State of California – A Natural Resources Agency
Gavin Newsom, Governor

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March 22, 2024

Tim Hill
Director, Environmental Health and Safety
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14920 W Camelback Rd.
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Subject: 2023 Safety Culture Assessment for Liberty Utilities, LLC

Mr. Hill:

Enclosed is the 2023 Safety Culture Assessment (SCA) for Liberty Utilities, LLC, (Liberty) 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 the process approved though Public Utilities Code section 8389(d)(4).

On February 23, 2024, Energy Safety provided Liberty with a draft of its 2023 SCA for factual review. Liberty did not submit a response.

Liberty 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 Liberty submitting a letter to this effect to the 2023 Safety Culture Assessments docket (Docket #2023-SCAs).[1]

Sincerely,

Suzie Rose
Program Manager, Electrical Safety Policy Division
Office of Energy Infrastructure Safety

[1] 2023 Safety Culture Assessments (SCAs) docket (https://efiling.energysafety.ca.gov/EFiling/DocketInformation.aspx?docketnumber=2023-SCAs, accessed February 23, 2024).

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The Office of Energy Infrastructure Safety's 2023 Safety Culture Assessment

Liberty Utilities

Prepared by the National Safety Council

Published March 2024

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Executive Summary

The Office of Energy Infrastructure Safety's (Energy Safety's) third annual Safety Culture Assessment of electrical corporations in California took place from June to September 2023. 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 2023, Energy Safety's Safety Culture Assessment contractor was the National Safety Council.

This report contains the assessment of Liberty Utilities' (Liberty's) inputs to the 2023 Safety Culture Assessment and associated findings and recommendations. The findings and recommendations are based on Liberty's safety culture objectives, lessons learned, progress on 2022 recommendations, supporting documentation, 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 2022 and 2023, Liberty has demonstrated several improvements in its safety culture. Respondents to Liberty's 2023 workforce survey generated positive results, with twenty of thirty statements showing year-over-year improvements. The statement "I believe managers apply the same rules for all workers," demonstrated the greatest improvement since 2022. Liberty's 2023 safety culture objectives, lessons learned, and progress on 2022 recommendations demonstrate that the company has taken actions to advance its safety culture. Liberty implemented the use of a tool (Gensuite) that makes it easier for employees to report safety concerns and observations, updated its Public Safety Power Shutoffs playbook, and added safety observations to its Corporate Scorecard.

However, scores on 10 of the 30 statements on the 2023 workforce survey declined since 2022, particularly in the wildfire safety category. The following two statements had the largest decrease in average score since 2022:

- "Information about important events and lessons learned is shared within my workgroup."
- "People focus on one task at a time and avoid distractions."

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

- Improve interpersonal interactions and establish Liberty as a learning organization by:
    - Ensuring that leaders are demonstrating key leadership skills, especially when conducting safety observations and safety meetings.
    - Establishing a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action regarding declines in overall organizational safety culture.
- Liberty should increase engagement on the safety culture assessment within the workforce supporting wildfire mitigation initiatives.

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 informed by the SCA process as set out in Resolution SPD-6, adopted by the California Public Utilities Commission (CPUC) on December 1, 2022.[2] The framework for Energy Safety's SCA, included in Resolution SPD-6,[3] 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.

1.2 Overview

Pursuant to Public Utilities Code Section 8389(d)(4),[4] Energy Safety must conduct an annual SCA for each California electrical corporation.[5] Energy Safety contracted the

[1] Safety Culture Assessment Guidelines for Electrical Corporations (April 2023) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).
[2] Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389(d)(4)" (https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf, accessed Sept. 28, 2023).
[3] Resolution SPD-6 "Resolution Adopting Safety Culture Assessment Process for Electrical Corporations Pursuant to Public Utilities Code § 8389(d)(4)" page 11 (https://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M499/K482/499482543.pdf, accessed Sept. 28, 2023).
[4] The full text of Public Utilities Code section 8389 (https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8389.&lawCode=PUC, accessed Sept. 28, 2023).
[5] In 2023, the California electrical corporations required to participate in Energy Safety's Safety Culture Assessment were Pacific Gas and Electric Company, San Diego Gas & Electric Company, Southern California Edison Company, Liberty Utilities, PacifiCorp, Bear Valley Electric Service, Inc., Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

National Safety Council (NSC)[6] to conduct the third annual SCA, which took place between June and September 2023.

1.2.1 Focus of Energy Safety's SCA

Energy Safety's SCA is distinct and complementary 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.

1.2.2 Energy Safety's SCA Components

Energy Safety published the 2023 SCA Guidelines in April 2023.[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, San Diego Gas & Electric Company, and Southern California Edison Company.

[6] The National Safety Council is a nonprofit, mission-based organization focused on eliminating the leading causes of preventable death and injury.
[7] Safety Culture Assessment Guidelines for Electrical Corporations (April 2023) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024). See Energy Safety's Safety Culture Assessments web page for more information (https://energysafety.ca.gov/what-we-do/electrical-infrastructure-safety/wildfire-mitigation-and-%20safety/safety-culture-assessments/, accessed Sept. 28, 2023).
[8] In this document "utility" means "electrical corporation."

- **Small and multijurisdictional utilities (SMJUs):** Liberty Utilities, PacifiCorp, and Bear Valley Electric Service, Inc.
- **Independent transmission operators (ITOs)**: Horizon West Transmission, Trans Bay Cable, and LS Power Grid California.

The 2023 SCA process included a management self-assessment with a summary plan for 2024, 12-month and 3-year safety culture objectives, lessons learned, progress on the 2022 SCA recommendations, a workforce survey, and follow-up interviews to give context and clarity to the management self-assessment (one interview) and workforce survey (one interview in the form of a focus group session). See below for more details about each of these components. The SCA Guidelines require different categories of electrical corporations to complete different components of the SCA as follows:[9]

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	Large IOUs	Energy Safety uses the management self-assessment, a detailed assessment of organizational systems, to

[9] See Section 2 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (April 2023) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

Component	Electrical corporations that must complete this component	Commentary
summary plan for the coming year		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.
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 2023 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 and 2022 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 on the high end to strongly disagree on the low end.[10] The statements are framed in a positive light (e.g., "managers treat workers with respect"), so greater agreement—and an associated higher score—indicates a better opinion of the organization's performance.

NSC assisted the electrical corporations in administering the workforce survey within the period of June 26 to July 24, 2023. NSC provided electronic survey administration options and provided Spanish translation upon request.

1.2.2.2 Management Self-Assessment with 2024 Summary Plan

The management self-assessment was only completed by the large electrical corporations in the 2023 SCA process: it was not completed by the SMJUs or ITOs.

1.2.2.3 Safety Culture Objectives, Lessons Learned, and Progress on the Previous Year's 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 the previous year's 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.

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[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 Sept. 29, 2023).
[11] See Section 2 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (April 2023) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

Electrical corporations also presented their lessons learned and a description of progress made on their 2022 SCA recommendations.

1.2.2.4 Interviews

Follow-up interviews were only conducted with the large electrical corporations in the 2023 SCA process; they were not conducted with the SMJUs or ITOs.

1.2.2.5 Observational Visits

The 2023 SCA process did not include observational visits due to time constraints.

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 2022 recommendations permitted electrical corporations to upload additional supporting documentation as attachments to illustrate actions taken since the 2022 SCA.

[12] See the Safety Culture Assessment Guidelines for Electrical Corporations Section 6.2 "Documentation to Support Responses to the Management Self-Assessment" for more information about supporting documentation Energy Safety may require (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Sept. 28, 2023).

