Some examples of training provided to frontline workers to improve their wildfire safety awareness and knowledge include annual PSPS tabletop exercises, Virtual Reality training around PSPS process and roles, and Electric Standard Practice No. 113.1 (ESP 113.1) which specifically addresses wildland prevention. Fire safety trainings are also provided for all electric field employees along with Vegetation Management field employees. Periodic joint inspections between SDG&E and Cal Fire and SED are performed for regulatory compliance and adherence to wildfire safety standards.

1.2.3 What are the personal safety and wildfire-specific training requirements of contractors?

Public Compliance	Private Compliance	Stewardship	Citizenship
No safety training required	Site or location-specific general safety introduction and orientation	Electrical corporation-wide standardized safety training in addition to site-specific orientation	Electrical corporation-wide standardized safety training in addition to site-specific orientation and wildfire hazard awareness training

1.2.3 What are the personal safety and wildfire-specific training requirements of contractors?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

1.2.3 Justification

At SDG&E, all contractors are required to meet minimum personal safety and wildfire-specific training requirements. These requirements are in addition to site-specific orientation. Examples of such training include hazard awareness training, fire prevention and preparedness, identifying infractions, environmental regulations, review of written safety programs, patrol process etc. In addition, SDG&E requires that contractors and consultants develop internal company fire plans, undergo annual wildland fire prevention training, and that they follow SDG&E’s ESP 113.1. For Additional Justification, please reference Supporting Documentation Section 4.

1.2.3 – Additional Language

SDG&E Safety Services performs daily observations of contracted workforce (e.g., compliance with wildfire safety procedures, proper fire PPE, knowledge of SDG&E and internal company fire plans, etc.). In 2022 contractor employee specific training requirements are also verified through observing contractors' employees performing specific tasks then following up with the contractor requesting the training documentation. Training documentation is reviewed to meet requirements. All training gaps are identified and corrected.

1.3.1 To what extent do rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards?

Public Compliance	Private Compliance	Stewardship	Citizenship
No rewards or incentives specific to safety or wildfire safety	Rewards and incentives only focus on lagging indicators such as achieving no injuries or wildfires	Rewards and incentives emphasize lagging indicators for personal and wildfire safety and some leading indicators related to wildfire mitigation activities	Rewards and incentives focus on leadership activities such as reporting wildfire concerns, generating innovative ideas to reduce wildfire hazards, and approaching others about safety concerns

1.3.1 To what extent do rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

1.3.1 Justification

At SDG&E, rewards and incentives for operational leaders and workers support safety and mitigating wildfire hazards. The incentive compensation plan (ICP) emphasizes lagging goals such as number of ignitions, vegetation contacts, wildfires caused by the utility, etc. The ICP structure also emphasizes leading goals such as near misses, field safety observations, and resolving infractions.



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SDG&E Management Self-Assessment 2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal Dimension 2: Structure and Governance

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

Dimension 2: Structure and Governance

..... 2021 (Status) - - - 2022 (Goal) — 2022 (Current) - - - 2023 (Goal)





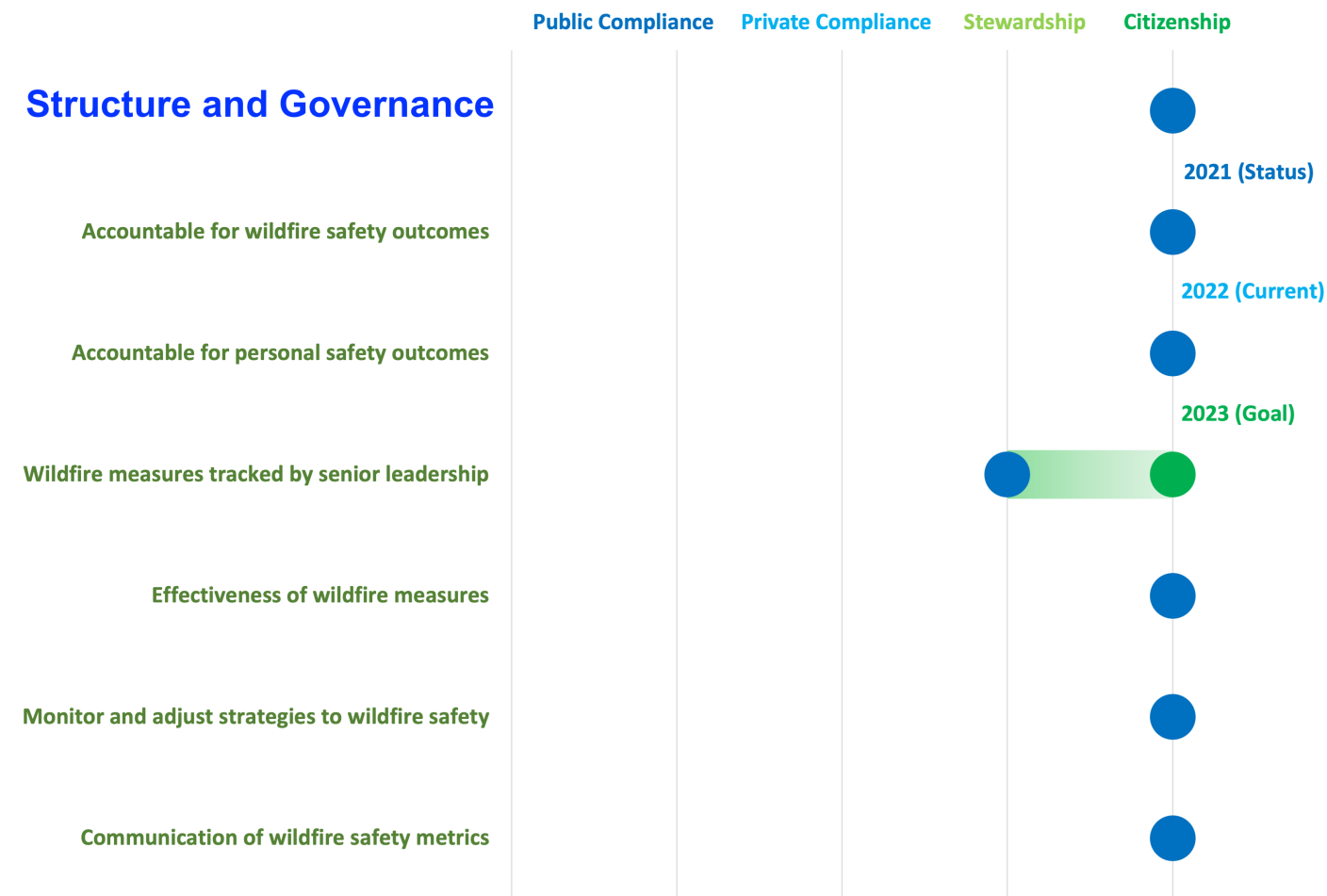
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SDG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 2: Structure and Governance

