State of California – A Natural Resources Agency

Gavin Newsom, Governor

OFFICE OF ENERGY INFRASTRUCTURE SAFETY
715 P Street, 20th Floor | Sacramento, CA 95814
916.902.6000 | *www.energysafety.ca.gov*

Caroline Thomas Jacobs, Director

May 8, 2023

Pooja Kishore
Regulatory Affairs Manager
PacifiCorp dba Pacific Power
825 NE Multnomah St. Suite 1700
Portland, OR 97232
Pooja.Kishore@pacificorp.com

Subject: **Office of Energy Infrastructure Safety Issuance of PacifiCorp's 2022 Safety Culture Assessment per Public Utilities Code Section 8389(d)(4)**

Dear Ms. Kishore:

Enclosed is the 2022 Safety Culture Assessment (SCA) report for PacifiCorp presenting the findings (including recommendations) of the assessment conducted by the National Safety Council (NSC) on behalf of the Office of Energy Infrastructure Safety (Energy Safety) pursuant to Public Utilities Code Section 8389(d)(4).

Energy Safety provided PacifiCorp a draft of the report on April 17, 2023, for factual review and correction. PacifiCorp declined to submit comments in response.

PacifiCorp can satisfy the "good standing" requirement in Public Utilities Code section 8389(e)(2) by agreeing to implement the findings (including recommendations) of its most recent SCA performed pursuant to Public Utilities Code section 8386.2 and section 8389(d)(4), if applicable. This may be done by submitting a letter to this effect via the e-filing system on the 2022 Safety Culture Assessments docket (Docket #2022-SCAs).[1]

Sincerely,

Lucy C. Morgans

Lucy Morgans
Program Manager, Electric Safety Policy Division
Office of Energy Infrastructure Safety

---

[1] See the 2022 Safety Culture Assessments docket
(https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2022-SCAs, accessed March 20, 2023).

The Office of Energy Infrastructure Safety's 2022 Safety Culture Assessment

PacifiCorp

Prepared by the National Safety Council

Published May 2023

Table of Contents

Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety's) second annual Safety Culture Assessment of electrical corporations in California took place from July to November 2022. Energy Safety directed the process pursuant to the requirements of Public Utilities Code section 8389(d)(4). The process was carried out by Energy Safety's Safety Culture Assessment contractor. In 2022, Energy Safety's Safety Culture Assessment contractor was the National Safety Council.

This report contains the assessment of PacifiCorp's inputs to the 2022 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on PacifiCorp's inputs including its safety culture objectives, lessons learned, progress on 2021 recommendations, and a workforce survey targeted at those who spend at least 10 percent of their time engaged in wildfire mitigation activities.

According to its Safety Culture Assessment inputs in 2021 and 2022, PacifiCorp has shown several positive aspects of their safety culture. In response to recommendations made in PacifiCorp's 2021 Safety Culture Assessment, PacifiCorp identified opportunities to enhance its field-based safety activities. Its 2022 safety culture objectives, lessons learned, and progress reports indicated that specific actions were taken to address these opportunities. For example, PacifiCorp doubled the number of visits by managers or safety professionals to work crews and implemented a tool for providing immediate feedback to work crews during observations.

According to PacifiCorp's 2022 workforce survey results, PacifiCorp's efforts to increase its engagement of employees may be paying off. Specifically, all three survey statements identified in the 2021 Safety Culture Assessment as measures of engagement showed improvement in the 2022 survey results, indicating progress in this area. The 2022 workforce survey results indicated that the statement showing the

greatest improvement in score was "The company cares about my opinions," from the overall workplace culture category. Moreover, the scores for the statement "We have the right tools for the job," from the personal safety category, and the statement "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them," from the wildfire safety category, also improved from 2021 to 2022.

PacifiCorp has demonstrated improvement in several areas of its Safety Culture Assessment. However, there are opportunities for further improvement in 2023. This assessment shows that PacifiCorp should continue to build on the progress made to date and address remaining safety culture gaps, specifically regarding employees taking action in response to safety concerns or unsafe behavior. Furthermore, PacifiCorp should work on increasing worker involvement in terms of improving near-miss and hazard reporting and mitigation.

To drive improvement in its safety culture throughout the organization, PacifiCorp should act on the recommendations listed below.

- PacifiCorp should leverage its Managing for Safety program to strengthen safety leadership as it relates to empowering workers to intervene when safety concerns arise. PacifiCorp should also increase its efforts to involve workers in identifying barriers to raising safety concerns or stopping unsafe behaviors.
- PacifiCorp should improve its protocols for safety event (near-miss and hazard) response, particularly for frontline workers. PacifiCorp should accelerate the timeline for implementation of a corrective action program and instituting improvements to its safety event reporting system. It should take actions to improve worker understanding of the importance of submitting safety event reports.

National Safety Council

1 Safety Culture Assessment

1.1 Safety Culture Assessment Framework

The Office of Energy Infrastructure Safety's (Energy Safety's) Safety Culture Assessment (SCA) process is described in the Safety Culture Assessment Guidelines for Electrical Corporations (SCA Guidelines).[1] The SCA Guidelines are built on the SCA framework adopted by the California Public Utilities Commission (CPUC) in Resolution WSD-011 on November 19, 2020,[2] and the update adopted by the CPUC in Resolution M-4860 on December 2, 2021.[3] This framework, depicted in Figure 1, is rooted in the belief that safety culture affects both personal and wildfire safety outcomes and by extension its study provides insights into strengths and key opportunities for improvement.

---

[1] Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

[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" (2020) (https://energysafety.ca.gov/wp-content/uploads/docs/misc/docket/352490594.pdf, accessed Feb. 8, 2023); Resolution WSD-011 Attachment 4 "Annual Safety Culture Assessment Process Proposal" (2020), p. 9 (https://energysafety.ca.gov/wp-content/uploads/docs/wmp-2021/docs/352460864.pdf, accessed Jan. 18, 2023).

[3] Resolution M-4860 "Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389(d)(1), (2), (3) and (4), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission's Regulatory Authority (2021) (https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF, accessed Feb. 8, 2023); Resolution M-4860 Attachment 4 "2022 Safety Culture Assessment Process" (2021) (https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf, accessed Feb. 8, 2023).

Figure 1: Framework for Energy Safety's Safety Culture Assessment
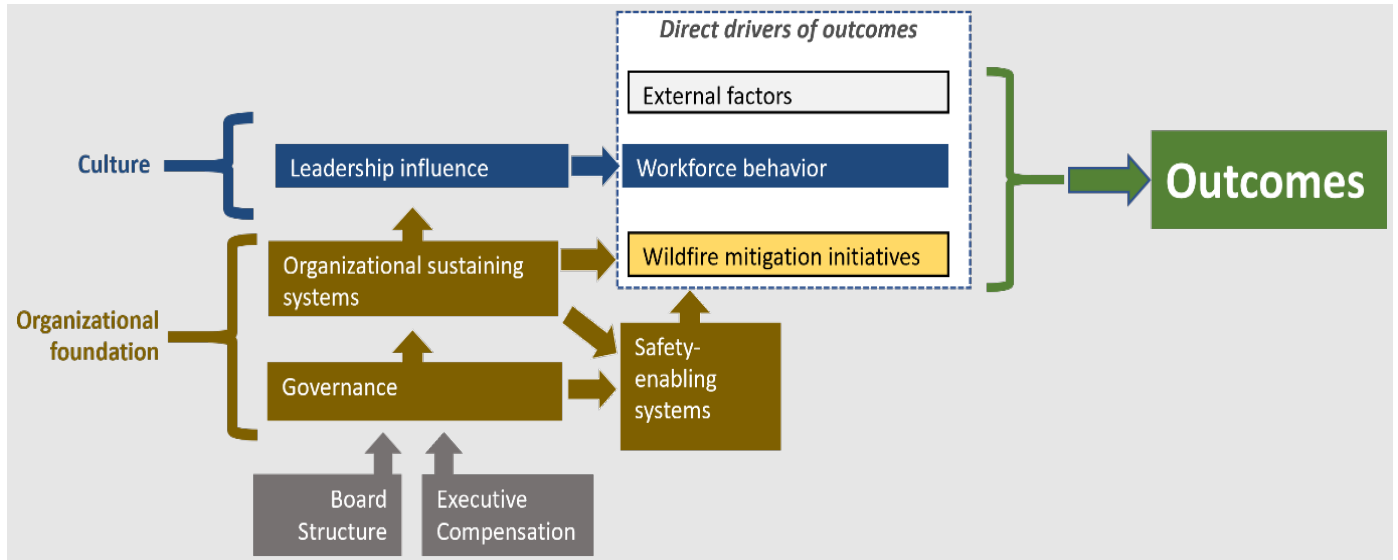
The SCA framework illustrates that safety outcomes are driven by leadership influence and organizational sustaining systems. Governance impacts these factors and also safety-enabling systems. These elements all impact workforce behavior and wildfire mitigation initiatives, which most directly drive safety outcomes.

This framework helps assess the value of safety at different levels of an organization. A strong safety culture exhibits the value of safety at all levels of the organization, from the highest levels of leadership to the frontline employee and through all facets of job performance and the factors that influence job performance like work environment, training, tools, and resources. Additionally, a strong safety culture maintains the priority of safety as it relates to production or job performance outcomes, without exception. Measures of safety culture like Energy Safety's SCA are essential for understanding, managing, and making the necessary interventions to improve safety culture to benefit both workers and the public.

1.2 Overview

Pursuant to Public Utilities Code Section 8389(d)(4),[4] Energy Safety must conduct an annual SCA for each California electrical corporation.[5] The first SCA took place in May and June 2021. Energy Safety contracted the National Safety Council (NSC)[6] to conduct the second annual SCA. This took place between July and November 2022.

1.2.1 Focus of Energy Safety's SCA

Energy Safety's SCA is distinct and complimentary to other safety culture assessments required elsewhere in the Public Utilities Code. Energy Safety's SCA is not a replacement for ongoing work to improve safety culture at each electrical corporation. Energy Safety's SCA specifically focuses on the safety culture present in the wildfire mitigation work setting: the setting most pertinent to risks faced by the wildfire mitigation workforce in terms of personal risk and risks faced by the public in terms of wildfire risk. Energy Safety's goal is to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps. Energy Safety seeks to understand outcomes over time and incorporate continuous learning into the assessment process.

---

[4] The full text of Public Utilities Code section 8389
(https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, accessed November 15, 2022).

[5] In 2022, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company (SDG&E), Southern California Edison Company (SCE), Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, and Trans Bay Cable.

[6] The National Safety Council is a nonprofit, mission-based organization focused on eliminating the leading causes of preventable death and injury, from the workplace to anyplace.