2 Liberty Inputs and Findings

2.1 Liberty Inputs to the SCA

The findings and recommendations below are based on Liberty's safety culture objectives, lessons learned, progress on 2022 recommendations, and a workforce survey targeting those who spend at least 10 percent of their time engaged in wildfire mitigation activities.[13] As an SMJU, Liberty was not required to complete all components of the SCA process.[14]

In 2023, the first step of the SCA process was submission of the safety culture objectives, lessons learned, and progress on 2022 recommendations. Liberty submitted these components on July 7, 2023. Liberty voluntarily appended one supporting document to provide additional context to its responses, a document titled "Safety Summary."[15] This document, subtitled "Safety Metrics - Near Misses - Good Catch - Safety Memo," includes a summary of the week's injuries, motor vehicle accidents, and property damage events. It also includes a weekly safety message, a description of a good catch and a near miss, and year-to-date safety metrics. Liberty's safety culture objectives include reference to its safety metrics dashboard with "safety observations, near misses, and good catches." NSC reviewed this supporting documentation to further understand Liberty's safety culture objectives.

NSC (via Liberty) next administered the Liberty workforce survey using an anonymous online survey, available in English and Spanish, between June 26 and July 24, 2023. NSC encouraged Liberty 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

[13] See Section 5 for Liberty's safety culture objectives, lessons learned, progress on 2022 recommendations, and 2023 workforce survey results.
[14] See Section 2 "Application of Safety Culture Assessment Components to Different Electrical Corporations," Safety Culture Assessment Guidelines for Electrical Corporations (April 2023) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).
[15] See the supporting documentation appended at the end of Section 5.

wildfire mitigation activities.

A total of 46 Liberty employees and contractors responded to the workforce survey. Of these, 36 identified as employees and 10 identified as contractors. Liberty reported a base number of 115 employees and 85 contractors working on wildfire mitigation. With these base numbers, Liberty achieved a 23 percent overall response rate for its wildfire mitigation workforce with an employee response rate (excluding contractors) of 31 percent, compared to a 77 percent employee response rate in 2022 and a 93 percent employee response rate in 2021.[16, 17] Liberty's contractor response rate was 12 percent, compared to 29 percent in 2022 (10 contractor responses out of 34) and 9 percent in 2021 (8 contractor responses out of 91).

2.2 Strengths

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

2.2.1 Improved Worker Focus

In the 2022 workforce survey, the statement "I believe managers apply the same rules for all workers" had the lowest average response score of 3.51 (out of possible 5). In 2023, this statement demonstrated the greatest improvement in score, gaining 0.64, with 78 percent of respondents indicating agreement with this statement.

This improved score aligns with Liberty's statements of actions taken as described in its

[16] Note that in 2023 workforce survey participants had access to the survey in an online format only; they did not have a paper survey option which had been available in previous years.
[17] In response to Energy Safety's inquiry regarding Liberty's relatively low workforce survey response rate in 2023, on Feb. 6, 2024, Liberty's Senior Manager for Wildfire Prevention provided a number of factors that may have contributed to the low survey response rate. The factors provided by Liberty included: 1) the process for circulating the survey was hampered by a change in Liberty's SCA staff lead in June 2023, 2) Liberty's annual Employee Engagement Survey took place June 13 to June 27 the SCA workforce survey was carried out in an overlapping period, June 26 to July 24, which may have resulted in confusion, and 3) the SCA workforce survey coincided with a "significant amount of training" on a new enterprise system for internal administrative processes, which may have reduced staff's capacity to respond.

progress on 2022 recommendations. Namely, Liberty reported that it improved leadership engagement by training its leadership in topics like effective leadership skills, diversity, inclusion, and equity.[18]

2.2.2 Increased Safety Observation Participation

Liberty's 12-month safety culture objectives, lessons learned, and progress on 2022 recommendations described efforts to improve its safety observation program.

Liberty incorporated safety observation targets into its Corporate Scorecard. This means that meeting or not meeting the safety observation targets should now impact the performance rating of the company.[19] Liberty has also implemented a new tool (Gensuite) that makes it easier for employees to report safety concerns and observations.[20]

The average score increased since 2022 for several statements on the workforce survey related to safety observations, including:

[18] See Section 5 for Liberty's safety culture objectives, lessons learned, and progress on 2022 recommendations.
[19] See Section 5 for Liberty's safety culture objectives, lessons learned, and progress on 2022 recommendations.
[20] See Section 5 for Liberty's safety culture objectives, lessons learned, and progress on 2022 recommendations.

- "Pausing work for hazards and safety concerns is viewed positively." (Average score: 4.63 compared to 4.36 in 2022.)
- "If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor." (Average score: 4.54 compared to 4.30 in 2022.)
- "Accidents and incidents are investigated completely to find out what happened and the corrective actions needed." (Average score: 4.33 compared to 4.14 in 2022.)

Further, 2 percent or less of respondents disagreed with 12 of the 30 survey statements, indicating a positive overall perception of safety culture.

2.3 Opportunities

Liberty has areas where it can strengthen its safety culture. The following sections describe the areas where Liberty should prioritize improving its safety culture. Specific recommendations are described in Section 3.

2.3.1 Organizational Learning

Workforce survey participants gave relatively low scores to several survey statements foundational to organizational learning. This trend was also evident in the 2022 workforce survey. These statements include:

- "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them." (45 percent of respondents disagreed or answered neutrally; 40 percent did so in 2022.)
- "People report mistakes they make, even if others do not notice them." (30 percent of respondents disagreed or answered neutrally; 36 percent did so in 2022.)
- "People focus on one task at a time and avoid distractions." (35 percent of respondents disagreed or answered neutrally; 37 percent did so in 2022.)
- "People listen to one another: it is rare that someone's views go unheard." (21 percent of respondents disagreed or answered neutrally; 25 percent did so in 2022.)

A learning organization is skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.[21] Ensuring workers feel safe to report mistakes, and suggestions about wildfire hazards and ways to address them is foundational to an organization modifying its behavior to reflect new knowledge and

[21] See Safety Culture Assessment Guidelines for Electrical Corporations (April 2023) Glossary (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53626&shareable=true, accessed Feb. 28, 2024).

insights. Incorporating lessons from incidents and other behaviors associated with being a learning organization increase the organization's capacity for a robust safety culture.

See the corresponding recommendation in Section 3.1.1.

2.3.2 Overall Workplace Culture

Liberty's 2023 workforce survey showed declines in scores for two statements in the overall culture category:

- "People listen to one another: it is rare that someone's views go unheard." (Average score: 3.89 compared to 3.94 in 2022.)
- "Information about important events and lessons learned is shared within my workgroup." (Average score: 4.07 compared to 4.26 in 2022.)

As in 2022, managers had notably less-positive perceptions about overall culture than individual contributors did, particularly in the two statements listed above. The decline in scores for these statements may indicate that Liberty managers are experiencing new barriers with interpersonal interactions. Safety culture is more robust in an organization where there is a workplace culture of trust, learning, and accountability: interpersonal interactions are the building blocks of a culture of trust.

See the corresponding recommendation in Section 3.1.2.

2.3.3 Engagement in Workforce Survey

Liberty's workforce survey return was much lower in 2023 than it has been thus far. The employee response rate went down from 93 percent in 2021 and 77 percent in 2022 to 31 percent in 2023.

See the corresponding recommendation in Section 3.1.3.

3 Recommendations

Culture change takes time, dedication, and starts with understanding where a company is on its organizational safety journey and the underlying drivers influencing the workforce. The recommendations in this report are based on observations from Liberty's 2023 SCA inputs: safety culture objectives; lessons learned; progress on 2022 recommendations; and a workforce survey. Most of the recommendations included here build on recommendations from Liberty's 2022 SCA report;[22, 23] one is newly introduced based on Liberty's 2023 assessment.

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

3.1 Improve Interpersonal Interactions

Liberty should continue taking action to improve interpersonal interactions related to safety to help improve overall culture and establish Liberty as a learning organization. This two-part recommendation is a continuation of the 2022 SCA recommendation.

3.1.1 Improve Leadership Engagement

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

[22] Liberty Utility's 2022 Safety Culture Assessment (May 2023) (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53797&shareable=true, accessed March 1, 2024).
[23] Due to a short reporting period for the 2023 SCA reports, the electrical corporation had limited time to make progress on the 2022 recommendations. Therefore, the 2022 recommendations are continued herein.