The *dark blue* dots represent the corporation's self-ranking in May 2021. The *light blue* dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The *green* dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.



Section 1. Management Self-Assessment and Justification

Dimension 2: Structure and Governance

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is as it was received from the electrical corporation, presented without revision.

2.1.1 Who is accountable for wildfire safety outcomes?

Public Compliance	Private Compliance	Stewardship	Citizenship
Not defined	Safety department	Operational leadership and Safety Department	Executive leadership with Safety Department as trusted advisor

2.1.1 Who is accountable for wildfire safety outcomes?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.1.1 Justification

At SDG&E, safety is a core value. Every employee, all the way up to and including executive leadership, is responsible for their personal safety and the safety of others. Executive leadership, including SDG&E's Chief Safety Officer, with input from the safety department as trusted advisor, are accountable for safety outcomes. Safety metrics, including both leading and lagging safety indicators are key components of every executive's compensation and incentive structure. Additionally, leadership and employees are able to discuss and share wildfire safety and overall safety culture through the Executive Safety Council and Wildfire Council established for a number of years now.

2.1.2 Who is accountable for personal safety outcomes?

Public Compliance	Private Compliance	Stewardship	Citizenship
Not defined	Safety department	Operational leadership and Safety Department	Executive leadership with Safety Department as trusted advisor

2.1.2 Who is accountable for personal safety outcomes?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.1.2 Justification

At SDG&E, safety is a core value. Every employee, all the way up to and including executive leadership, is responsible for their personal safety and the safety of others. Executive leadership, including SDG&E's Chief Safety Officer, with input from the safety department as trusted advisor, are accountable for safety outcomes. Safety metrics, including both leading and lagging safety indicators are key components of every executive's compensation and incentive structure. Additionally, leadership and employees are able to discuss and share wildfire safety and overall safety culture through the Executive Safety Council and Wildfire Council established for a number of years now.

2.1.3 Rate the types of wildfire safety measures and objectives tracked by senior operational leadership.

Public Compliance	Private Compliance	Stewardship	Citizenship
No wildfire safety objectives	Leading and lagging wildfire safety measures required to be reported for regulatory purposes	Required safety measures for regulatory purposes. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives	Required safety indicators. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives at each level of the organization

2.1.3 Rate the types of wildfire safety measures and objectives tracked by senior operational leadership.

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	0	1

2.1.3 Justification

At SDG&E there are leading measures in place used for wildfire mitigation work that are aligned to actionable initiatives and tracked by senior operational leadership. For example, there is a dedicated patrol person focused in the HFTD to do continuous patrols effectively, which has reduced the number of vegetation-related outages. Another example is SDG&E’s bi-annual employee Safety Barometer Survey which includes 4 questions specific to wildfire mitigation that measure how employees throughout the company feel about how SDG&E is prioritizing safety and mitigating risk. Other examples include safety observations, drone inspections (DIAR), ESP 113.1 and pre-patrols. Vegetation Management performs a minimum of two separate regulatory compliance and hazard tree inspections annually throughout the entire HFTD. Patrols are scheduled, tracked, documented, and reported through this activity.

2.2.1 How effective are wildfire safety metrics in providing insight into critical areas of risk?

<p>Public Compliance</p> <p>Not effective</p>	<p>Private Compliance</p> <p>Reasonably effective in providing data and trends across company</p>	<p>Stewardship</p> <p>Highly effective in providing data and trends in critical exposure areas</p>	<p>Citizenship</p> <p>Highly effective in providing data, critical exposure area trends, and actionable insights</p>
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2.2.1 How effective are wildfire safety metrics in providing insight into critical areas of risk?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.2.1 Justification

At SDG&E, wildfire safety measures are highly effective in providing data and critical exposure area trends, and actionable insight. For example, with enhanced vegetation management (EVM) program, based on the outages caused by vegetation, specific species are identified to target with enhanced clearances as an actionable insight. We have used data such as wildfire risk components like outages or tree data to develop a Vegetation Risk Index and Circuit Risk Index which identifies risk areas and is used in PSPS decision making. Other examples include specific equipment replacement programs identified by trends such as expulsion fuse replacement, lightening arrestors, conductor replacement under FIRM project, strategic undergrounding (SUG), and applying covered conductor. We also have focused our drone and infrared inspections on HFTD to identify risk and provide insight on trends. In addition, our system protection advancement allows for detection of failing equipment prior to an outage as part of iProtect.