1.2.2 Energy Safety's SCA Components

Energy Safety published the 2022 SCA Guidelines in March 2022.[7] The SCA Guidelines outline the SCA framework, components, and requirements for each category of electrical corporation. The SCA Guidelines categorize electrical corporations as follows:

- **Large electrical corporations, also called investor-owned utilities[8] (Large IOUs):** Pacific Gas and Electric Company (PG&E), San Diego Gas & Electric Company (SDG&E), and Southern California Edison Company (SCE).
- **Small and multijurisdictional utilities (SMJUs):** Liberty Utilities, PacifiCorp, and Bear Valley Electric Service, Inc. (BVES).
- **Independent transmission operators (ITOs)**: Horizon West Transmission (HWT) and Trans Bay Cable (TBC).

The 2022 SCA process included a management self-assessment with a summary plan for 2023, 12-month and 3-year safety culture objectives, lessons learned, progress on the 2021 SCA recommendations, a workforce survey, and follow-up interviews to give context and clarity to the management self-assessment (one interview) and workforce survey (three interviews in the form of focus groups). See below for more details about each of these components. The SCA Guidelines require different kinds of electrical corporations to complete different components of the SCA as follows:[9]

---

[7] Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022). For more information, see Energy Safety's Safety Culture Assessments web page (https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-safety/safety-culture-assessments/, accessed Dec. 22, 2022).

[8] In this document, "utility" should be understood to mean "electrical corporation."

[9] See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

Component	Electrical corporations that must complete this component	Commentary
Workforce survey	Large IOUs, SMJUs	Energy Safety uses the workforce survey to assess key workforce perceptions and behaviors at the large and small electrical corporations, but not the independent transmission operators, where the workforces are too small to ensure the anonymity of respondents.
Management self-assessment with summary plan for the coming year	Large IOUs	Energy Safety uses the management self-assessment, a detailed assessment of organizational systems, to evaluate the larger, more complex electrical corporations.
Safety culture objectives and summary of lessons learned (including reporting on implementation of recommendations)	Large IOUs, SMJUs, ITOs	Energy Safety uses the safety culture objectives and summary of lessons learned in the evaluation of all electrical corporations. This is the only requirement for ITOs, which are small organizations with a lower risk profile than the large IOUs and SMJUs.
Interviews	To be determined by Energy Safety upon review of submissions	Interviews may be required of any electrical corporation. In 2022, they will be required of the large IOUs.

Component	Electrical corporations that must complete this component	Commentary
Observational visits	To be determined by Energy Safety upon review of submissions	Observational visits may be required of any electrical corporation.
Supporting documentation	To be determined by Energy Safety upon review of submissions	Supporting documentation may be required of any electrical corporation.

Below are descriptions of the different components of the 2022 SCA.

1.2.2.1 Workforce Survey

The workforce survey was administered by NSC (via the electrical corporations) and consisted of 30 statements covering three dimensions of safety culture: wildfire safety, personal safety, and overall culture. These were the same statements as those used on the 2021 workforce survey. It was targeted at employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities. Respondents rated the statements on a five-point scale from strongly agree to strongly disagree.[10]

Electrical corporations selected a time period for administration of the workforce survey within the timeframe of August 15 to September 15, 2022. NSC provided electrical corporations with both online and paper survey administration options, as well as Spanish translation upon request.

---

[10] The survey used a Likert scale going from Strongly Agree (5) to Strongly Disagree (1). NSC calculated average response scores based on the answers of the respondents. For more information on Likert scales, see "What is a Likert Scale – Definition, example, characteristics, & advantages" by Question Pro (https://www.questionpro.com/blog/what-is-likert-scale/, accessed Jan. 18, 2023).

1.2.2.2 Management Self-Assessment with 2023 Summary Plan

The management self-assessment was only completed by the large electrical corporations in the 2022 SCA process; it was not completed by the SMJUs.

1.2.2.3 Safety Culture Objectives, Lessons Learned, and Progress on 2021 Recommendations

Unlike some components of the SCA that are only applicable to some electrical corporations (see Section 1.2.2), each electrical corporation is required to submit its safety culture objectives, summary of lessons learned, and progress on 2021 recommendations.[11] Electrical corporations submitted these using an online survey administered by NSC.

In this component, the electrical corporations presented their 12-month and 3-year safety culture objectives, target and progress metrics, and a description of how the objectives will reduce wildfire risk.

Electrical corporations also presented their lessons learned and a description of progress made on their 2021 SCA recommendations.

1.2.2.4 Interviews

Follow-up interviews were only conducted with the large electrical corporations in the 2022 SCA process; they were not conducted with the SMJUs.

1.2.2.5 Observational Visits

The 2022 SCA process did not include observational visits due to time constraints.

---

[11] See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

1.2.2.6 Supporting Documentation

The SCA Guidelines provide that Energy Safety may ask for supporting documentation.[12] For example, Energy Safety may require documentation to support justifications given for electrical corporations' self-ratings in the management self-assessment.

The online survey used to elicit safety culture objectives, summary of lessons learned, and progress on 2021 recommendations permitted electrical corporations to upload additional supporting documentation as attachments to illustrate actions taken since the 2021 SCA.

1.2.3 Changes from 2021

The SCA process did not change significantly from 2021 to 2022.[13] There were three key differences. Firstly, in 2022 Energy Safety's SCA contractor could assess each electrical corporation's progress against the baseline data gathered in 2021 and the extent to which the electrical corporation had implemented the 2021 recommendations. Secondly, in 2022 Energy Safety introduced a public workshop to allow the large electrical corporations the opportunity to present information about their safety culture and the public the opportunity to ask questions.[14] Thirdly, in 2022 the invitees to the

---

[12] See the Safety Culture Assessment Guidelines for Electrical Corporations Section 5.2 for more information about supporting documentation Energy Safety may require at its discretion (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Jan. 23, 2023).

[13] Resolution M-4860 "Resolution Pursuant to the Requirements of Public Utilities Code Sections 8389(d)(1), (2), (3) and (4), Related to Catastrophic Wildfires Caused by Electrical Corporations Subject to the Commission's Regulatory Authority (2021) (https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M428/K722/428722129.PDF, accessed Feb. 8, 2023);
Resolution M-4860 Attachment 4 "2022 Safety Culture Assessment Process" (2021) (https://energysafety.ca.gov/wp-content/uploads/attachment-4_sca-proposal-for-2022.pdf, accessed Feb. 8, 2023).

[14] 2022 Safety Culture Assessment Public Workshop: see link for workshop materials and recording (https://energysafety.ca.gov/events-and-meetings/events/2022-safety-culture-assessment-public-workshop/, accessed Dec. 22, 2022).

National Safety Council

workforce survey follow-up focus groups included contractors in addition to electrical corporation employees.

2 PacifiCorp Inputs and Findings

2.1 PacifiCorp Inputs to the SCA

The findings and recommendations below are based on PacifiCorp's inputs to the 2022 SCA including its safety culture objectives, lessons learned, progress on 2021 recommendations,[15] and workforce survey targeting those who spend at least 10 percent of their time engaged in wildfire mitigation activities.[16] As an SMJU, PacifiCorp was not required to complete all components of the SCA process.[17]

In 2022, the first step of the SCA process was submission of PacifiCorp's safety culture objectives, lessons learned, and progress on 2021 recommendations. PacifiCorp submitted these components on August 10, 2022.

NSC (via PacifiCorp) next administered the PacifiCorp workforce survey using an anonymous online and confidential paper survey, available in English and Spanish, between September 1 and September 15, 2022. NSC encouraged PacifiCorp to include as many individuals as possible within the target audience of employees and contractors who spend at least 10 percent of their time engaged in wildfire mitigation activities.

A total of 50 PacifiCorp employees and contractors responded to the workforce survey. PacifiCorp achieved a 56 percent overall response rate for the pre-selected wildfire mitigation workgroups (total PacifiCorp employees and contractors), lower than the

---

[15] See Section 5.2 "BVES Safety Culture Objectives, Lessons Learned, and 2021 Recommendations Report."

[16] See Section 5.1 "Workforce Survey Results."

[17] See Section 1 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (March 2022) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=52124&shareable=true, accessed Dec. 14, 2022).

2021 response rate of 67 percent.[18] PacifiCorp elicited 5 contractor responses out of a base number of 9, a response rate of 56 percent compared with 2 contractor responses out of 13 in 2021, a response rate of 15 percent.

2.2   Strengths

Through its SCA inputs, PacifiCorp has demonstrated a number of safety culture strengths. The following sections identify these strengths. PacifiCorp should continue to build on these strengths to advance its safety culture.

2.2.1 Increased Engagement of Employees

PacifiCorp's 2021 SCA inputs pointed to opportunities for it to increase field-based safety activities.[19] PacifiCorp's 2022 safety culture objectives, lessons learned, and progress on its 2021 recommendations indicated specific actions it took to address that 2021 recommendation including doubling the number of work crew visits by managers or safety professionals and implementing an observation tool that assists with providing immediate feedback to crews.

PacifiCorp's 2022 workforce survey results indicated that it may have benefited from these efforts in terms of showing increased engagement of employees. All three survey statements noted in the 2021 SCA as verification methods for increasing engagement of employees showed improvement in the 2022 workforce survey results. The statement that showed the greatest score improvement was "The company cares about my opinions," from the overall workplace culture category, improving 0.23 points, with 71 percent of respondents indicating agreement with this statement. Additionally, scores improved from 2021 to 2022 for the statement "We have the right tools for the job," from

---

[18] In comparison, the 2022 workforce overall survey response rate for Liberty Utilities was 63 percent (77 percent for employees and 29 percent for contractors). For BVES the 2022 overall workforce survey response rate was 88 percent (100 percent for employees and 39 percent for contractors).
[19] PacifiCorp's 2021 Safety Culture Assessment (Oct. 2021) (https://energysafety.ca.gov/wp-content/uploads/2021-sca-report-pc.pdf, accessed Jan. 6, 2023).

the personal safety category, along with the statement "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them," from the wildfire safety category.

2.2.2 Management Focus on Wildfire Safety

PacifiCorp's 2022 workforce survey showed that respondents feel that management places a high priority on wildfire hazard identification and mitigation. The highest-scoring statement on the workforce survey in 2022 was "Protecting the community from wildfire hazards is clearly a high priority with management." Nine out of ten PacifiCorp respondents agreed with this statement. Two additional statements regarding management participation in wildfire hazard identification and mitigation had high scores:

- "Our management acts quickly to address wildfire hazards."
- "Leaders actively seek out signs of potential wildfire hazards."

These statements' scores also improved since 2021.

2.3 Opportunities

PacifiCorp has several areas where it can strengthen its safety culture. The following sections describe the areas where PacifiCorp should prioritize improving its safety culture, followed by specific recommendations in Section 3.

2.3.1 Worker Response to Safety Concerns or Unsafe Behavior

PacifiCorp's 2022 workforce survey showed a decline in scores for statements in the personal safety category. While scores also fell for statements in the wildfire safety category from 2021 to 2022, the greatest decrease was seen for statements in the personal safety category.