As noted in the related 2022 SCA recommendation,[24] setting targets for safety observations and increasing team meetings can have an impact on wildfire and safety culture, but leadership engagement will determine the success of these initiatives. Liberty should ensure leadership sets clear expectations and the proper tone for these interactions. Liberty should train leaders on safety leadership topics such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance or human performance reliability, and diversity, equity, and inclusion.

Furthermore, Liberty senior leadership should continue to engage managers through listening sessions, focus group, or roundtables to better understand and address issues.

3.1.1.1 Observations

In both 2022 and 2023 workforce surveys, where the average overall statement score was 4.16 and 4.28 respectively, Liberty received relatively low scores on workforce survey statements that addressed aspects of organizational learning. These statements included:

- "I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them." (Average score: 3.63 compared to 3.76 in 2022.)
- "People report mistakes they make, even if others do not notice them." (Average score: 3.83 compared to 3.73 in 2022.)
- "People listen to one another: it's rare that someone's views go unheard." (Average score: 3.89 compared to 3.94 in 2022.)

3.1.1.2 Goals of Recommendation

The goals of this recommendation are to establish a better sense of trust, respect, and cooperation between and among employees and leadership and increase perceptions of support and commitment from leadership, which will enhance organizational learning.

[24] See Recommendations in Liberty Utility's 2022 Safety Culture Assessment (May 2023) report (https://efiling.energysafety.ca.gov/eFiling/Getfile.aspx?fileid=53797&shareable=true, accessed Feb. 28, 2024).

3.1.1.3 Verification Method

Liberty's 2024 progress report on 2023 recommendations must include:

1. A description of how Liberty incorporated leadership training on topics such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance or human performance reliability, and diversity, equity, and inclusion.
2. A leadership training plan with dates of execution.
3. Any new initiatives to address wildfire mitigation or other safety efforts—or improvements to existing initiatives—resulting from listening sessions, focus groups, or roundtable meetings with managers.

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

3.1.2 Continue Developing a Culture Committee

Liberty should continue working toward developing a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action regarding declines in workforce survey scores for statements related to overall culture, specifically relating to interpersonal interactions. The culture committee should review the workforce survey results, candidly discuss the results, brainstorm, prioritize actions, and implement a SMART[25] action plan to address workplace culture issues over the coming year.

3.1.2.1 Observations

Liberty's 2023 workforce survey showed declines in scores for two of the statements in the overall culture category. As in 2022, managers had less-positive perceptions about overall culture than individual contributors, in particular in response to the statements "People

[25] SMART: specific, measurable, action-oriented, realistic, and time-bound.

listen to one another: it is rare that someone's views go unheard" and "Information about important events and lessons learned is shared within my workgroup."

3.1.2.2 Goals of Recommendation

The goals of this recommendation are for Liberty to continue progress and gather insights on its culture and find opportunities for a positive, collaborative approach to planning for improvements to its overall workplace culture.

3.1.2.3 Verification Method

Liberty's 2024 progress report on 2023 recommendations must include a description of activities and actions taken by the culture committee (in development) to improve interpersonal interactions and build trust.

3.2 Increase Engagement in Workforce Survey

3.2.1 Observation

The workforce survey response rate was low relative to Liberty's rate in previous years. In the future, Liberty must employ a more robust communication strategy that involves senior leadership to promote the survey. It must consider ways to diversify the tactics for soliciting survey responses from the workforce.

3.2.2 Goal of Recommendation

The goal of this recommendation is to improve engagement in next year's workforce survey.

3.2.3 Verification Method

Liberty must demonstrate an increased workforce survey response rate in 2024. The goal should be to always improve on the previous year's response rate.

4 Conclusion

This report provides the findings and recommendations from Liberty's 2023 SCA, its third under Public Utilities Code section 8389(d)(4). Following the publication of this report, Liberty may agree to implement its findings to demonstrate "good standing" per Public Utilities Code section 8389(e)(2).

This process is intended to be complementary to, and not a replacement for, ongoing work to improve safety culture at Liberty. 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 Liberty's relative strengths and opportunities in designing and implementing a strong safety culture. As stated above, Energy Safety ultimately seeks to assess safety culture outcomes over time and incorporate continuous learning into the SCA process.

5 Data Attachments

5.1 Workforce Survey Results

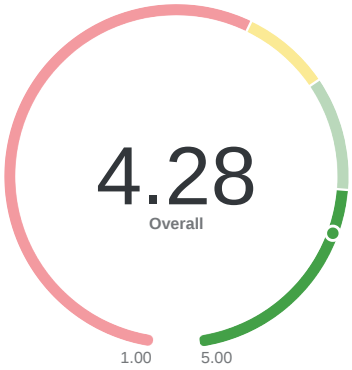
Energy Safety Workforce Survey 2023:
Overall Results and 30 Standard Statements

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

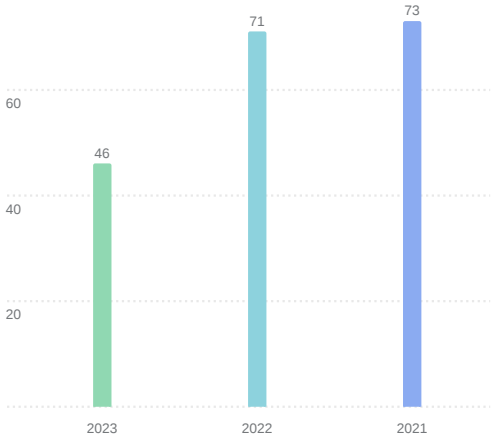
Average Response Score Metrics: *Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)*
Response Categories: *Strongly Disagree = 1 (Red), Disagree = 2 (Orange), Neutral = 3 (Yellow), Agree = 4 (Light Green), Strongly Agree = 5 (Dark Green)*

Average Response Scores

Average Response Score 2023

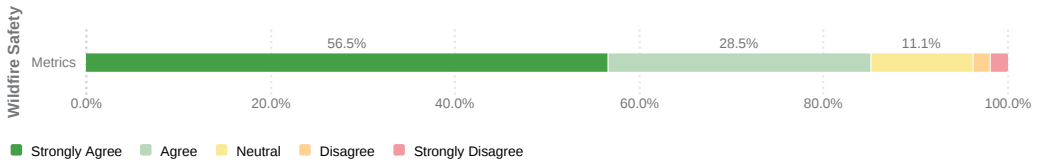


Response Count 190



Wildfire Safety 2023

Percent Distributions 2023



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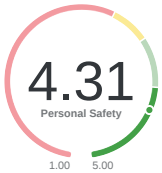
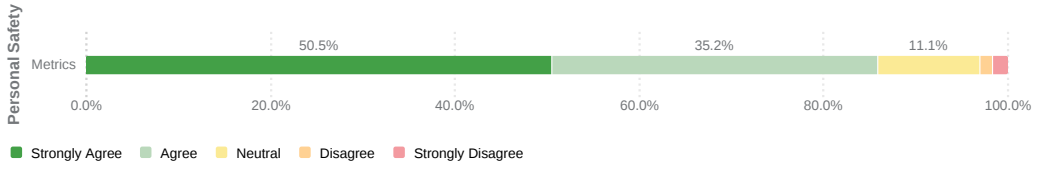
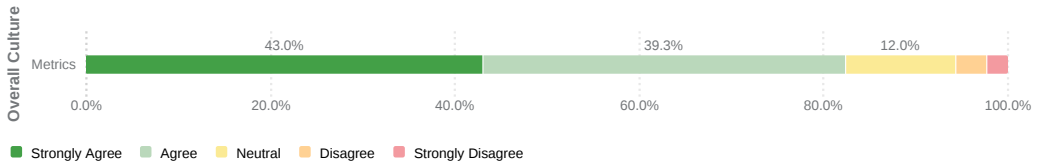