2.2.2 How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety?

Public Compliance	Private Compliance	Stewardship	Citizenship
Never	Periodically (at even or uneven intervals; for example, once or twice a year as wildfire season approaches)	Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments	Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues and developments

2.2.2 How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.2.2 Justification

At SDG&E, senior leadership reviews an operational dashboard on a weekly basis that includes fire weather conditions and fire potential index. SDG&E’s leadership uses SDG&E’s mobile application, which can be viewed any time. Additionally, there are multiple meetings held on a regular basis, such as the Fire Director Steering Committee, Executive Safety Board and Wildfire Safety Council meetings where leaders are held accountable to wildfire safety, mitigation action items, and follow-ups on fire events or leading indicators, etc. SDG&E emphasizes outreach, interaction, input from the community at quarterly Community Advisory Council, and meetings with community safety partners to continue adjustments to wildfire safety strategies where deemed necessary.

2.2.3 To what extent are wildfire safety metrics communicated throughout the organization?

<p>Public Compliance</p> <p>Safety metrics are not shared</p>	<p>Private Compliance</p> <p>Lagging indicators for wildfire outcomes are posted at local/site operations</p>	<p>Stewardship</p> <p>Lagging and leading measures for wildfire safety are posted and discussed in regular management and supervisor meetings</p>	<p>Citizenship</p> <p>Lagging and leading indicators for wildfire safety are discussed; individual/team contributions to leading indicators are highlighted and recognized publicly</p>
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2.2.3 To what extent are wildfire safety metrics communicated throughout the organization?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

2.2.3 Justification

At SDG&E, both lagging and leading measures for wildfire safety are discussed throughout the organization. Wildfire metrics are regularly reviewed with employees, displayed on digital message boards and emails to employees. Additionally, individual and team contributions to the leading measures are highlighted and recognized publicly at community outreach forums, i.e. meetings with community safety partners, Community Advisory Council, social media, newsletters, and Wildfire Safety Fairs in the back country, etc.



SDG&E Management Self-Assessment 2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal Dimension 3: Safety Enabling Systems

The *dark blue* dotted line represents the corporation's self-ranking in May 2021. The *light blue* dashed line indicates where the corporation expected to be at the end of 2022, if a change in status was expected. The *light green* solid line represents the corporation's self-ranking at the time of the self-assessment (August 2022), and the *dark green* dashed line indicates where the corporation expects to be at the end of 2023, if a change in status is expected.

Dimension 3: Safety Enabling Systems

..... 2021 (Status) - - - 2022 (Goal) — 2022 (Current) - - - 2023 (Goal)

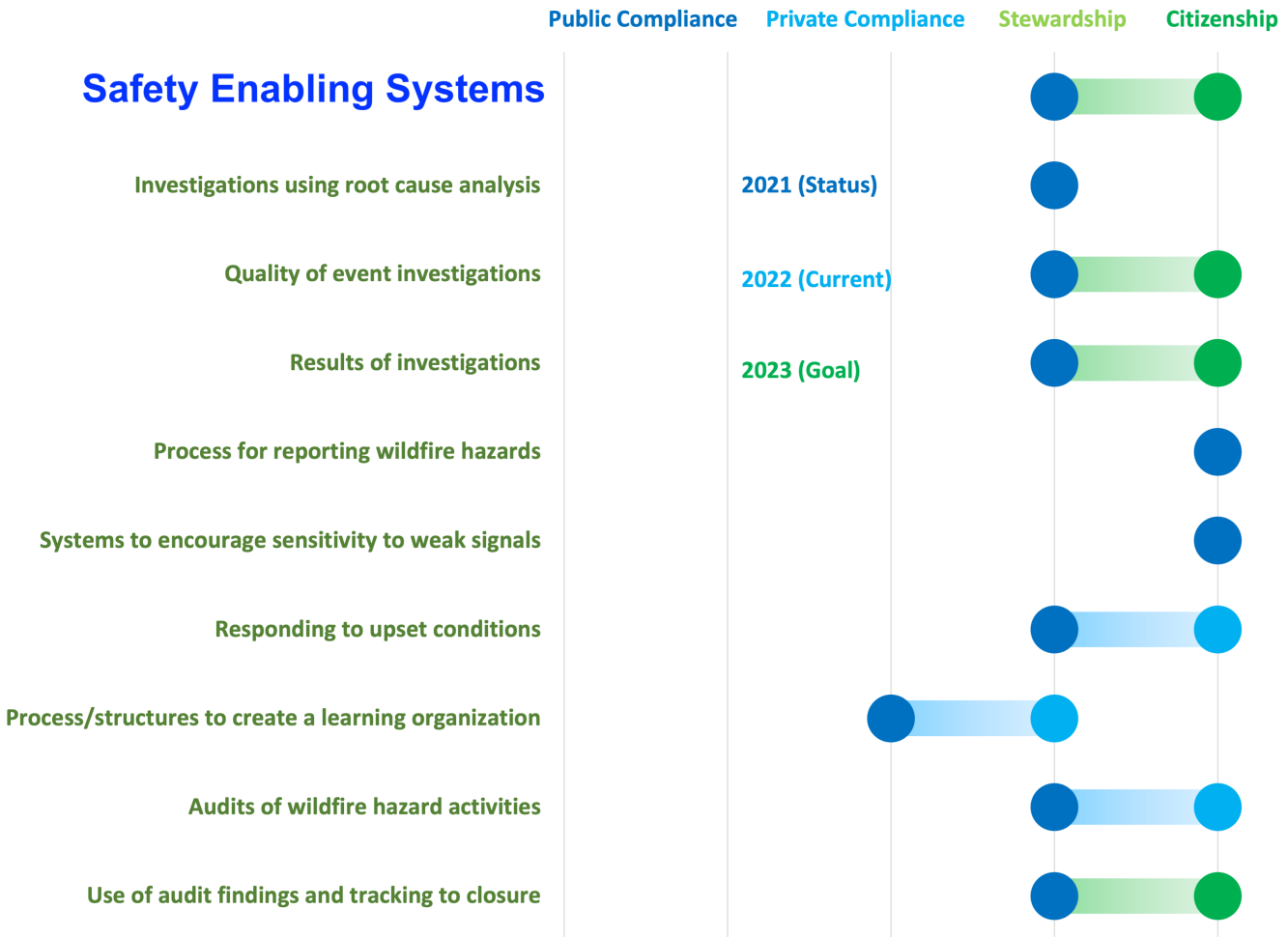




SDG&E
Management Self-Assessment
2022 Analysis

Section 1. Management Self-Assessment Analysis: 2021, 2022 Status to 2023 Goal
Dimension 3: Safety Enabling Systems

The *dark blue* dots represent the corporation's self-ranking in May 2021. The *light blue* dots represent the corporation's self-ranking in August 2022, if different from the corporation's 2021 self-ranking. The *green* dots represent where the corporation expects to be at the end of 2023, if a change in status is expected.