Scores for six of the ten statements from the personal safety category declined from

2021 to 2022. The three statements with the greatest declines were from the personal safety category:

- "I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment."
- "I take responsibility for the safety of myself and others in my work area."
- "My supervisor views positively if I stopped a job due to a missing safety step."

The decline in scores for these statements may indicate that PacifiCorp employees are experiencing new barriers to taking action in response to safety concerns or unsafe behavior.

See the corresponding recommendation in Section 3.1 of this report.

2.3.2 Safety Event Reporting

While PacifiCorp's workforce survey showed that respondents feel that management places a high priority on wildfire hazard identification and mitigation, scores declined in 2022 for survey statements about hazard reporting. The following statements showed decreases in scores from 2021 to 2022:

- "My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)."
- "I feel comfortable discussing wildfire hazards with my supervisor."
- "People in my workgroup report all wildfire hazards, no matter how minor."
- "People report mistakes they make, even if others do not notice them."

Of these, "People report mistakes they make, even if others do not notice them" generated the second-lowest score of all workforce survey statements, with over one-third of respondents disagreeing with this statement. Further, demographic data showed that respondents from the Vegetation Management and Field Operations groups gave this statement notably lower scores.

The decrease in score for these statements may indicate an opportunity for PacifiCorp to improve its near-miss and hazard response protocols for frontline workers.

See the corresponding recommendation in Section 3.2 of this report.

3 Recommendations

Culture change takes time, dedication, and starts with understanding where a company is on its organizational safety culture journey and the underlying drivers influencing the workforce. The recommendations in this report are based on observations from PacifiCorp's 2022 SCA inputs: safety culture objectives; lessons learned; progress on 2021 recommendations; and the workforce survey.

Some of the recommendations included here build on recommendations from the PacifiCorp 2021 Safety Culture Assessment report[20] while others are newly introduced based on PacifiCorp's 2022 assessment.

Recommendations for PacifiCorp are outlined below and structured as follows: overall theme of the recommendation; observations from the SCA inputs contributing to the recommendation; goals of the recommendation; and verification method.

3.1   Increase Worker Accountability

PacifiCorp should leverage its Managing for Safety program[21] to strengthen safety leadership as it relates to empowering workers to intervene when safety concerns arise. PacifiCorp should also increase its efforts to involve workers in identifying barriers to raising safety concerns or stopping unsafe behaviors. This recommendation builds upon a 2021 SCA recommendation.

---

[20] PacifiCorp's 2021 Safety Culture Assessment (Oct. 2021) (https://energysafety.ca.gov/wp-content/uploads/2021-sca-report-pc.pdf, accessed Jan. 6, 2023).
[21] PacifiCorp includes its plans to implement its Managing for Safety program in its 2022 12-month safety culture objectives.

3.1.1 Observations

PacifiCorp's 2022 workforce survey showed declines in the scores of statements in the personal safety category, with scores declining for 6 of the 10 statements in that category. The following statements had the largest declines in scores:

- "I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment."
- "I take responsibility for the safety of myself and others in my work area."
- "My supervisor views positively if I stopped a job due to a missing safety step."

PacifiCorp planned to implement its Managing for Safety program (formerly the Safety Leadership Development Program) in 2021; however, implementation was delayed "due to scheduling."[22] The program is included in the 2022 safety culture objectives as a 12-month objective. This program focuses on safety leadership among other things.

3.1.2 Goals of Recommendation

The goal of this recommendation is to improve safety leadership as it relates to empowering workers to speak up and take action when they encounter safety concerns.

3.1.3 Verification Method

PacifiCorp's 2023 progress report on 2022 recommendations must include a detailed description of its implementation of the Managing for Safety program, specifically as it applies to safety leadership and worker participation. PacifiCorp must describe how it used this program to increase worker engagement and accountability and worker involvement in identifying barriers to raising safety concerns or stopping unsafe behaviors.

Progress must be evident on future workforce surveys in an increase in agreement with

---

[22] See Section 5.2, 1.4 "2021 Recommendations," Recommendation 1.

statements in the personal safety category.

3.2   Strengthen Safety Event Reporting

PacifiCorp should improve its protocols for safety event (near-miss and hazard) response, particularly for frontline workers. This is a new recommendation in response to the 2022 SCA inputs.

PacifiCorp should accelerate the timeline for implementation of its corrective action program and improvements to its safety event reporting system.[23] It should take actions to improve worker understanding of the importance of submitting safety event reports, including near-miss reports.

PacifiCorp should ensure that its implementation of its 2022 12-month safety culture objective to include hazard recognition as a training focus as part of its Managing for Safety program incorporates training on hazard recognition for frontline workers. Doing so may help address issues related to the decline in scores for the workforce survey statement "People in my workgroup report all wildfire hazards, no matter how minor."

3.2.1 Observation

The second lowest-scoring statement for PacifiCorp on its 2022 workforce survey is "People report mistakes they make, even if others do not notice them." One out of three respondents disagreed with this statement.

Average scores for three additional statements regarding hazard response, reporting, and management declined since 2021:

- "My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)."

---

[23] "PacifiCorp's safety culture objectives for the next three years […] include implementation of a Corrective Action Program and improvements to the safety reporting system." See Section 5.2, 1.4 "2021 Recommendations," Recommendation 2.

- "I feel comfortable discussing wildfire hazards with my supervisor."
- "People in my workgroup report all wildfire hazards, no matter how minor."

3.2.2 Goal of Recommendation

The goal of this recommendation is to increase worker understanding of the importance of and protocols for safety event reporting at PacifiCorp. This will support PacifiCorp's growth as a learning organization.

3.2.3 Verification Method

PacifiCorp's 2023 progress report on 2022 recommendations must include actions it has taken to implement a corrective action program and institute improvements to its safety event (near-miss and hazard) reporting system. Additionally, PacifiCorp must provide metrics on the number of safety event reports submitted by workers on a monthly basis for the past year. PacifiCorp must include its target reporting criteria for safety event reports (e.g., report is made within 24 hours; report includes location, description, and severity; etc.) and an assessment of the quality of safety event reports made for the past year, indicating what percentage of reports complied with target reporting criteria. If this number is less than 100 percent, PacifiCorp must additionally provide the measures it will take to increase compliance with target reporting criteria.

4 Conclusion

This report provides the findings and recommendations from PacifiCorp's second SCA under Public Utilities Code section 8389(d)(4). This report includes a year-over-year assessment of PacifiCorp's safety culture based on the results of the first SCA in 2021. 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 opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.

5 Data Attachments

National Safety Council

Energy Safety Workforce Survey 2022: Overall Results and 30 Standard Statements

*This page contains average response scores and percent distributions of response categories for the overall survey, the three performance categories, and the 30 **Energy Safety Workforce Survey** standard statements.*

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
Response Categories: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Average Response Scores by Year

	2021	2022
Wildfire Safety	4.32	4.29
Personal Safety	4.33	4.22
Overall Workplace Culture	4.13	4.17
OVERALL	4.26	4.23

Average Response Score 2022

4.23 Overall
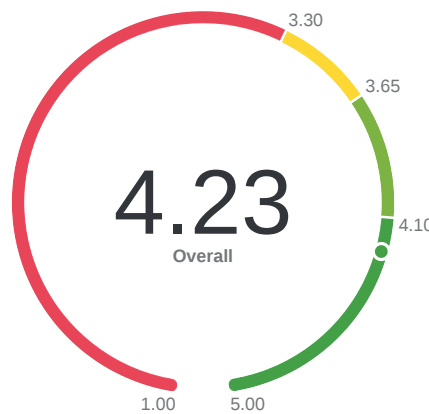
Number of Responses by Year

2021: 55
2022: 50

Wildfire Safety 2022

4.29 Wildfire Safety

Percent Distributions 2022

Wildfire Safety: Strongly Agree 51.3%, Agree 34.3%, Neutral 9.6%

Personal Safety 2022
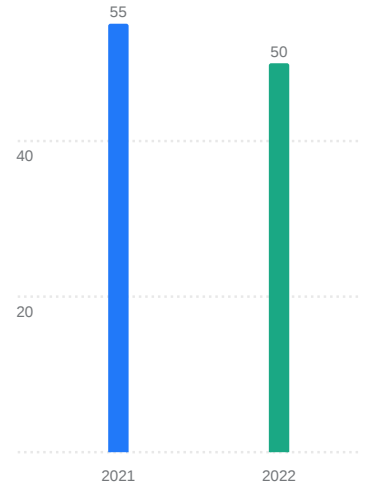
4.22 Personal Safety
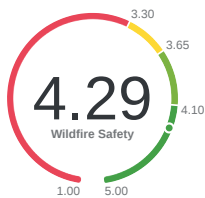
Percent Distributions 2022

Personal Safety: Strongly Agree 42.8%, Agree 43.2%, Neutral 9.4%
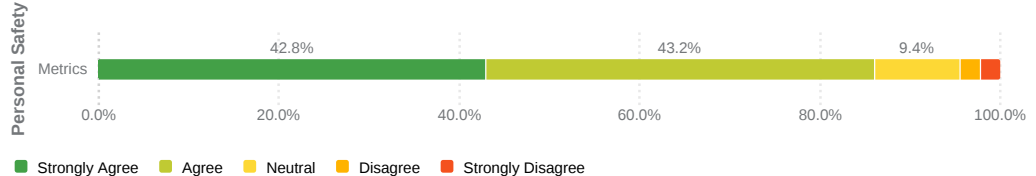
Overall Workplace Culture 2022
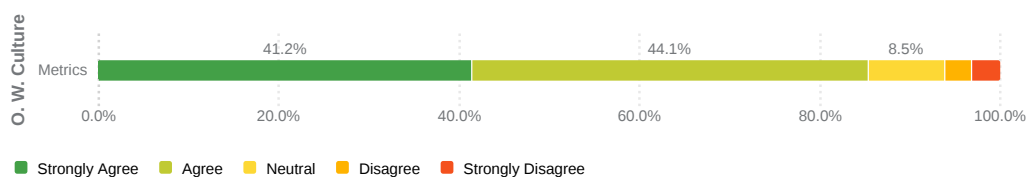
4.17 Culture

Percent Distributions 2022

O. W. Culture: Strongly Agree 41.2%, Agree 44.1%, Neutral 8.5%

Energy Safety Workforce Survey 2022: Overall Results and 30 Standard Statements

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

Wildfire Safety

Wildfire Safety Statements	2021	2022	Change ▲	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.49	3.67	0.18	29%	27%	25%	9%	10%
Our management acts quickly to address wildfire hazards	4.25	4.37	0.11	53%	35%	6%	4%	3%
People look for wildfire hazards and risks as work progresses	4.25	4.36	0.11	49%	40%	7%	3%	2%
Protecting the community from wildfire hazards is clearly a high priority with management	4.60	4.64	0.04	73%	20%	3%	3%	1%
Leaders actively seek out signs of potential wildfire hazards	4.20	4.22	0.02	50%	30%	13%	4%	3%
Wildfire and personal safety concerns are communicated openly	4.42	4.40	-0.02	57%	33%	6%	1%	3%
People in my workgroup report all wildfire hazards, no matter how minor	4.29	4.10	-0.19	47%	34%	13%	4%	2%
I feel comfortable discussing wildfire hazards with my supervisor	4.82	4.58	-0.24	76%	21%	1%	1%	1%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.56	4.27	-0.30	56%	35%	8%	0%	2%