Percent Distributions 2023



Overall Culture 2023

Percent Distributions 2023



Energy Safety Workforce Survey 2023: Overall Results and 30 Standard Statements

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

Average Response Score Metrics: *Low: < 3.30 (Red), Medium: 3.30 - 3.65 (Yellow), Moderately High: 3.65 - 4.10 (Light Green), High: 4.10 + (Dark Green)*
Change Score Metrics: Increase in Score: > 0 (Blue), Decrease in Score: < 0 (Red), No Change in Score: = 0 (Gray)

Overall Average Response Scores by Statement

Wildfire Safety	2023	2022	2021	Change 2022-2023	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People look for wildfire hazards and risks as work progresses	4.35	4.00	4.27	0.348	54%	30%	13%	0%	2%
Our management acts quickly to address wildfire hazards	4.50	4.20	4.29	0.300	61%	30%	7%	2%	0%
I feel comfortable discussing wildfire hazards with my supervisor	4.67	4.50	4.71	0.174	74%	24%	0%	0%	2%
Protecting the community from wildfire hazards is clearly a high priority with management	4.72	4.56	4.73	0.159	78%	20%	0%	0%	2%
People in my workgroup report all wildfire hazards, no matter how minor	4.28	4.29	4.18	-0.003	52%	28%	17%	0%	2%
Leaders actively seek out signs of potential wildfire hazards	4.22	4.24	4.23	-0.025	43%	39%	15%	0%	2%
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.46	4.57	4.44	-0.117	63%	24%	11%	0%	2%
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.63	3.76	3.55	-0.127	28%	26%	30%	11%	4%
Wildfire and personal safety concerns are communicated openly	4.39	4.52	4.41	-0.130	54%	35%	7%	4%	0%

Overall Average Response Scores by Statement

Personal Safety	2023	2022	2021	Change 2022-2023	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
We have the right tools for the job	4.17	3.88	3.92	0.290	41%	41%	13%	2%	2%
Pausing work for hazards and safety concerns is viewed positively	4.63	4.36	4.64	0.268	70%	24%	7%	0%	0%
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.54	4.30	4.75	0.239	63%	33%	2%	0%	2%
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.33	4.14	4.29	0.181	50%	37%	11%	0%	2%
I take responsibility for the safety of myself and others in my work area	4.74	4.59	4.81	0.145	76%	22%	2%	0%	0%
People have the skills they need to resolve workplace safety issues	4.20	4.13	4.29	0.065	39%	46%	13%	0%	2%
Leaders use mistakes and incidents as learning opportunities	4.28	4.24	4.18	0.047	52%	33%	11%	0%	4%
People have the ability to respond to and correct problems and errors before they get out of control	4.26	4.22	3.93	0.040	52%	30%	11%	4%	2%
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.37	4.39	4.19	-0.016	48%	41%	11%	0%	0%
Leaders keep people prepared to intervene when an emergency occurs	4.22	4.24	4.16	-0.018	46%	35%	15%	4%	0%
People focus on one task at a time and avoid distractions	3.69	4.03	3.40	-0.340	18%	47%	27%	4%	4%

Overall Average Response Scores by Statement

Overall Culture	2023	2022	2021	Change 2022-2023	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe managers apply the same rules for all workers	4.15	3.51	4.10	0.637	50%	28%	11%	9%	2%
People in my workgroup treat each other with respect	4.57	4.06	4.58	0.507	63%	33%	2%	2%	0%
The company cares about my opinions	3.96	3.54	4.18	0.418	29%	44%	22%	2%	2%
My supervisor would use whatever power they have to help me out	4.54	4.22	4.53	0.323	61%	35%	2%	2%	0%
Managers treat workers with respect	4.28	3.99	4.45	0.297	46%	41%	11%	0%	2%
Leaders encourage people to ask questions	4.26	4.12	4.34	0.145	50%	37%	4%	7%	2%
People report mistakes they make, even if others do not notice them	3.83	3.73	3.82	0.099	22%	48%	26%	0%	4%
My supervisor makes sure all employee concerns are heard before job decisions are made	4.17	4.10	4.15	0.071	46%	33%	17%	2%	2%
People listen to one another: it is rare that someone's views go unheard	3.89	3.94	4.11	-0.050	22%	57%	15%	2%	4%
Information about important events and lessons learned is shared within my workgroup	4.07	4.26	4.29	-0.194	42%	38%	9%	7%	4%

Energy Safety Workforce Survey 2023: Demographic Comparisons

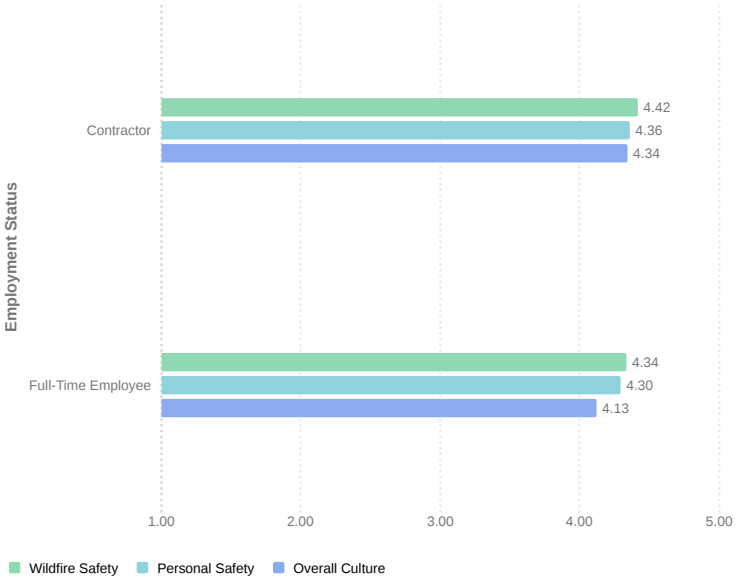
Survey respondents were asked to provide demographic information at the conclusion of the **Energy Safety Workforce Survey**. These responses were used to conduct analyses and provide these subgroup comparisons.

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

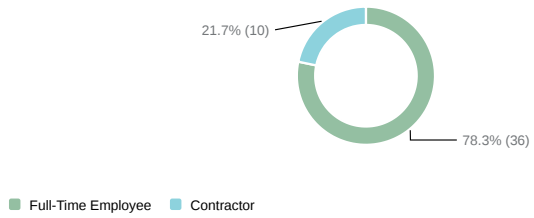
Average Response Score Metrics: Low: < 3.30, Medium: 3.30 - 3.65, Moderately High: 3.65 - 4.10, High: 4.10 +

1. Comparison by Employment Status

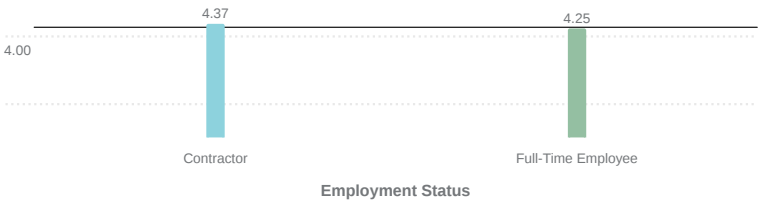
Average Response Scores by Statement Category



Number of Responses 46



Overall Average Response Score



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

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

Average Response Scores by Statement

Wildfire Safety	Contractor	Full-Time Employee
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.60	3.64
I feel comfortable discussing wildfire hazards with my supervisor	4.70	4.67
Leaders actively seek out signs of potential wildfire hazards	4.30	4.19
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.50	4.44
Our management acts quickly to address wildfire hazards	4.50	4.50
People in my workgroup report all wildfire hazards, no matter how minor	4.10	4.33
People look for wildfire hazards and risks as work progresses	4.60	4.28
Protecting the community from wildfire hazards is clearly a high priority with management	4.80	4.69
Wildfire and personal safety concerns are communicated openly	4.70	4.31