Section 1. Management Self-Assessment and Justification

Dimension 3: Safety Enabling Systems

The **blue and bolded** descriptions represent the corporation's self-ranking at the time of the self-assessment (August 2022), and the **green and bolded** descriptions represent where the corporation expects to be at the end of 2023, if a change in status is expected. The text in the "Justification" fields below is as it was received from the electrical corporation, presented without revision.

3.1.1 What types of adverse events are investigated using root case analysis?

Public Compliance	Private Compliance	Stewardship	Citizenship
Only fatal or serious incidents required to be reported to OSHA, CPUC reportable ignitions, or incidents required to be reported to Energy Safety (pursuant to Cal. Code Regs. title 14, Section 29301)	All incidents required to be reported; in addition, work-related injuries involving days away from work and fire incidents that do not meet CPUC reporting standards	All incidents with the potential to be serious or fatal, including near misses	All high potential events and near misses. Also, event learning teams evaluate high risk situations for proactive opportunities to reduce exposure

3.1.1 What types of adverse events are investigated using root cause analysis?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

3.1.1 Justification

SDG&E investigates all incidents with the potential to be serious or fatal, including near misses. Some near miss reports may be anonymous or information is not available, so there are times when a root cause analysis (RCA) can't be performed. For example, the Serious Injury & Fatality (SIF) program investigates incidents and near misses. Additionally, the Ignition Management Program tracks ignitions and potential ignitions, performs RCA on each ignition to detect correlations.

3.1.2 Rate the quality of event investigations.

Public Compliance

A “fix the employee” mentality is commonplace when addressing incidents or other adverse events

Private Compliance

Investigations primarily focus on identifying exposure and the root cause of the exposure

Stewardship

Investigations focus on identifying the root cause of the exposure and describing actions to control the exposure

Citizenship

Incidents are regarded as learning events that spur a comprehensive look at culture, processes, and safety systems that led to the event

3.1.2 Rate the quality of event investigations.

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	0	1

3.1.2 Justification

SDG&E’s event investigations focus on identifying the root cause of the exposure and describing actions to control the exposure. As part of improving its safety culture, SDG&E’s Safety department has established a comprehensive and robust incident investigation standard and reporting process.

The quality of investigations has improved at SDG&E. We now hold monthly investigation review meetings to learn and share the incidents. Also, the incident learnings are shared at larger sub-committees on the gas & electric side. Details of the incidents and lesson learned from each of the monthly meetings are uploaded and made available in SharePoint Site. On the Ignition Management Program (IMP) side, there are still some gaps that are being addressed. See action to achieve 2023 target. Applying this process uniformly across the Company will result in consistent investigations and will allow lessons learned to be shared broadly.

3.1.3 What happens with investigation results?

Public Compliance

Reported to the regulator if required, but no systemic tracking, corrective actions or closure/sharing of corrective actions

Private Compliance

Corrective actions are tracked and are predominantly focused on rule changes, personal protective equipment, and training

Stewardship

Corrective actions are tracked to closure and include more focus on high value controls; lessons learned are shared throughout the organization

Citizenship

Systemic approach to tracking/closing actions using high value controls; lessons learned leveraged broadly across the organization to effect change and control exposure (e.g., leading to procedural or policy changes throughout organization where applicable)

3.1.3 What happens with investigation results?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	0	1

3.1.3 Justification

SDG&E reviews all significant incidents and activations to identify potential improvements & establish comprehensive and measurable After-Action Report (AAR). Additionally, SDG&E is evaluating whether the AAR program can align and integrate the processes with SDG&E's SMS. The SMS provides a systematic, cohesive framework which builds upon SDG&E's strong safety culture and integrates new and existing processes. It also promotes improved communication, better documentation, enhanced coordination, and continuous improvement. Another example would be the Electric Citation Program Self Reporting. Incident investigation results, corrective actions, and learnings are shared now regularly at the larger sub-committee meetings on electric and gas side.

3.2.1 What kind of process is used by frontline workers to recognize and report wildfire hazards?

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal process	Process exists to report wildfire hazards but no training or feedback	Process established, workforce is trained in the process, and it is communicated widely; there is consistent follow-up to reduce exposure	Process established and communicated for wildfire hazard reporting; workforce is trained in the process and encouraged to report wildfire hazards; results broadly shared across the organization to spur learning and exposure reduction

3.2.1 What kind of process is used by frontline workers to recognize and report wildfire hazards?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.2.1 Justification

SDG&E has implemented various programs for frontline workers to recognize and report wildfire hazards. These include SDG&E's established inspection and maintenance programs, which promote safety for SDG&E personnel, the public and contractors, by providing a safe operating construction environment. These programs also enable SDG&E personnel to identify and repair conditions to reduce potentially defective equipment on SDG&E's electric system to minimize hazards. Other examples include use of drone technology, Tier 2 & 3 DIAR program, patrols prior to RFW days, and post-PSPS patrols prior to restoration of outages. Annual ESP 113.1 training and the monthly newsletter are some of the ways SDG&E communicates and shares takeaways across the organization.

3.3.1 What structures, systems, and/or process have been established to encourage sensitivity to weak signals of wildfire hazards?