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

Personal Safety

Personal Safety Statements	2021	2022	Change ▲	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have the right tools for the job	3.75	3.96	0.21	25%	52%	12%	6%	6%
People have the ability to respond to and correct problems and errors before they get out of control	4.11	4.22	0.12	41%	42%	11%	3%	3%
People focus on one task at a time and avoid distractions	3.71	3.82	0.11	17%	55%	17%	8%	3%
Leaders keep people prepared to intervene when an emergency occurs	4.11	4.12	0.01	41%	40%	11%	4%	4%
Leaders use mistakes and incidents as learning opportunities	4.29	4.30	0.01	48%	42%	5%	4%	2%
People have the skills they need to resolve workplace safety issues	4.27	4.20	-0.07	38%	53%	5%	2%	2%
Pausing work for hazards and safety concerns is viewed positively	4.65	4.42	-0.23	68%	24%	5%	3%	1%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.51	4.24	-0.26	54%	35%	9%	2%	1%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.76	4.44	-0.32	70%	25%	4%	1%	1%
I take responsibility for the safety of myself and others in my work area	4.91	4.52	-0.39	78%	19%	1%	1%	1%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.56	4.16	-0.40	52%	36%	9%	2%	1%

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

Overall Workplace Culture

Overall Workplace Culture Statements	2021	2022	Change ▲	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The company cares about my opinions	3.75	3.98	0.23	31%	40%	17%	7%	5%
People in my workgroup treat each other with respect	4.16	4.38	0.22	50%	37%	5%	4%	4%
People listen to one another: it is rare that someone's views go unheard	4.02	4.06	0.04	35%	44%	15%	1%	5%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.20	4.24	0.04	44%	43%	7%	5%	2%
Information about important events and lessons learned is shared within my workgroup	4.16	4.20	0.04	41%	44%	10%	2%	3%
I believe managers apply the same rules for all workers	4.00	4.00	0.00	42%	34%	12%	5%	7%
Managers treat workers with respect	4.40	4.38	-0.02	57%	31%	8%	1%	3%
Leaders encourage people to ask questions	4.35	4.30	-0.05	50%	40%	6%	3%	2%
People report mistakes they make, even if others do not notice them	3.76	3.71	-0.05	24%	38%	27%	9%	2%
My supervisor would use whatever power they have to help me out	4.55	4.45	-0.10	63%	28%	5%	3%	1%

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

Demographic Comparisons

*Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.*

In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample size, comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
Response Categories: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

1. Comparison by Employment Status

Overall Average Response Score

Number of Responses 47
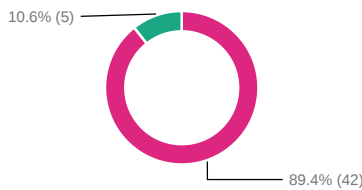
- Full-Time Employee
- Contractor

Average Response Scores by Statement Category
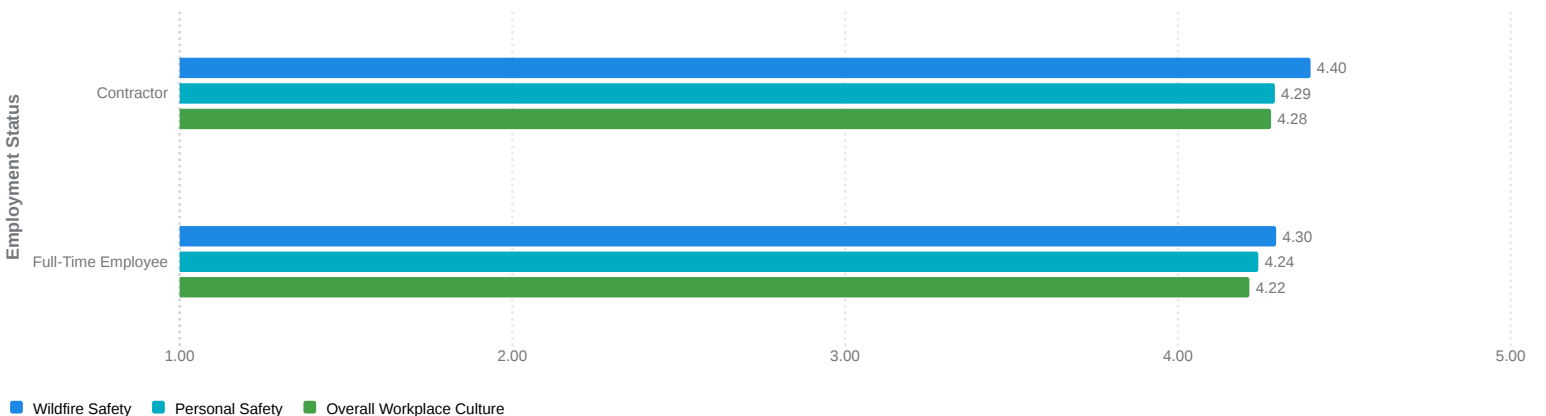
- Wildfire Safety
- Personal Safety
- Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	Contractor	Full-Time Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.80	3.73
I feel comfortable discussing wildfire hazards with my supervisor	4.80	4.55
Leaders actively seek out signs of potential wildfire hazards	4.40	4.21
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.40	4.29
Our management acts quickly to address wildfire hazards	4.40	4.37
People in my workgroup report all wildfire hazards, no matter how minor	4.00	4.12
People look for wildfire hazards and risks as work progresses	4.20	4.40
Protecting the community from wildfire hazards is clearly a high priority with management	5.00	4.60
Wildfire and personal safety concerns are communicated openly	4.60	4.38

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

Average Response Scores by Statement
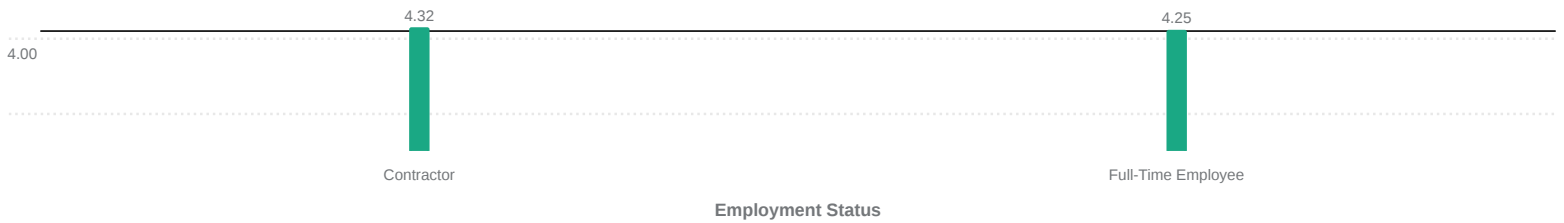
Personal Safety	Contractor	Full-Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.40	4.27
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.20	4.14
I take responsibility for the safety of myself and others in my work area	4.60	4.57
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.60	4.48
Leaders keep people prepared to intervene when an emergency occurs	4.20	4.10
Leaders use mistakes and incidents as learning opportunities	4.40	4.31
Pausing work for hazards and safety concerns is viewed positively	4.60	4.40
People focus on one task at a time and avoid distractions	3.80	3.85
People have the ability to respond to and correct problems and errors before they get out of control	4.20	4.27
People have the skills they need to resolve workplace safety issues	4.20	4.29
We have the right tools for the job	4.00	3.95

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

Average Response Scores by Statement

Overall Workplace Culture	Contractor	Full-Time Employee
I believe managers apply the same rules for all workers	4.00	4.10
Information about important events and lessons learned is shared within my workgroup	4.20	4.24
Leaders encourage people to ask questions	4.40	4.31
Managers treat workers with respect	4.60	4.38
My supervisor makes sure all employee concerns are heard before job decisions are made	4.40	4.26
My supervisor would use whatever power they have to help me out	4.80	4.46
People in my workgroup treat each other with respect	4.60	4.40
People listen to one another: it is rare that someone's views go unheard	4.20	4.14
People report mistakes they make, even if others do not notice them	3.40	3.83
The company cares about my opinions	4.20	4.02

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

2. Comparison by Position

Overall Average Response Score
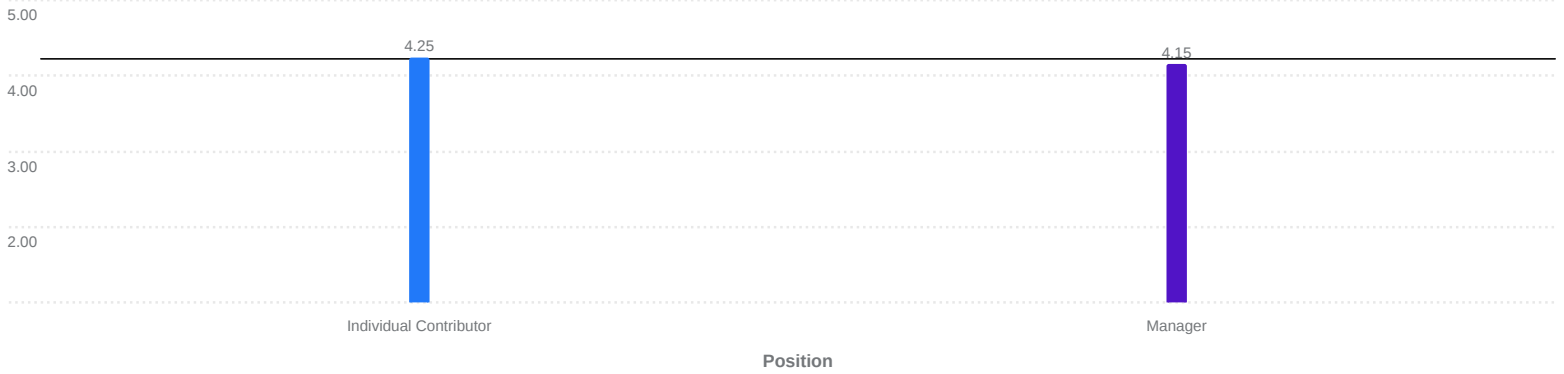
Individual Contributor: 4.25
Manager: 4.15

Number of Responses 46

- 60.9% (28) Individual Contributor
- 23.9% (11) Manager
- 8.7% (4) Executive
- 6.5% (3) Supervisor