Average Response Scores by Statement

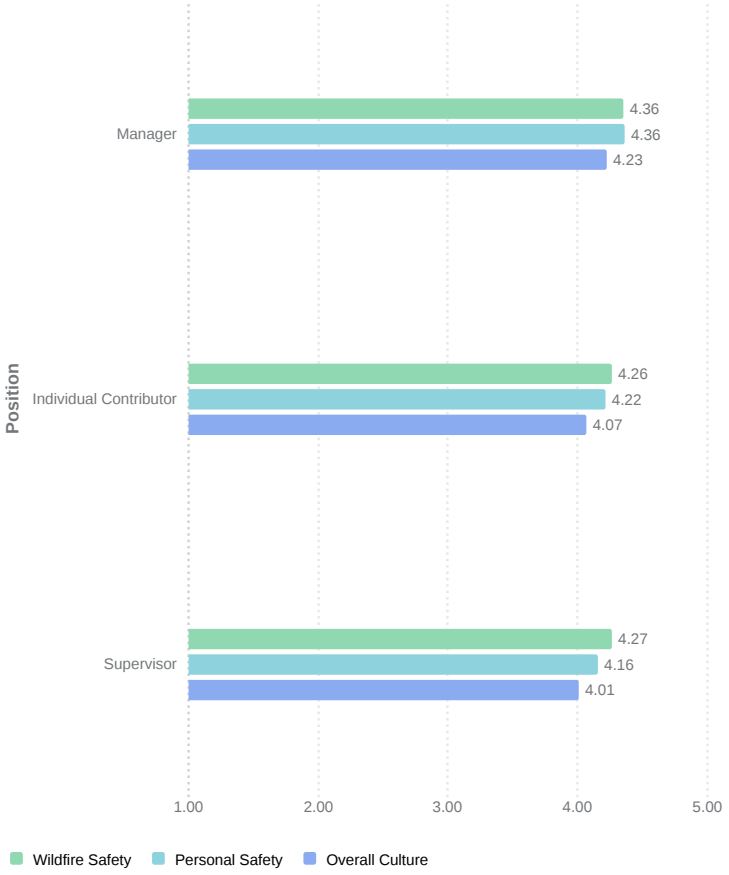
Personal Safety	Contractor	Full-Time Employee
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.30	4.33
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.30	4.39
I take responsibility for the safety of myself and others in my work area	4.70	4.75
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.60	4.53
Leaders keep people prepared to intervene when an emergency occurs	4.30	4.19
Leaders use mistakes and incidents as learning opportunities	4.40	4.25
Pausing work for hazards and safety concerns is viewed positively	4.90	4.56
People focus on one task at a time and avoid distractions	3.90	3.63
People have the ability to respond to and correct problems and errors before they get out of control	4.10	4.31
People have the skills they need to resolve workplace safety issues	4.10	4.22
We have the right tools for the job	4.40	4.11

Average Response Scores by Statement

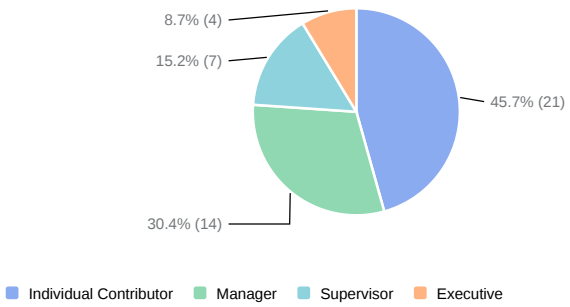
Overall Culture	Contractor	Full-Time Employee
I believe managers apply the same rules for all workers	4.50	4.06
Information about important events and lessons learned is shared within my workgroup	4.30	4.00
Leaders encourage people to ask questions	4.50	4.19
Managers treat workers with respect	4.50	4.22
My supervisor makes sure all employee concerns are heard before job decisions are made	4.10	4.19
My supervisor would use whatever power they have to help me out	4.60	4.53
People in my workgroup treat each other with respect	4.60	4.56
People listen to one another: it is rare that someone's views go unheard	4.20	3.81
People report mistakes they make, even if others do not notice them	4.00	3.78
The company cares about my opinions	4.11	3.92

2. Comparison by Position

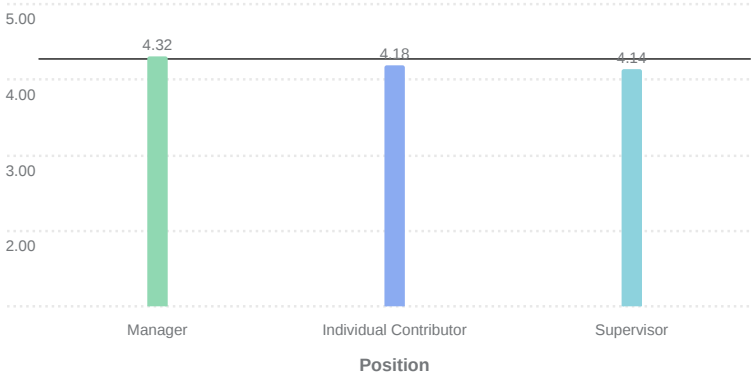
Average Response Scores by Statement Category



Number of Responses 46



Overall Average Response Score



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

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

Average Response Scores by Statement

Wildfire Safety	Individual Contributor	Manager	Supervisor
Wildfire and personal safety concerns are communicated openly	4.29	4.43	4.29
Protecting the community from wildfire hazards is clearly a high priority with management	4.57	4.86	4.71
People look for wildfire hazards and risks as work progresses	4.24	4.21	4.57
People in my workgroup report all wildfire hazards, no matter how minor	4.10	4.21	4.57
Our management acts quickly to address wildfire hazards	4.57	4.29	4.43
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.43	4.50	4.14
Leaders actively seek out signs of potential wildfire hazards	4.10	4.36	3.86
I feel comfortable discussing wildfire hazards with my supervisor	4.57	4.86	4.43
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.52	3.50	3.43

Average Response Scores by Statement

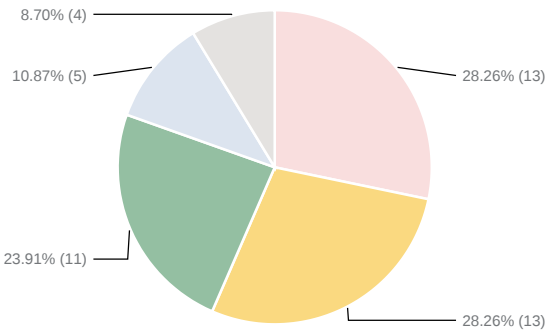
Personal Safety	Individual Contributor	Manager	Supervisor
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.19	4.29	4.43
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.29	4.29	4.43
I take responsibility for the safety of myself and others in my work area	4.57	4.93	4.71
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.48	4.57	4.43
Leaders keep people prepared to intervene when an emergency occurs	4.14	4.21	4.00
Leaders use mistakes and incidents as learning opportunities	4.24	4.43	3.71
Pausing work for hazards and safety concerns is viewed positively	4.62	4.64	4.43
People focus on one task at a time and avoid distractions	3.52	3.77	3.43
People have the ability to respond to and correct problems and errors before they get out of control	4.10	4.50	3.86
People have the skills they need to resolve workplace safety issues	4.14	4.14	4.14
We have the right tools for the job	4.14	4.14	4.14

Average Response Scores by Statement

Overall Culture	Individual Contributor	Manager	Supervisor
The company cares about my opinions	3.71	4.08	3.86
People report mistakes they make, even if others do not notice them	3.71	3.79	3.86
People listen to one another: it is rare that someone's views go unheard	3.90	3.79	3.57
People in my workgroup treat each other with respect	4.52	4.71	4.29
My supervisor would use whatever power they have to help me out	4.52	4.50	4.57
My supervisor makes sure all employee concerns are heard before job decisions are made	3.95	4.29	4.29
Managers treat workers with respect	4.24	4.43	4.00
Leaders encourage people to ask questions	4.24	4.29	3.86
Information about important events and lessons learned is shared within my workgroup	3.95	3.93	4.14
I believe managers apply the same rules for all workers	3.95	4.50	3.71