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal process or structure	Workforce is encouraged to report wildfire hazards as it sees them	System established for reporting and mitigating wildfire hazards; frontline supervisors encourage reporting of weak signals	A cross-functional team is established to proactively look for, track, and mitigate wildfire hazards and potential black swan situations

3.3.1 What structures, systems, and/or processes have been established to encourage sensitivity to weak signals of wildfire hazards?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.3.1 Justification

SDG&E has a team in concert with supporting systems and processes established to proactively make observations, report, and mitigate wildfire hazards. For example, programs such as the Ignition Management Program where electric troubleshooters (ETS) patrol to identify fire-related issues, and report and mitigate wildfire hazards. Additionally, the Electric Risk Analysis (ERA)Team, PSPS pre-patrols, Drone Investigation Assessment Repair (DIAR) program, and vegetation patrols are all examples of process/programs to help identify fraying, strain or abrasion on wires or wind contact.

3.3.2 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal training or preparation	Common upset conditions have been identified and response protocols are reviewed regularly	Simulations and drills are conducted regularly to prepare the workforce	Simulations and drills are conducted regularly to practice responses to upset conditions and leaders have instilled a “what could go wrong?” mentality

3.3.2 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.3.2 Justification

SDG&E uses a utility-compatible Incident Command System (ICS) structure as an all-hazards framework to manage emergency incidents and events. This includes integration of ICS training and simulation exercises for leaders and the workforce, participation of field responders in Utility ICS training and After-Action Review (AAR) processes to continue building and improving our capabilities in operational planning, and in response to wildfire, PSPS incidents, and all-hazards emergencies. Operating within the Incident Command System (ICS) framework, SDG&E's Emergency Management department created a Training and Exercise division to design and deliver capability-based training. The continued expansion and maturation of this division, along with the After-Action Review (AAR) counterpart process, has been instrumental to prepare our Operations workforce for an all-risk, all-hazard approach to emergency and wildfire response.

3.3.3 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?

Public Compliance	Private Compliance	Stewardship	Citizenship
Few processes, training or structures have been established for sharing safety-related lessons learned across the organization	The organization has implemented a knowledge management system for sharing safety-related best practices and incidents throughout the organization	All criteria met in “Private Compliance” option, plus processes exist for systematically using the knowledge management system and implementing safety-related best practices	All criteria met in “Stewardship” option, plus these processes for tapping best practices in knowledge management system are used routinely and by nearly everyone

3.3.3 What processes and structures have been established to create a learning organization?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	1	0

3.3.3 Justification

SDG&E operates within a Company-wide SMS focused on continuous safety improvement and fostering a learning environment. SDG&E has implemented several programs and processes to enhance SDG&E’s commitment to being a learning organization and sharing safety-related best practices and lessons learned throughout the organization. For example, Serious Injury & Fatality prevention, Behavior Based Safety, and the Safety Barometer Survey, are all programs that are committed to implementing safety-related best practices company-wide to create a strong safety culture and place the highest priority on employee, customer, public safety and continuous learning and improvement. SDG&E leadership and management hold monthly Safety Incident Review Meetings where the previous month’s safety incidents and near misses that had the potential to cause serious injury or fatality are reviewed for lessons learned, corrective actions and safety improvements. These meetings focus on improvements and do not place any blame. Following the meeting, key takeaways, lessons learned and safety improvements are shared with cross-functional teams and also posted to a Company-wide SharePoint page accessible to all employees.

3.4.1 What types of safety audits are used for activities related to wildfire mitigation?

Public Compliance	Private Compliance	Stewardship	Citizenship
No formal self-audits conducted	Site-specific self-audits required; internal audits occur only after an incident has occurred	Site-specific self-audits required; internal audits occur based on level of wildfire risk present	Systemic and rigorous self, independent, and internal audits conducted and used for alignment, calibration, and learning

3.4.1 What types of safety audits are used for activities related to wildfire mitigation?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	0	1
2023: Organization's Projected Status	0	0	0	1

3.4.1 Justification

SDG&E performs internal audits based on the wildfire risk present. Examples include SDG&E conducting QA/QC audits within its wildfire hazard mitigation programs, including the vegetation management program, Corrective and Maintenance Program (CMP), and construction associated with material change. SDG&E regularly monitors its inspection programs to confirm inspection goals are met. In addition, SDG&E conducts an audit to ascertain the effectiveness of the inspections managed by SDG&E's operational and engineering managers. Moreover, SDGE's Distribution System utilizes Light Detection and Ranging (LiDAR) data to perform post-construction survey and pre-construction design specifications. Contractor Safety Services Audits of contractor oversight, focused on controls in place to ensure compliance with safety and environmental policies and procedures, and programs in place to mitigate incidents and injuries. Audit did not focus on wildfire activities, but this activity is included within the overall scope of CSS oversight. (Sept 2021) Aviation Services Audit which specifically included all flights scheduled by SDG&E for contractor-provided helicopters, leased helicopters, and SDG&E's Unmanned Aircraft System (UAS) operations, including those performed by licensed SDG&E personnel and third-party UAS service providers. UAS operations significantly increased over the past two years primarily due to the Drone Investigation, Assessment, and Repair (DIAR) Program which is part of SDG&E's Wildfire Mitigation Plan efforts. Other examples of audits include, Vegetation Management Internal Audit, general evaluation of Wildfire Mitigation work by Energy Safety independent evaluator, and Aviation Services Audit

3.4.2 How are the findings from safety audits used for activities related to wildfire mitigation tracked to closure?

<p>Public Compliance</p> <p>No formal tracking mechanism</p>	<p>Private Compliance</p> <p>Self-tracking of closures; no verification</p>	<p>Stewardship</p> <p>Audit findings tracked and verified to closure</p>	<p>Citizenship</p> <p>Audits tracked, implementation verified to closure, and effectiveness validated</p>
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3.4.2 How are the findings from safety audits used for activities related to wildfire mitigation tracked to closure?