Legend:
- Individual Contributor
- Manager
- Executive
- Supervisor

Average Response Scores by Statement Category

Individual Contributor:
- Wildfire Safety: 4.31
- Personal Safety: 4.24
- Overall Workplace Culture: 4.20

Manager:
- Wildfire Safety: 4.11
- Personal Safety: 4.12
- Overall Workplace Culture: 4.21

Legend:
- Wildfire Safety
- Personal Safety
- Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	Individual Contributor	Manager
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.81	3.36
I feel comfortable discussing wildfire hazards with my supervisor	4.54	4.55
Leaders actively seek out signs of potential wildfire hazards	4.18	4.00
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.33	4.00
Our management acts quickly to address wildfire hazards	4.41	4.18
People in my workgroup report all wildfire hazards, no matter how minor	4.21	3.82
People look for wildfire hazards and risks as work progresses	4.32	4.27
Protecting the community from wildfire hazards is clearly a high priority with management	4.61	4.55
Wildfire and personal safety concerns are communicated openly	4.39	4.27

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

Average Response Scores by Statement

Personal Safety	Individual Contributor	Manager
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.33	4.09
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.00	4.18
I take responsibility for the safety of myself and others in my work area	4.54	4.45
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.54	4.27
Leaders keep people prepared to intervene when an emergency occurs	4.19	3.82
Leaders use mistakes and incidents as learning opportunities	4.32	4.27
Pausing work for hazards and safety concerns is viewed positively	4.50	4.09
People focus on one task at a time and avoid distractions	3.78	3.91
People have the ability to respond to and correct problems and errors before they get out of control	4.22	4.18
People have the skills they need to resolve workplace safety issues	4.22	4.27
We have the right tools for the job	3.96	3.82

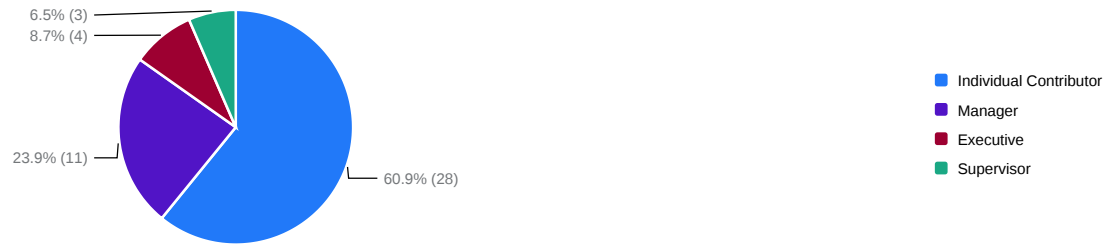*Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +*

Average Response Scores by Statement

Overall Workplace Culture	Individual Contributor	Manager
I believe managers apply the same rules for all workers	4.07	4.00
Information about important events and lessons learned is shared within my workgroup	4.18	4.27
Leaders encourage people to ask questions	4.29	4.27
Managers treat workers with respect	4.36	4.45
My supervisor makes sure all employee concerns are heard before job decisions are made	4.25	4.36
My supervisor would use whatever power they have to help me out	4.48	4.55
People in my workgroup treat each other with respect	4.39	4.55
People listen to one another: it is rare that someone's views go unheard	4.18	4.09
People report mistakes they make, even if others do not notice them	3.78	3.64
The company cares about my opinions	4.04	3.91

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

3. Comparison by Business Unit

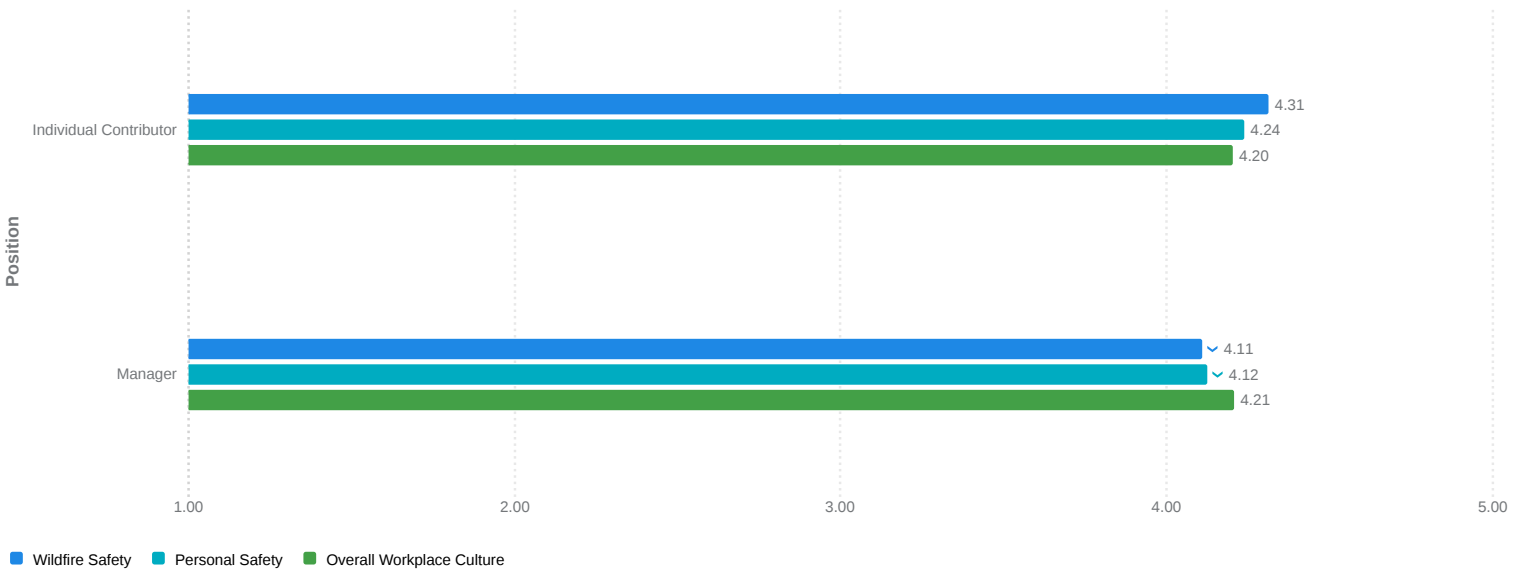## Number of Responses 46

Field Inspections 2.17%
Field Engineering 4.35%
Contractor 4.35%
PMD* 6.52%
Substation Operations 6.52%
Emergency Management 8.70%
Field Operations 15.22%
PMO* 15.22%
Support 17.39%
Vegetation Management 19.57%
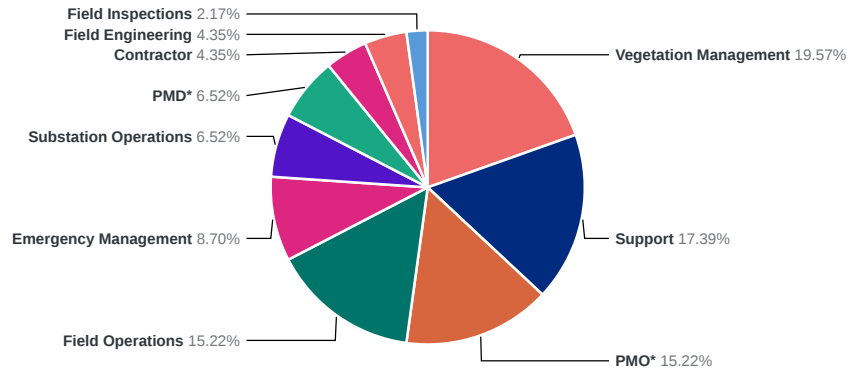
- Vegetation Management
- Support
- PMO*
- Field Operations
- Emergency Management
- Substation Operations
- PMD*
- Contractor
- Field Engineering
- Field Inspections

Overall Average Response Score

Vegetation Management	Support	Field Operations	PMO*
3.95	4.49	4.00	4.39

Average Response Scores by Statement Category

Category	Wildfire Safety	Personal Safety	Overall Workplace Culture
Vegetation Management	4.06	3.90	3.90
Support	4.54	4.43	4.50
Field Operations	4.10	3.95	3.99
PMO*	4.47	4.45	4.27
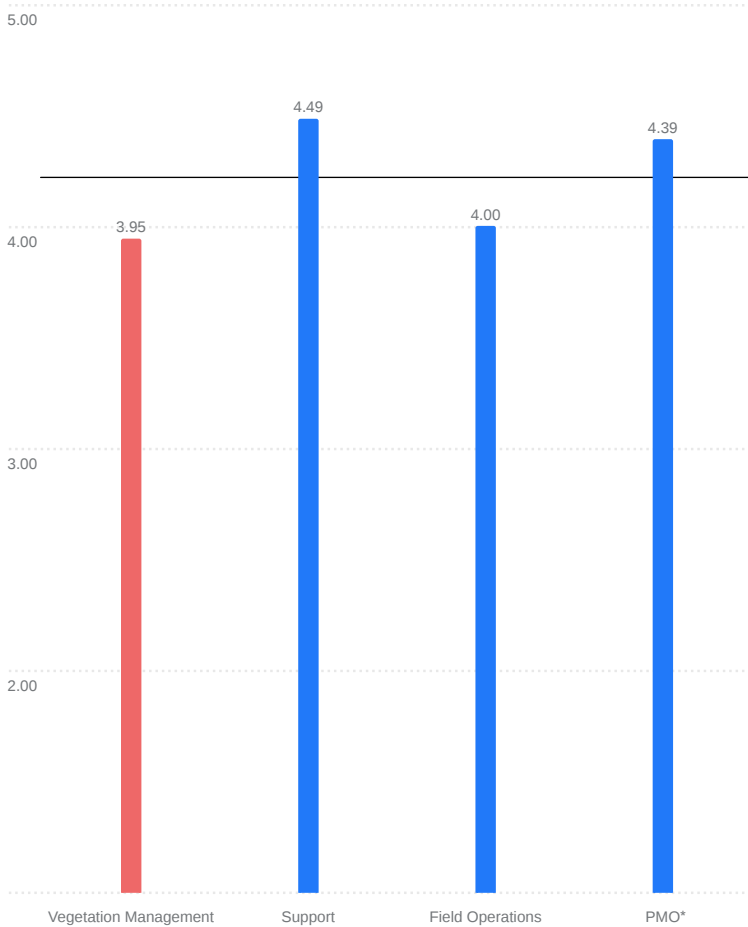
- Wildfire Safety
- Personal Safety
- Overall Workplace Culture
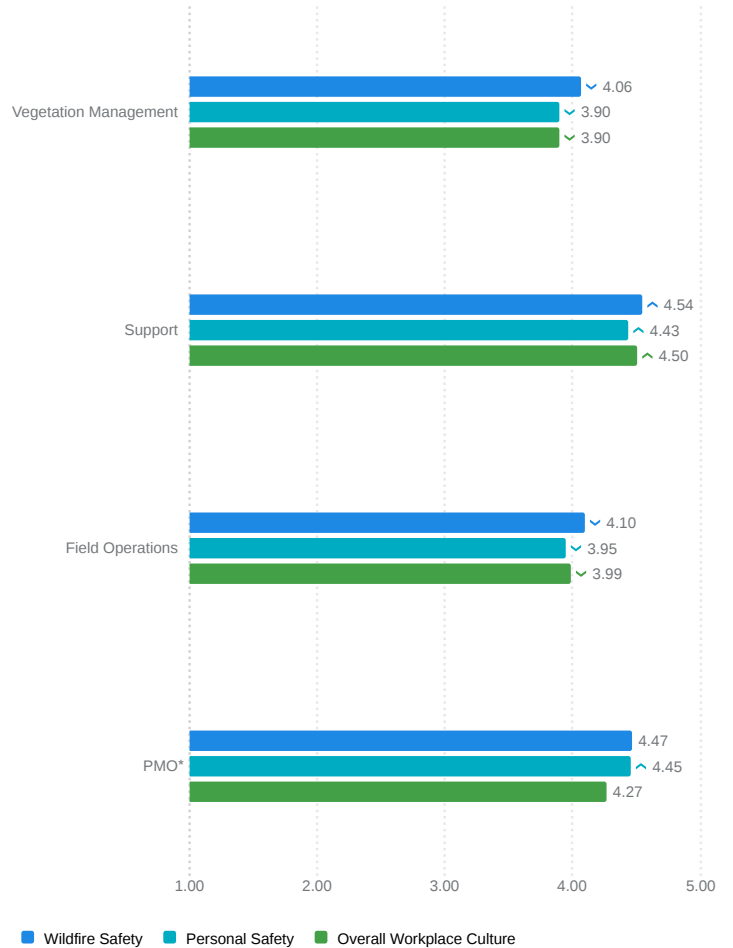
PMD stands for Project Management in Development; PMO stands for Project Management Office.