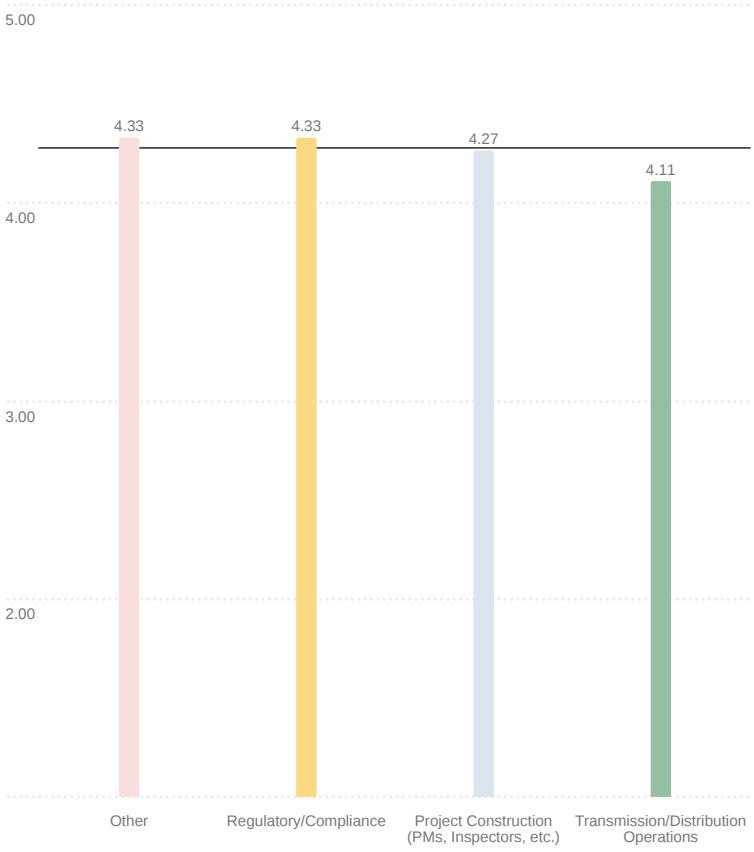
3. Comparison by Business Unit

Number of Responses 46

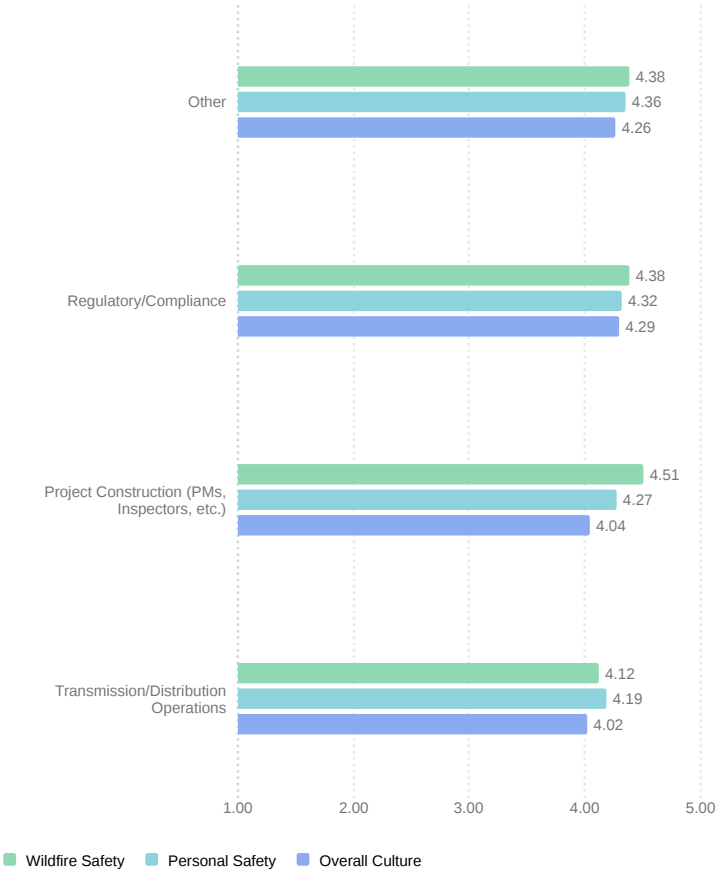


Other Regulatory/Compliance Transmission/Distribution Operations Project Construction (PMs, Inspectors, etc.) Communications/Outreach

Overall Average Response Score



Average Response Scores by Statement Category



Wildfire Safety Personal Safety Overall Culture

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

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

Average Response Scores by Statement

Wildfire Safety	Other	Project Construction (PMs, Inspectors, etc.)	Regulatory/Compliance	Transmission/Distribution Operations
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.92	3.60	3.62	3.64
I feel comfortable discussing wildfire hazards with my supervisor	4.69	4.80	4.69	4.45
Leaders actively seek out signs of potential wildfire hazards	4.15	4.20	4.31	4.00
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.31	5.00	4.31	4.36
Our management acts quickly to address wildfire hazards	4.62	4.80	4.31	4.36
People in my workgroup report all wildfire hazards, no matter how minor	4.31	4.00	4.54	3.91
People look for wildfire hazards and risks as work progresses	4.38	4.60	4.31	4.00
Protecting the community from wildfire hazards is clearly a high priority with management	4.69	4.80	4.85	4.45
Wildfire and personal safety concerns are communicated openly	4.38	4.80	4.54	3.91

Average Response Scores by Statement

Personal Safety	Other	Project Construction (PMs, Inspectors, etc.)	Regulatory/Compliance	Transmission/Distribution Operations
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.54	4.00	4.31	4.18
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.38	4.20	4.31	4.55
I take responsibility for the safety of myself and others in my work area	4.62	4.80	4.77	4.73
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.54	4.60	4.46	4.45
Leaders keep people prepared to intervene when an emergency occurs	4.38	4.20	4.31	3.91
Leaders use mistakes and incidents as learning opportunities	4.23	4.40	4.31	4.18
Pausing work for hazards and safety concerns is viewed positively	4.54	4.80	4.77	4.55
People focus on one task at a time and avoid distractions	3.85	3.60	3.62	3.50
People have the ability to respond to and correct problems and errors before they get out of control	4.46	4.00	4.23	4.00
People have the skills they need to resolve workplace safety issues	4.31	4.20	4.15	4.00
We have the right tools for the job	4.08	4.20	4.31	4.00

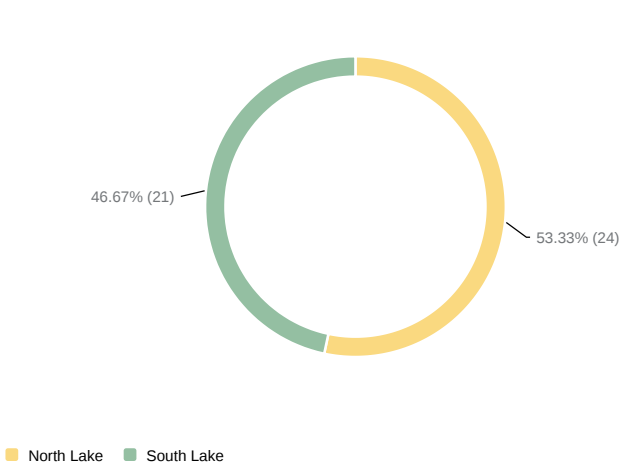
Average Response Scores by Statement

Overall Culture	Other	Project Construction (PMs, Inspectors, etc.)	Regulatory/Compliance	Transmission/Distribution Operations
I believe managers apply the same rules for all workers	4.15	4.00	4.38	4.09
Information about important events and lessons learned is shared within my workgroup	4.15	4.00	4.08	4.00
Leaders encourage people to ask questions	4.46	4.40	4.15	4.18
Managers treat workers with respect	4.31	4.20	4.46	4.18
My supervisor makes sure all employee concerns are heard before job decisions are made	4.38	4.00	4.23	3.91
My supervisor would use whatever power they have to help me out	4.69	4.20	4.54	4.55
People in my workgroup treat each other with respect	4.46	4.40	4.85	4.27
People listen to one another: it is rare that someone's views go unheard	4.00	3.60	4.15	3.73
People report mistakes they make, even if others do not notice them	3.92	3.80	3.92	3.55
The company cares about my opinions	4.08	3.80	4.17	3.73