Field	Public Compliance	Private Compliance	Stewardship	Citizenship
2022: Organization's Current Status	0	0	1	0
2023: Organization's Projected Status	0	0	0	1

3.4.2 Justification

At SDG&E, internal safety audit findings are tracked to completion and corrective actions are put in place and verified. For regulatory audit findings, there is a follow up process ensuring that corrective actions have been completed. Additionally, Behavioral Based Safety (BBS) observation findings are tracked to closure and discussed at the monthly management meetings. Issues or findings brought up at Electric Safety Committee are also followed up and tracked through closure. Moreover, SDG&E has an After-Action Review program that identifies, tracks and assists groups to bring issues to closure.



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SDG&E Management Self-Assessment 2022 Analysis

Section 2. Summary Plan for 2023

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

A1. Action/Activity 1

1) The Air Quality Index (AQI) Program will install particulate sensors and an automatic notification system. This program is built on the backbone of an existing best-in-class weather network. Real-time AQI values for townships in San Diego County will be available on the FS&CA App. The app will also have the option of sending real time alerts of poor air quality detected from particulates contained in wildfire smoke that are hazardous to employees and the public.

B1. Deadline

7/31/2023

C1. Management Self-Assessment Reference(s)

Question number 2.1.3

A2. Action/Activity 2

SDG&E's Ignition Management Program (IMP) is not at a rating level 4 yet. We are still working through the issues with gathering data and getting proper notification from the events that are occurring in the field. Until that is resolved we will stay at a rating level 3.

B2. Deadline

7/31/2023

C2. Management Self-Assessment Reference(s)

Question number 3.1.2

A3. Action/Activity 3

SDG&E's SMS takes a systematic and consistent approach to tracking incident reviews and follow-up action items to take corrective action to prevent future injury or reoccurrence. SDG&E's SMS was established in 2020. As this program matures, SDG&E will move toward its 2023 target where lessons learned are shared broadly across the organization

B3. Deadline

11/15/2023

C3. Management Self-Assessment Reference(s)

Question 3.1.3

A4. Action/Activity 4

Under Emergency Management, Aviation Services has completed and exceeded the 2021 audit finding items. These items will show as closed on the extended closure date of September 15, 2022. Additionally, we are opening a third-party aviation audit in August 2022. This audit will focus on our Flight Operations Management, in conformance with international business operations standards, and will be completed in early 2023.

B4. Deadline

9/15/2023

C4. Management Self-Assessment Reference(s)

Question 3.4.2



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SDG&E Management Self-Assessment 2022 Analysis

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.1 Objectives for the Next 12 Months

Objective

Continuously improving the safety culture by focusing on management leadership, worker participation, and a proactive approach to finding and fixing hazards

B1. Progress Metrics (if applicable)

Number of near misses

C1. 12-Month Target

350

D1. Description of Objective

Near miss reports are leading indicators that allow SDG&E to communicate and follow-up on reported hazards and incidents, including those that pose wildfire risk, to proactively reduce exposure or prevent future incidents. Near miss reports also indicate employees' comfort level in raising risks and trusting management to share and follow up to improve awareness and prevention.

B2. Progress Metrics (if applicable)

Environment and safety compliance management program (ESCMP) Findings Mediated

C2. 12-Month Target

100%

D2. Description of Objective

SDG&E's ESCMP allows SDG&E to document safety incidents (including wildfire safety incidents) in the system of record and an action plan is identified and tracked through completion in a timely manner.

B3. Progress Metrics (if applicable)**C3. 12-Month Target**

Number of Safety Observations

17,000

D3. Description of Objective

Safety observations - which include supervisors/leaders observing tasks and peer-to-peer observations - of employees performing wildfire mitigation (e.g., pole hardening and undergrounding) and other work, provide additional safety assurances and lead to positive engagement with employees. Safety observations identify and communicate safe and at-risk behaviors. This engagement shows up in many ways, with the key being increased trust and transparency and constant improvement of SDG&E's workplace safety culture and safety performance in all areas.

B4. Progress Metrics (if applicable)**C4. 12-Month Target**

Number of Contractor Safety Observations

15,500

D4. Description of Objective

Safety observations of third-party contractors performing wildfire mitigation (e.g., vegetation management) or other work provide additional safety assurances that the work is being performed in a safe manner. Safety observations identify and communicate safe and at-risk behaviors. Coaching regarding avoidance of at-risk behaviors and recognition of safe behaviors help move the safety culture forward and ultimately improve safety performance of contractors performing work on behalf of SDG&E.



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SDG&E
Management Self-Assessment
2022 Analysis

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.2 Objectives for the Next 3 Years

Objective

Continuously improving the safety culture by focusing on management leadership, worker participation, and a proactive approach to finding and fixing hazards

B1. Progress Metrics (if applicable)

Number of Stop the Job/Stop the Task

C1. 3-Year Target

2025 target - 20/year (may change as program is being rolled out in 2022)

D1. Description of Objective

Encouraging and tracking Stop the Job/Stop the Task indicates employees' comfort levels in speaking up, risk awareness, and trust. Employees are empowered and encouraged to Stop the Job/Stop the Task when performing all work, including wildfire mitigation work, if the task is perceived to be unsafe.

B2. Progress Metrics (if applicable)

Number of Serious Injury or Fatality (SIF) potential assessments completed

C2. 3-Year Target

2025 target - Review all incidents (near misses/injuries/motor vehicle incidents) and determine all which have SIF potential; for those that do and for which adequate information is available, 100% will be investigated and analyzed, and preventative actions generated where necessary (excluding incidents that are out of employer's control)

D2. Description of Objective

Assessing Near Miss incidents and Safety Incidents for the potential to have caused serious injury or fatality. Of those incidents assessed and determined to have SIF-potential, including wildfire-related incidents, perform a root cause analysis/in-depth investigation to allow for identification of corrective actions and/or preventative actions to reduce risk and exposure, and broad sharing of lessons learned.