Average Response Scores by Statement

Wildfire Safety	Field Operations	PMO*	Support	Vegetation Management
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.17	4.33	4.00	3.33
I feel comfortable discussing wildfire hazards with my supervisor	4.57	4.71	4.75	4.22
Leaders actively seek out signs of potential wildfire hazards	4.14	4.43	4.50	4.00
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.29	4.33	4.38	4.22
Our management acts quickly to address wildfire hazards	3.86	4.50	4.75	4.11
People in my workgroup report all wildfire hazards, no matter how minor	4.00	4.14	4.50	3.89
People look for wildfire hazards and risks as work progresses	4.14	4.57	4.75	4.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.29	4.71	4.75	4.44
Wildfire and personal safety concerns are communicated openly	4.29	4.43	4.50	4.33

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

Average Response Scores by Statement

Personal Safety	Field Operations	PMO*	Support	Vegetation Management
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.71	4.67	4.50	3.89
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.00	4.71	4.25	3.78
I take responsibility for the safety of myself and others in my work area	4.43	4.71	4.75	4.11
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.29	4.71	4.50	4.11
Leaders keep people prepared to intervene when an emergency occurs	3.57	4.17	4.38	3.89
Leaders use mistakes and incidents as learning opportunities	4.00	4.29	4.88	4.00
Pausing work for hazards and safety concerns is viewed positively	4.14	4.57	4.50	4.11
People focus on one task at a time and avoid distractions	3.57	4.17	4.00	3.22
People have the ability to respond to and correct problems and errors before they get out of control	4.00	4.33	4.38	4.11
People have the skills they need to resolve workplace safety issues	3.86	4.50	4.38	4.11
We have the right tools for the job	3.86	4.00	4.25	3.56

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

Average Response Scores by Statement

Overall Workplace Culture	Field Operations	PMO*	Support	Vegetation Management
I believe managers apply the same rules for all workers	3.86	4.00	4.38	3.89
Information about important events and lessons learned is shared within my workgroup	4.14	4.14	4.63	3.67
Leaders encourage people to ask questions	4.00	4.29	4.63	4.11
Managers treat workers with respect	4.14	4.43	4.75	4.00
My supervisor makes sure all employee concerns are heard before job decisions are made	4.00	4.57	4.63	4.00
My supervisor would use whatever power they have to help me out	4.29	4.67	4.75	4.11
People in my workgroup treat each other with respect	4.43	4.29	4.63	3.89
People listen to one another: it is rare that someone's views go unheard	4.00	4.29	4.38	3.78
People report mistakes they make, even if others do not notice them	3.29	3.83	4.13	3.56
The company cares about my opinions	3.71	4.17	4.13	4.00

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
*PMO stands for Project Management Office.

4. Comparison by Location

Overall Average Response Score

Non-California Locations: 4.44
California Locations: 4.01

Number of Responses 46

California Locations 41.30%
Non-California ... 58.70%

Non-California Locations
California Locations
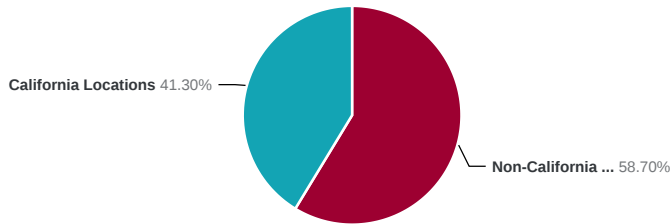
Average Response Scores by Statement Category

Non-California Locations
- 4.50
- 4.42
- 4.41

California Locations
- 4.04
- 4.01
- 3.97

Wildfire Safety   Personal Safety   Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	California Locations	Non-California Locations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.41	3.93
I feel comfortable discussing wildfire hazards with my supervisor	4.37	4.74
Leaders actively seek out signs of potential wildfire hazards	3.84	4.52
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.11	4.44
Our management acts quickly to address wildfire hazards	4.00	4.63
People in my workgroup report all wildfire hazards, no matter how minor	3.84	4.30
People look for wildfire hazards and risks as work progresses	4.05	4.63
Protecting the community from wildfire hazards is clearly a high priority with management	4.37	4.81
Wildfire and personal safety concerns are communicated openly	4.26	4.52

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

Average Response Scores by Statement

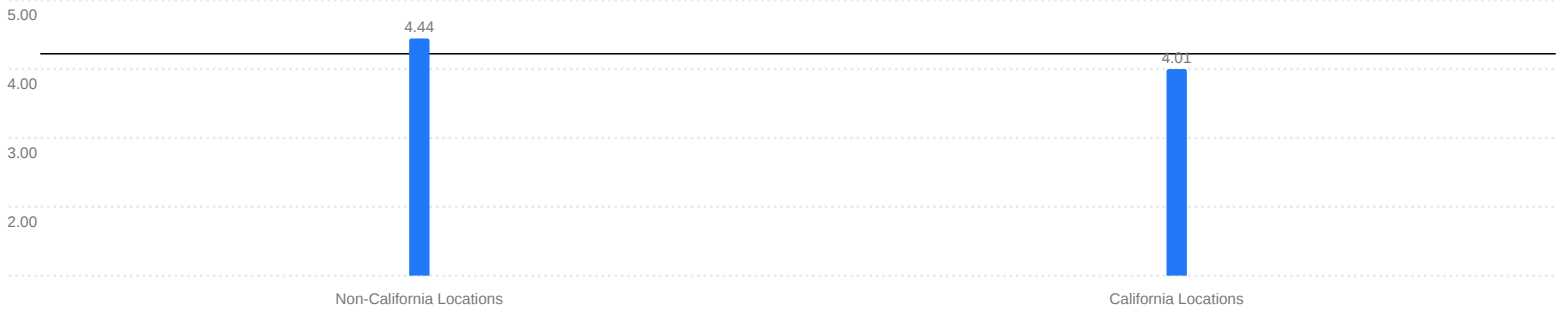| Personal Safety	California Locations	Non-California Locations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	3.94	4.52
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	3.74	4.44
I take responsibility for the safety of myself and others in my work area	4.37	4.74
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.32	4.63
Leaders keep people prepared to intervene when an emergency occurs	3.89	4.26
Leaders use mistakes and incidents as learning opportunities	4.11	4.48
Pausing work for hazards and safety concerns is viewed positively	4.32	4.52
People focus on one task at a time and avoid distractions	3.39	4.15
People have the ability to respond to and correct problems and errors before they get out of control	4.06	4.41
People have the skills they need to resolve workplace safety issues	4.06	4.44
We have the right tools for the job	3.89	4.04

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

Average Response Scores by Statement

Overall Workplace Culture	California Locations	Non-California Locations
I believe managers apply the same rules for all workers	3.89	4.22
Information about important events and lessons learned is shared within my workgroup	3.89	4.48
Leaders encourage people to ask questions	4.21	4.41
Managers treat workers with respect	4.11	4.63
My supervisor makes sure all employee concerns are heard before job decisions are made	4.05	4.44
My supervisor would use whatever power they have to help me out	4.17	4.74
People in my workgroup treat each other with respect	4.16	4.63
People listen to one another: it is rare that someone's views go unheard	3.89	4.37
People report mistakes they make, even if others do not notice them	3.39	4.04
The company cares about my opinions	3.94	4.11

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

5. Comparison by Tenure

Overall Average Response Score

0-1 Years	2-5 Years	6-10 Years	10+ Years
4.35	4.41	4.00	4.18

Number of Responses 47

- 19.1% (9) — 0-1 Years
- 31.9% (15) — 2-5 Years
- 14.9% (7) — 6-10 Years
- 34.0% (16) — 10+ Years

Average Response Scores by Statement Category

Tenure	Wildfire Safety	Personal Safety	Overall Workplace Culture
0-1 Years	4.47	4.34	4.25
2-5 Years	4.44	4.37	4.43
6-10 Years	4.14	3.96	3.90
10+ Years	4.17	4.20	4.16

Legend: Wildfire Safety · Personal Safety · Overall Workplace Culture

Average Response Scores by Statement

Wildfire Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.88	3.71	4.00	3.56
I feel comfortable discussing wildfire hazards with my supervisor	4.67	4.60	4.43	4.56
Leaders actively seek out signs of potential wildfire hazards	4.44	4.33	4.00	4.13
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.38	4.53	4.29	4.06
Our management acts quickly to address wildfire hazards	4.75	4.47	3.86	4.31
People in my workgroup report all wildfire hazards, no matter how minor	4.22	4.53	4.00	3.69
People look for wildfire hazards and risks as work progresses	4.56	4.53	4.14	4.25
Protecting the community from wildfire hazards is clearly a high priority with management	4.89	4.67	4.29	4.63
Wildfire and personal safety concerns are communicated openly	4.44	4.53	4.29	4.31