4. Comparison by Location

Overall Average Response Score

Number of Responses



Average Response Scores by Safety Components

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

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

Average Response Scores by Statement

Wildfire Safety	North Lake	South Lake
Wildfire and personal safety concerns are communicated openly	4.38	4.38
Protecting the community from wildfire hazards is clearly a high priority with management	4.79	4.62
People look for wildfire hazards and risks as work progresses	4.50	4.14
People in my workgroup report all wildfire hazards, no matter how minor	4.33	4.19
Our management acts quickly to address wildfire hazards	4.54	4.43
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.67	4.19
Leaders actively seek out signs of potential wildfire hazards	4.46	3.95
I feel comfortable discussing wildfire hazards with my supervisor	4.79	4.52
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.75	3.48

Average Response Scores by Statement

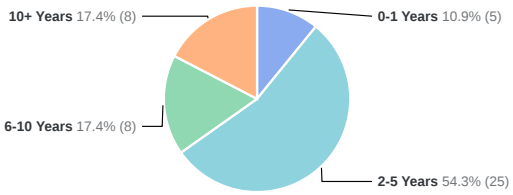
Personal Safety	North Lake	South Lake
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.42	4.19
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.38	4.33
I take responsibility for the safety of myself and others in my work area	4.75	4.71
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.67	4.38
Leaders keep people prepared to intervene when an emergency occurs	4.29	4.10
Leaders use mistakes and incidents as learning opportunities	4.33	4.24
Pausing work for hazards and safety concerns is viewed positively	4.75	4.48
People focus on one task at a time and avoid distractions	3.83	3.52
People have the ability to respond to and correct problems and errors before they get out of control	4.33	4.14
People have the skills they need to resolve workplace safety issues	4.29	4.10
We have the right tools for the job	4.33	4.00

Average Response Scores by Statement

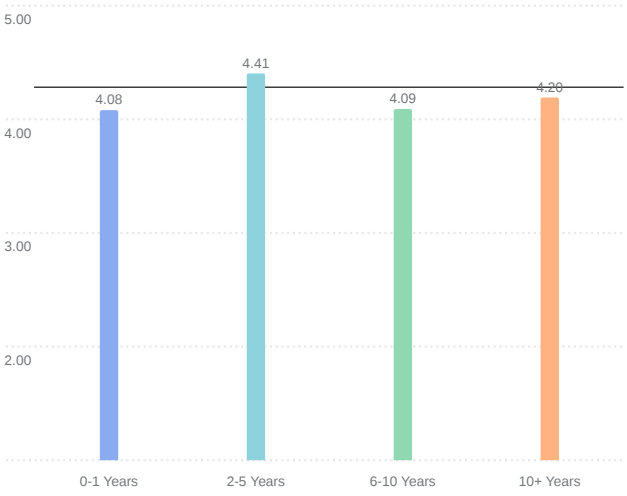
Overall Culture	North Lake	South Lake
The company cares about my opinions	3.96	3.95
People report mistakes they make, even if others do not notice them	3.96	3.67
People listen to one another: it is rare that someone's views go unheard	4.00	3.76
People in my workgroup treat each other with respect	4.58	4.52
My supervisor would use whatever power they have to help me out	4.58	4.48
My supervisor makes sure all employee concerns are heard before job decisions are made	4.21	4.14
Managers treat workers with respect	4.33	4.24
Leaders encourage people to ask questions	4.46	4.05
Information about important events and lessons learned is shared within my workgroup	4.25	3.80
I believe managers apply the same rules for all workers	4.17	4.14

5. Comparison by Tenure

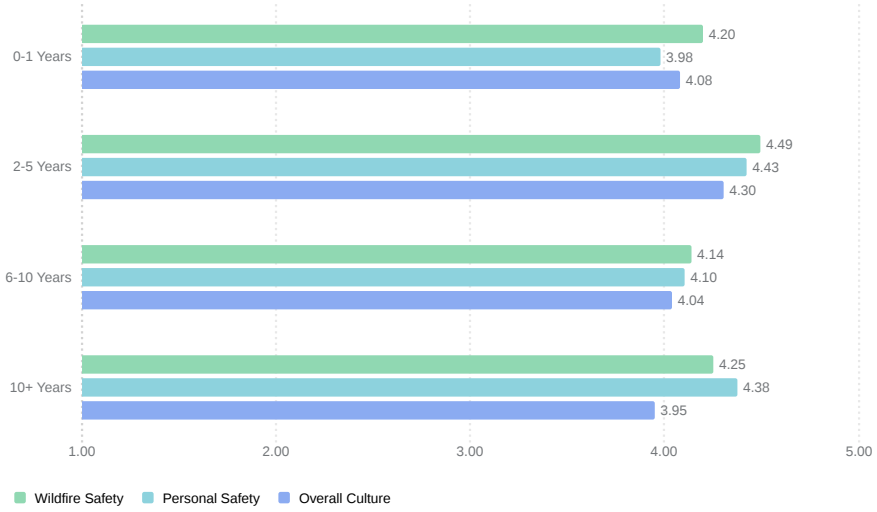
Number of Responses 46



Overall Average Response Score



Performance Category Average Response Scores



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

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

Average Response Scores by 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	4.00	3.88	3.13	3.13
I feel comfortable discussing wildfire hazards with my supervisor	4.80	4.68	4.63	4.63
Leaders actively seek out signs of potential wildfire hazards	3.80	4.36	4.13	4.13
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.00	4.64	4.13	4.50
Our management acts quickly to address wildfire hazards	4.60	4.64	4.38	4.13
People in my workgroup report all wildfire hazards, no matter how minor	4.40	4.32	4.00	4.38
People look for wildfire hazards and risks as work progresses	3.80	4.56	4.00	4.38
Protecting the community from wildfire hazards is clearly a high priority with management	4.40	4.76	4.75	4.75
Wildfire and personal safety concerns are communicated openly	4.00	4.60	4.13	4.25

Average Response Scores by Statement

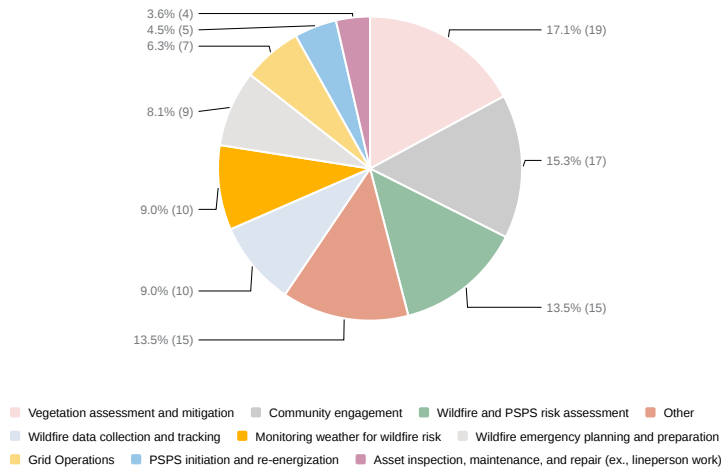
Personal Safety	0-1 Years	2-5 Years	6-10 Years	10+ Years
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.20	4.44	3.88	4.50
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.20	4.52	4.25	4.13
I take responsibility for the safety of myself and others in my work area	4.20	4.84	4.63	4.88
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.60	4.52	4.50	4.63
Leaders keep people prepared to intervene when an emergency occurs	3.80	4.32	4.00	4.38
Leaders use mistakes and incidents as learning opportunities	4.00	4.40	4.00	4.38
Pausing work for hazards and safety concerns is viewed positively	4.00	4.76	4.63	4.63
People focus on one task at a time and avoid distractions	3.20	3.96	2.86	3.88
People have the ability to respond to and correct problems and errors before they get out of control	4.20	4.24	4.25	4.38
People have the skills they need to resolve workplace safety issues	4.00	4.32	4.00	4.13
We have the right tools for the job	3.40	4.36	4.00	4.25