B3. Progress Metrics (if applicable)

Number of near misses

C3. 3-Year Target

2025 target 300-400

D3. Description of Objective

Near miss reports allow SDG&E to communicate, assess, and follow-up on reported hazards and incidents, including those that pose wildfire risk, to proactively reduce exposure or prevent future incident. Near miss reports also indicate employees' comfort level in raising risk issues and trusting management to share and follow up to improve awareness and prevention.

B4. Progress Metrics (if applicable)

Number of Safety Observations

C4. 3-Year Target

2025 target 18,000-20,000

D4. Description of Objective

Safety observations of employees performing wildfire mitigation (e.g., pole hardening, undergrounding) and other work provide additional safety assurances and lead to positive engagement with employees. This engagement shows up in many ways, including building trust and transparency to improving SDG&E's workplace safety culture and ultimately safety performance in all areas.

B5. Progress Metrics (if applicable)**C5. 3-Year Target**

Number of Contractor Safety Observations

2025 target 15,500-17,000

D5. Description of Objective

Safety observations of third-party contractors performing wildfire mitigation (e.g., vegetation management) or other work provide additional safety assurances that the work is being performed in a safe manner. Safety observations identify and communicate safe and at-risk behaviors. Coaching regarding observation of at-risk behaviors and recognition of safe behaviors help move safety culture forward and ultimately improve safety performance for contractors performing work on behalf of SDG&E.

B6. Progress Metrics (if applicable)**C6. 3-Year Target**

ESCMP Findings Mediated

100% is always the target

D6. Description of Objective

When a safety incident (including wildfire safety incidents) occurs it is documented in the system of record (SIMS) and an action plan is identified and completed in a timely manner.



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SDG&E Management Self-Assessment 2022 Analysis

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

Management Commitment: Management Participation items describe ways in which top and middle management demonstrate their leadership and commitment to safety in the form of words, actions, organizational strategy, and personal engagement with safety.

B1. Actions Taken

Examples of top management demonstrating their leadership and commitment to safety include:

- Bi-monthly Executive Safety Council Meetings – these meetings are held virtually or rotate through various company locations and integrate employee and supervisor dialogue sessions so that employees have an opportunity to share safety experiences directly with Company leadership.
- Chief Safety Officer and management participation in monthly Electric Safety Sub-committee, Gas Safety Sub-committee and Safety Incident Review Meetings.
- Chief Safety Officer and management participation in monthly Behavior Based Safety (BBS) meetings.

Employee Safety Barometer Survey results: Management participation score improved from 91.7 in 2018 to 98.3 in 2020.

A2. Major Theme/ Lesson Learned 2

Supervisor Engagement: Supervisor Participation items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, training, organizational representative, and personal engagement with safety.

B2. Actions Taken

Supervisor Engagement improved with supervisors providing safety training and addressing methods to reduce employee concerns regarding reporting safety problems. For example:

- Increased field safety visits at the supervisor level to improve in the area of supervisor engagement.
- Developed and implemented training curriculum and testing program for supervisors and working foreman to enhance their leadership skills.

Employee Safety Barometer Survey results: Supervisor participation score improved from 90.8 in 2018 to 99.0 in 2020.

A3. Major Theme/ Lesson Learned 3

Employee Involvement: Employee Participation items specify selected actions and reactions that are critical to making a safety program work. Emphasis placed on personal engagement, responsibility, and compliance.

B3. Actions Taken

SDG&E increased measures to promote safety awareness and promoted an active role in incident investigations and in identifying and eliminating hazards. For example:

- SDG&E experienced an increased number of near miss events reported by contractors and employees. Although near miss submissions are typically reported anonymously, recently more employees are including their name to assist with proper follow up.
- Implemented a specific skills audit team from the Skill Training Center that visited the field in addition to district leadership site visits to look at safety items. Having ongoing dialogue with employees is another example that led to improved employee engagement and response.

Employee Safety Barometer Survey results: Employee participation score improved from 85.3 in 2018 to 95.8 in 2020.

A4. Major Theme/ Lesson Learned 4

Safety Support Activities: Safety Support Activities items probe the presence or quality of various safety program practices, with a focus on communications, training, inspection, maintenance, and emergency response.

B4. Actions Taken

SDG&E improved the frequency of detailed and regularly scheduled inspections and focused on improving safety training for new employees. For example:

- SDG&E's Behavioral Accident Prevention Process (BAPP®), formerly referred to as the Behavior Based Safety (BBS) Process, which is a partnership between management and volunteer front-line employees (employee-led and management-supported).

- o This program provides a structured process for continuous safety improvements specific to the high-risk tasks and situations faced by front-line employees.

- o BAPP volunteers rely on hazard and risk assessment checklists, developed from historical injury analytics, to perform observations focused on key areas of "critical risk."

- o BAPP volunteers conduct on the spot accountability conversations, defining "Safe" and "At Risk" behaviors, and collect safety data.

- o Data provided from the BAPP is further analyzed and utilized to identify and further act on undiagnosed risk exposure.

- o The BAPP teams work with leadership to drive hazard and risk removal and mitigation efforts.

Employee Safety Barometer Survey results: Safety Support Activities score improved from 89.0 in 2018 to 96.9 in 2020.

A5. Major Theme/ Lesson Learned 5

Safety Support Climate: Safety Support Climate items asked employees across the organization for general beliefs, impressions, and observations about management's commitment and underlying values with regards to safety.

B5. Actions Taken

SDG&E improved the status and value of safety committees and more management focus from supervisors on how they think about safety. This improved focus by management also demonstrated management's ongoing commitment to the various safety programs (Ex: BBS, Near-Miss Reporting).