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

Average Response Scores by Statement

Personal Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.63	4.33	4.00	4.19
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.22	4.40	3.71	4.06
I take responsibility for the safety of myself and others in my work area	4.78	4.73	4.29	4.44
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.56	4.47	4.29	4.56
Leaders keep people prepared to intervene when an emergency occurs	4.13	4.27	3.86	4.06
Leaders use mistakes and incidents as learning opportunities	4.56	4.60	3.86	4.13
Pausing work for hazards and safety concerns is viewed positively	4.56	4.33	4.29	4.50
People focus on one task at a time and avoid distractions	4.13	3.80	3.57	3.88
People have the ability to respond to and correct problems and errors before they get out of control	4.13	4.47	3.86	4.31
People have the skills they need to resolve workplace safety issues	4.13	4.53	4.00	4.25
We have the right tools for the job	3.88	4.13	3.86	3.88

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

Average Response Scores by Statement

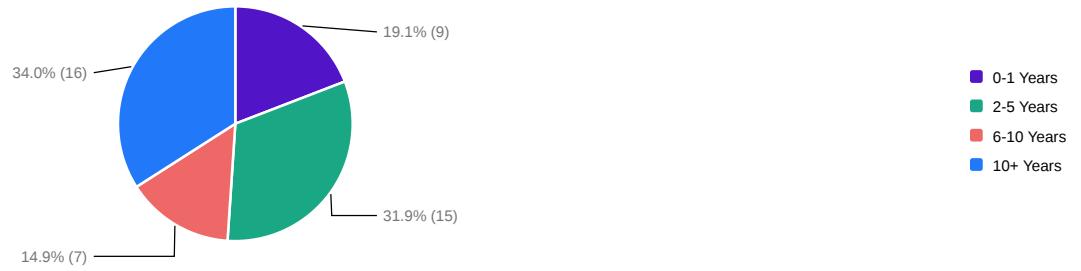| Overall Workplace Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.11	4.40	3.71	3.94
Information about important events and lessons learned is shared within my workgroup	4.44	4.33	3.86	4.19
Leaders encourage people to ask questions	4.22	4.47	4.29	4.25
Managers treat workers with respect	4.44	4.60	4.00	4.38
My supervisor makes sure all employee concerns are heard before job decisions are made	4.33	4.53	3.86	4.19
My supervisor would use whatever power they have to help me out	4.63	4.67	4.14	4.44
People in my workgroup treat each other with respect	4.33	4.60	4.14	4.44
People listen to one another: it is rare that someone's views go unheard	4.22	4.33	3.57	4.19
People report mistakes they make, even if others do not notice them	3.88	4.07	3.57	3.56
The company cares about my opinions	3.88	4.27	3.86	4.00

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
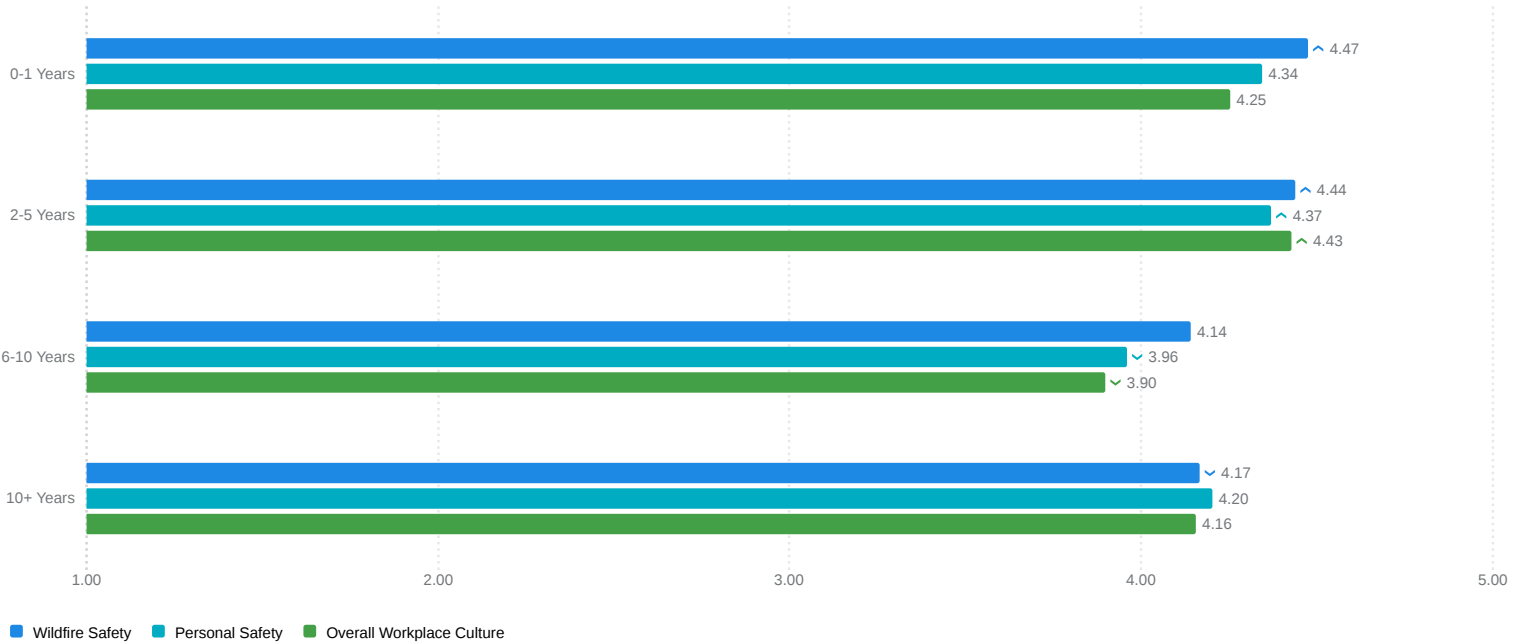
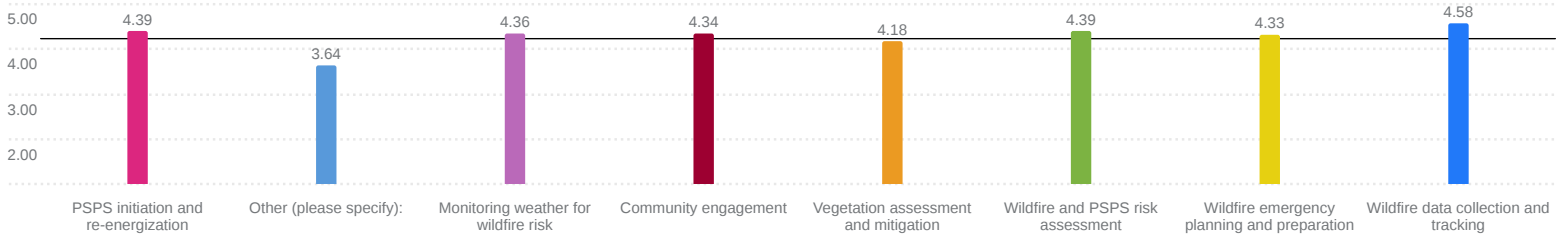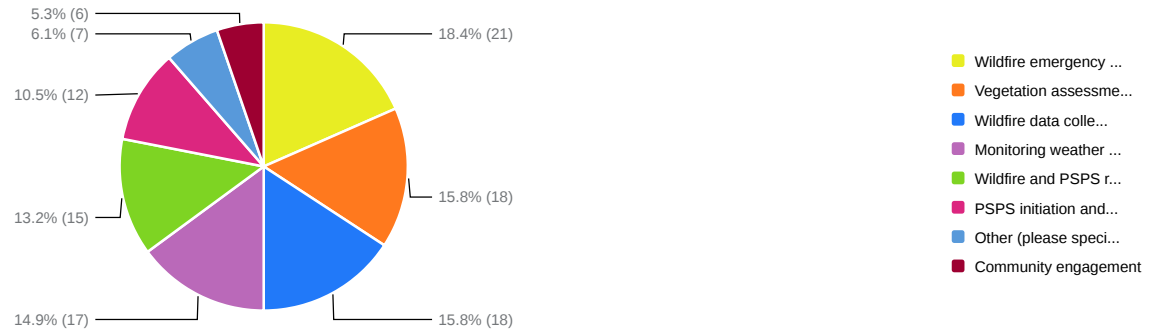# 6. Comparison by Wildfire Activities

Overall Average Response Score

Activity	Score
PSPS initiation and re-energization	4.39
Other (please specify):	3.64
Monitoring weather for wildfire risk	4.36
Community engagement	4.34
Vegetation assessment and mitigation	4.18
Wildfire and PSPS risk assessment	4.39
Wildfire emergency planning and preparation	4.33
Wildfire data collection and tracking	4.58

Number of Responses 40

Pie chart:
- Wildfire emergency ... : 18.4% (21)
- Vegetation assessme... : 15.8% (18)
- Wildfire data colle... : 15.8% (18)
- Monitoring weather ... : 14.9% (17)
- Wildfire and PSPS r... : 13.2% (15)
- PSPS initiation and... : 10.5% (12)
- Other (please speci... : 6.1% (7)
- Community engagement : 5.3% (6)

Average Response Scores by Statement Category

Category	Wildfire Safety	Personal Safety	Overall Workplace Culture
PSPS initiation and re-energization	4.43	4.37	4.38
Other (please specify):	3.65	3.70	3.55
Monitoring weather for wildfire risk	4.41	4.33	4.34
Community engagement	4.44	4.26	4.35
Vegetation assessment and mitigation	4.27	4.15	4.13
Wildfire and PSPS risk assessment	4.44	4.35	4.39
Wildfire emergency planning and preparation	4.38	4.29	4.32
Wildfire data collection and tracking	4.66	4.58	4.50

Legend: Wildfire Safety · Personal Safety · Overall Workplace Culture

Safety Component Average Response Scores

Wildfire Safety	Community engagement	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
Q01 - My workgroup consistently follows procedures to control workplace and wildfire hazards (WS)	4.50	4.59	3.33	4.50	4.39	4.53	4.82	4.43
Q02 - I feel comfortable discussing wildfire hazards with my supervisor (WS)	4.67	4.71	4.14	4.67	4.44	4.73	4.83	4.67
Q03 - Wildfire and personal safety concerns are communicated openly (WS)	4.67	4.53	3.57	4.58	4.39	4.53	4.56	4.48
Q04 - Management places high priority on protecting the community from wildfire hazards (WS)	4.67	4.65	4.29	4.58	4.56	4.73	4.83	4.71
Q05 - People look for wildfire hazards and risks as work progresses (WS)	4.50	4.35	3.86	4.50	4.28	4.40	4.61	4.43
Q06 - People in my workgroup report all wildfire hazards (WS)	4.17	4.24	3.43	4.17	4.17	4.20	4.56	4.14
Q07 - Our management acts quickly to address wildfire hazards (WS)	4.50	4.41	3.83	4.33	4.33	4.53	4.82	4.52
Q08 - Leaders actively seek out signs of potential wildfire hazards (WS)	4.50	4.41	3.43	4.58	4.22	4.53	4.72	4.29
Q09 - I am regularly asked for my ideas and solutions about wildfire hazards (WS)	3.83	3.75	2.83	3.92	3.65	3.80	4.18	3.76

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

Safety Component Average Response Scores

Personal Safety	Community engagement	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
Q10 - I take responsibility for the safety of myself and others in my work area (PS)	4.67	4.71	4.29	4.58	4.50	4.60	4.83	4.62
Q11 - My supervisor views positively if I stopped a job due to a missing safety step (PS)	4.50	4.65	3.86	4.67	4.33	4.67	4.83	4.57
Q12 - Pausing work for hazards and safety concerns is viewed positively (PS)	4.50	4.59	3.71	4.67	4.28	4.60	4.78	4.52
Q13 - I stop people even those I do not know to point out unsafe behavior (PS)	4.00	4.18	4.00	4.25	4.11	4.33	4.67	4.10
Q14 - Accidents and incidents are investigated completely (PS)	4.50	4.29	3.83	4.42	4.17	4.33	4.71	4.29
Q15 - People have the skills to resolve workplace safety issues (PS)	4.50	4.47	3.83	4.50	4.22	4.47	4.59	4.38
Q16 - Leaders use mistakes and incidents as learning opportunities (PS)	4.50	4.47	3.71	4.42	4.33	4.47	4.67	4.48
Q17 - Leaders keep people prepared to intervene when an emergency occurs (PS)	4.00	4.12	3.33	4.17	4.00	4.00	4.41	4.05
Q18 - People have the ability to respond to problems before getting out of control (PS)	4.00	4.29	3.67	4.25	4.22	4.33	4.53	4.29
Q19 - We have the right tools for the job (PS)	3.83	4.12	3.17	4.17	3.94	4.07	4.18	4.05
Q20 - People focus on one task at a time and avoid distractions (PS)	3.83	3.76	3.17	4.00	3.56	4.00	4.12	3.86

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

Safety Component Average Response Scores

Culture	Community engagement	Monitoring weather for wildfire risk	Other (please specify):	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
Q21 - People in my workgroup treat each other with respect (OC)	4.67	4.65	3.86	4.58	4.22	4.60	4.72	4.52
Q22 - My supervisor would use whatever power they have to help me out (OC)	4.50	4.71	3.83	4.67	4.39	4.73	4.82	4.62
Q23 - Leaders encourage people to ask questions (OC)	4.50	4.47	3.71	4.50	4.22	4.47	4.56	4.43
Q24 - Important events and lessons learned are shared within my workgroup (OC)	4.33	4.35	3.43	4.58	4.06	4.53	4.61	4.38
Q25 - My supervisor hears all employee concerns before making job decisions (OC)	4.33	4.35	3.86	4.33	4.22	4.33	4.44	4.33
Q26 - Managers treat workers with respect (OC)	4.50	4.59	3.71	4.58	4.28	4.53	4.72	4.52
Q27 - People listen to one another and their views rarely go unheard (OC)	4.17	4.24	3.71	4.25	4.00	4.33	4.44	4.19
Q28 - I believe managers apply the same rules for all workers (OC)	4.33	4.24	3.00	4.33	4.11	4.33	4.39	4.19
Q29 - People report mistakes including the unnoticed ones (OC)	4.33	3.65	3.17	4.00	3.67	3.93	4.00	3.86
Q30 - The company cares about my opinions (OC)	3.83	4.18	3.17	4.00	4.17	4.13	4.29	4.14

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

Comparison by Employment Status and Tenure

*Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**.*
These responses were used to conduct analyses and provide these subgroup comparisons.

In order to protect respondent anonymity and to avoid making inaccurate generalizations based on an inadequate sample size, comparisons were not computed for groups with fewer than five respondents.

Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +
Response Categories: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Average Response Scores by Statement

Wildfire Safety	0-1 Years, Full-Time Employees	2-5 Years, Full-Time Employees	6-10 Years, Full-Time Employees	10+ Years, Full-Time Employees
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.83	3.71	4.00	3.60
I feel comfortable discussing wildfire hazards with my supervisor	4.71	4.60	4.20	4.53
Leaders actively seek out signs of potential wildfire hazards	4.43	4.33	4.00	4.07
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	4.53	4.20	4.00
Our management acts quickly to address wildfire hazards	4.83	4.47	3.80	4.27
People in my workgroup report all wildfire hazards, no matter how minor	4.29	4.53	4.00	3.67
People look for wildfire hazards and risks as work progresses	4.57	4.53	4.20	4.27
Protecting the community from wildfire hazards is clearly a high priority with management	4.86	4.67	4.00	4.60
Wildfire and personal safety concerns are communicated openly	4.43	4.53	4.20	4.27

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

Average Response Scores by Statement

Personal Safety	0-1 Years, Full-Time Employees	2-5 Years, Full-Time Employees	6-10 Years, Full-Time Employees	10+ Years, Full-Time Employees
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.67	4.33	4.00	4.13
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.14	4.40	3.80	4.00
I take responsibility for the safety of myself and others in my work area	4.86	4.73	4.20	4.40
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.57	4.47	4.20	4.53
Leaders keep people prepared to intervene when an emergency occurs	4.17	4.27	3.80	4.00
Leaders use mistakes and incidents as learning opportunities	4.57	4.60	3.80	4.07
Pausing work for hazards and safety concerns is viewed positively	4.57	4.33	4.20	4.47
People focus on one task at a time and avoid distractions	4.17	3.80	3.60	3.87
People have the ability to respond to and correct problems and errors before they get out of control	4.17	4.47	3.80	4.27
People have the skills they need to resolve workplace safety issues	4.17	4.53	4.00	4.20
We have the right tools for the job	3.83	4.13	3.80	3.87

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

Average Response Scores by Statement

Overall Workplace Culture	0-1 Years, Full-Time Employees	2-5 Years, Full-Time Employees	6-10 Years, Full-Time Employees	10+ Years, Full-Time Employees
I believe managers apply the same rules for all workers	4.14	4.40	3.80	3.87
Information about important events and lessons learned is shared within my workgroup	4.43	4.33	3.80	4.20
Leaders encourage people to ask questions	4.29	4.47	4.20	4.20
Managers treat workers with respect	4.43	4.60	3.80	4.33
My supervisor makes sure all employee concerns are heard before job decisions are made	4.29	4.53	3.80	4.13
My supervisor would use whatever power they have to help me out	4.67	4.67	3.80	4.40
People in my workgroup treat each other with respect	4.29	4.60	4.00	4.40
People listen to one another: it is rare that someone's views go unheard	4.14	4.33	3.60	4.13
People report mistakes they make, even if others do not notice them	4.00	4.07	3.60	3.60
The company cares about my opinions	3.83	4.27	3.80	3.93

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

Safety Culture Objectives and Lessons Learned Report

August 2022

PacifiCorp

Section 1. 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.

1.1 Objectives for the Next 12 Months

A1. Objective 1

Continued implementation of "Managing for Safety" (AKA: Safety Leadership Development Program (SLDP)).

C1. 12-Month Target

Continue the Managing for Safety program to progress existing learners through advanced sections, and expanding implementation across the organization.

B1. Progress Metrics (if applicable)

Program participation level.

D1. Description of Objective

2022's training efforts will focus on hazard recognition, mitigation, principles of human performance, and safety leadership.

A2. Objective 2

Field-based safety initiative.

C2. 12-Month Target

Managers to accomplish crew visits/safety observations to include each member of their teams once per quarter. Goal is 100% of employees are observed by a manager quarterly.

B2. Progress Metrics (if applicable)

Program participation level.

D2. Description of Objective

Increased presence and effectiveness of leaders at job sites is a well-established leading indicator for safety performance and will include, where applicable, wildfire mitigation initiatives.

A3. Objective 3

Tailboard quality improvement.

B3. Progress Metrics (if applicable)

Tailboard quality audit score.

C3. 12-Month Target

Build e-book training materials to support the Employees in Charge who conduct tailboards, targeting improved tailboard quality by EOY 2023.

Prepare a scoring tool and process for management/safety evaluations of tailboard quality.

D3. Description of Objective

Tailboards are a daily safety process considered critical to safety performance. Updated expectations and skill development will result in improved effectiveness of tailboards as observed through crew visit findings.

Section 1. 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.

1.2 Objectives for the Next 3 Years

A1. Objective 1

Corrective Action Program.

C1. 3-Year Target

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

B1. Progress Metrics (if applicable)

Milestone: Pilot implementation by EOY 2023.

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

D1. Description of Objective

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.

A2. Objective 2

Safety reporting system.

C2. 3-Year Target

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

B2. Progress Metrics (if applicable)

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

D2. Description of Objective

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

Section 1. Safety Culture Objectives, Lessons Learned, and 2021 Recommendations

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

1.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1

Increase the presence of management in the field.

B1. Actions Taken

The last year has seen significant improvements to field-based safety. Field engagements (work crew visits by managers or safety professionals) have doubled. The field safety team is using mobile app for collecting observations. The tool, which is a mobile app, assists the observer with breaking down work tasks, identifying critical exposures, and evaluating the effectiveness of the hazard control. The tool assists with immediate feedback to the crew and allows data analysis to identify trends that other members of our team are also identifying. This process is reviewed on a weekly basis. The safety team shares the results at safety meetings weekly manager meetings.

A2. Major Theme/ Lesson Learned 2

Foster more employee engagement in the safety process. (culture finding: "employees feel they (a) are not asked for their suggestions")

B2. Actions Taken

PacifiCorp is reviewing its ability to foster employee engagement and is looking at programmatic and technological means of increasing engagement in the safety. The result is planned implementation of a new enterprise system with safety reporting capability.

Section 1. 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.

1.4 2021 Recommendations

A1. Recommendation 1

4.1 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.

B1. Actions Taken

1. Participation by safety staff in an enterprise system implementation project. The purpose of safety involvement is to ensure employee safety reporting is included in the functional requirements of the system.
2. Employee engagement skill development is included in the Safety Leadership Development Program for managers.

C1. Results

1. In development in 2021-2022. This project is part of a much larger enterprise system replacement.
2. In development in 2021-2022. The pilot workshops have been delayed due to scheduling but are planned for Fall 2022.

A2. Recommendation 2

4.2 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.

* 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 controls19 from the hierarchy of controls.
* The program should verify that the corrective action resolves the exposure 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 and incidents, and and it should ultimately advance the organization's capacity for learning from mistakes.

B2. Actions Taken

Implementation of Incident Briefs, a company-wide communication of lessons learned from an incident.

C2. Results

23 Incident Briefs distributed in past twelve months. Corrective Action Program still in development.

Section 2. Supporting Documentation

In this section, the electrical corporation provides any additional supporting documentation that would help Energy Safety assess their organizational safety culture.

Nil