- o SDG&E's Near Miss Reporting program: SDG&E encourages employees to report close calls in SDG&E tailgates, safety meetings, through an online process, or by using a newly developed smart device application. Reporting online or through the app allows employees to report anonymously. The information is submitted to Safety Services for review and then is shared with employees throughout the company, so they can better understand and benefit from overall awareness and lessons learned

Employee Safety Barometer Survey results: Safety Support Climate score improved from 89.8 in 2018 to 98.6 in 2020.



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SDG&E
Management Self-Assessment
2022 Analysis

Section 3. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

The texts below, other than the headings, are as they were received from the electrical corporation, presented without revision.

3.4 2021 Recommendations

A1. Recommendation 1

Integrate safe behaviors associated with mitigating hazards from wildfires and hostile interactions with discontended members of the public into the Behavior-Based Safety observation program.

B1. Actions Taken

- Operational managers and supervisors communicate and educate workers on the safe behaviors associated with mitigating hazards from wildfires and hostile interactions with discontended members of the public.
 - SDG&E is developing a Behavior-Based Safety process specific to Electric Distribution Operations for electric distribution system operators to identify safe and at-risk behaviors associated with mitigating hazards from wildfires. Safety tailgate was also updated to include a section on Electric Standard Practice 113.1 related to wildfire safety operations.
 - Safety advisors host meetings with groups who are likely to have interaction with members of the public and provide public safety training refreshers.
 - SDG&E's near miss reporting application was enhanced to capture hazards posed by wildfires and risks posed by discontended members of the public.
 - SDG&E hosted company-wide psychological safety town hall events and manager training workshops to educate and promote a culture of safety and trust.
 - Chief Safety Officer performs on-site safety visits (rotating district locations) with direct employee engagement, and monitor interactions and feedback.
 - District leadership (Directors) perform on-site safety visits (rotating district locations) with direct employee engagement; track interactions and feedback.
 - District leaders hold safety all-hands meetings to clarify and set safety expectations to advance the safety culture.
 - Executive Safety Council (ESC) meetings solicit feedback from front-line operational employees and supervision on safety culture
-
- SDG&E is expanding its BBS checklist to include items directly related to identifying a hostile work environment due to discontended members of the public. SDG&E currently addresses these risks indirectly within the BBS process within several categories , including:
 - “Eyes on Task” – this specifically addresses employee’s maintaining good situational awareness of their work area, which includes customers and the public.
 - “Work Environment” – addresses if the employee is aware of and maintaining a safe work environment beyond the immediate work area.
 - “Uniform and PPE” – employees use SDG&E logoed uniforms, traffic vests, and hard hats to identify themselves when interacting with customers.

C1. Results

- SDG&E ended 2021 with the highest number of safety observations ever performed and the highest number of Near Miss Reports ever submitted.
 - 2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July.
 - Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports.
 - Implemented in 2022 coordination monthly meetings between electric and gas teams. Resulted in enhanced training and awareness between gas and electric teams for broader safety awareness.
 - Completed Psychological safety townhall events & manager training. 2022 is focused on driving the psychological safety messaging deeper into organization through SMS Champions and Gas/Electric Safety Centers
-

A2. Recommendation 2

Clarify, coach, and track the behaviors field leadership needs to adopt to advance the safety culture.

B2. Actions Taken

- SDG&E hosted company-wide manager training workshops to educate and promote a culture of safety and trust.
- Increased leadership safety observations, visits and engagements.
- District leaders hold safety all-hands meetings to clarify and set safety expectations to advance the safety culture.
- In June 2022, SDG&E launched its Supervisor Training Academy for frontline leaders, which includes curriculum on how SDG&E can recognize strong performance through positive feedback, rewards, and meaningful opportunities. The holistic training curriculum covers safety, supervisor effectiveness, diversity and inclusion, compliance, employee engagement and culture. SDG&E plans to roll this out more broadly to all supervisors in 2023.

C2. Results

- SDG&E ended 2021 with the highest number of safety observations ever performed and the highest number of Near Miss Reports ever submitted.
 - 2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July.
 - Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports.
 - Implemented in 2022 coordination monthly meetings between electric and gas teams. Resulted in enhanced training and awareness between gas and electric teams for broader safety awareness.
 - Completed Psychological safety townhall events & manager training. 2022 is focused on driving the psychological safety messaging deeper into organization through SMS Champions and Gas/Electric Safety Centers.
-

A3. Recommendation 3

Recognize and take action to mitigate the serious exposure posed by interactions with certain discontented members of the public.

B3. Actions Taken

- SDG&E's external communications team issued postings on social media platforms (e.g., Instagram, Facebook, Nextdoor.com) reminding customers and members of the public that SDG&E employees may be on their property performing work to maintain safety and reliability.
- Heighted Company-wide focus, attention, and communications regarding "hostile interactions with discontented members of the public" resulting from Winter 2022 bill increases and local media attention.
- SDG&E's Senior Vice President – Customer Services & External Affairs issued employee-wide communications providing talking points and safety tips for customer interactions.
- SDG&E's Senior Vice President – Electric Operations and Chief Safety Officer issued employee-wide communications focusing on safely interacting with customers or members of the public and instructed operational leaders to reiterate messaging in safety briefings.

C3. Results

- SDG&E ended 2021 with the highest number of safety observations ever performed and the highest number of Near Miss Reports ever submitted. • 2022 YTD progress with near miss reports and safety observations are the highest ever results YTD July. • Broader sharing of Near Miss reports and proactive safety improvements resulting from submitted reports. • Implemented in 2022 coordination monthly meetings between electric and gas teams. Resulted in enhanced training and awareness between gas and electric teams for broader safety awareness. • Completed Psychological safety townhall events & manager training. 2022 is focused on driving the psychological safety messaging deeper into organization through SMS Champions and Gas/Electric Safety Centers.
-