Average Response Scores by Statement

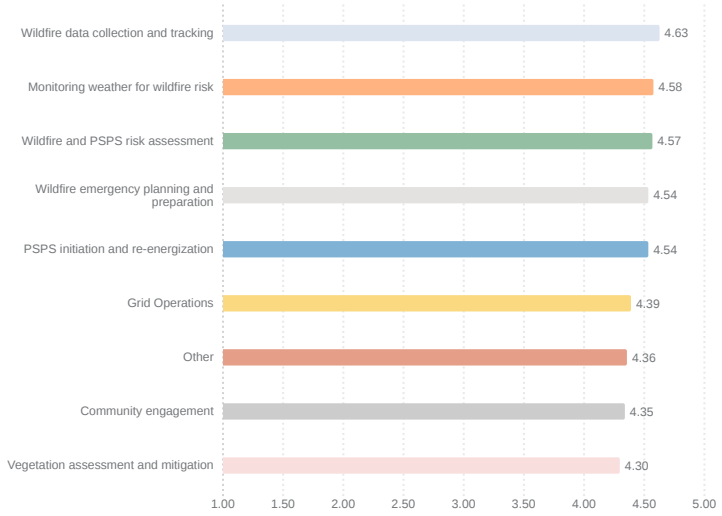
Overall Culture	0-1 Years	2-5 Years	6-10 Years	10+ Years
I believe managers apply the same rules for all workers	4.40	4.32	3.75	3.88
Information about important events and lessons learned is shared within my workgroup	-	4.24	3.63	4.00
Leaders encourage people to ask questions	4.20	4.32	4.25	4.13
Managers treat workers with respect	4.40	4.44	4.13	3.88
My supervisor makes sure all employee concerns are heard before job decisions are made	4.00	4.32	4.13	3.88
My supervisor would use whatever power they have to help me out	4.80	4.60	4.63	4.13
People in my workgroup treat each other with respect	4.40	4.64	4.50	4.50
People listen to one another: it is rare that someone's views go unheard	3.60	4.04	3.75	3.75
People report mistakes they make, even if others do not notice them	3.40	4.04	3.75	3.50
The company cares about my opinions	3.60	4.08	3.86	3.88

6. Comparison by Wildfire Activities

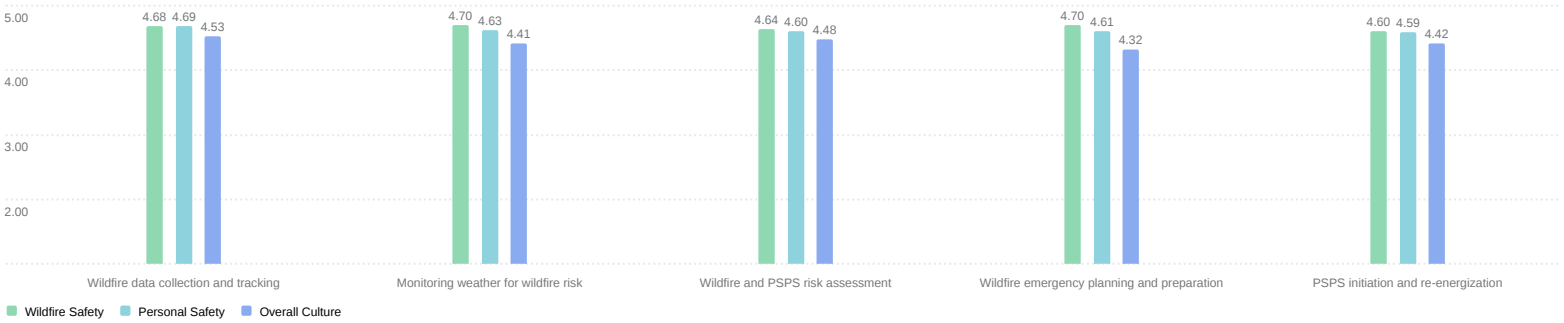
Number of Responses 44



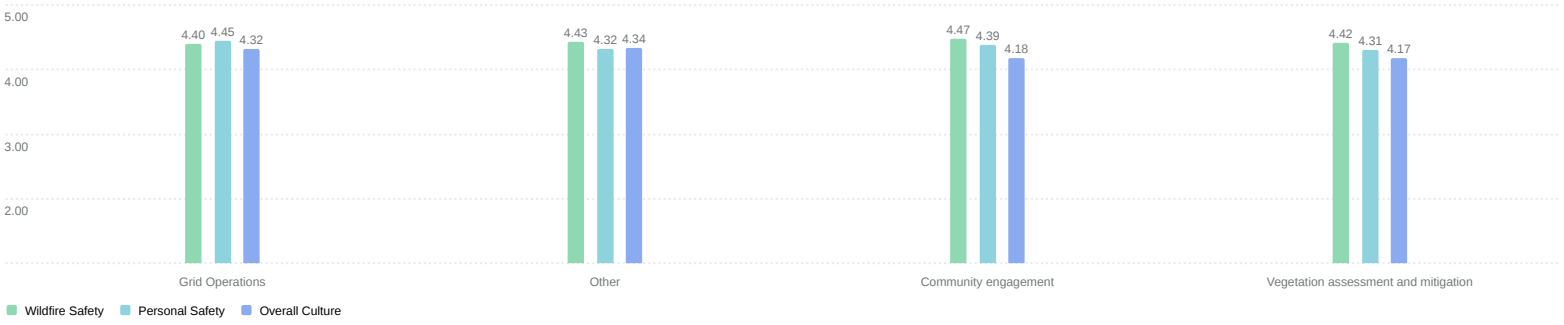
Overall Average Response Score



Performance Category Average Response Scores



Performance Category Average Response Scores



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

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

Average Response Scores by Statement

Wildfire Safety	Community engagement	Grid Operations	Monitoring weather for wildfire risk	Other	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them	3.59	3.71	4.20	3.80	4.20	3.63	4.27	4.30	4.00
I feel comfortable discussing wildfire hazards with my supervisor	4.71	4.71	4.90	4.73	4.80	4.74	4.87	4.90	4.89
Leaders actively seek out signs of potential wildfire hazards	4.29	4.29	4.50	4.20	4.60	4.32	4.40	4.50	4.56
My workgroup consistently follows procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards)	4.82	4.43	5.00	4.33	5.00	4.63	4.87	4.80	5.00
Our management acts quickly to address wildfire hazards	4.65	4.57	4.80	4.60	4.80	4.47	4.67	4.70	4.67
People in my workgroup report all wildfire hazards, no matter how minor	4.18	4.14	4.40	4.53	4.40	4.21	4.47	4.60	4.56
People look for wildfire hazards and risks as work progresses	4.71	4.29	4.90	4.27	4.40	4.53	4.67	4.60	4.89
Protecting the community from wildfire hazards is clearly a high priority with management	4.76	4.86	4.90	4.87	4.80	4.79	4.87	4.90	5.00
Wildfire and personal safety concerns are communicated openly	4.53	4.57	4.70	4.53	4.40	4.47	4.67	4.80	4.78

Comparisons by wildfire safety activities and response category continued on the next page.

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

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

Average Response Scores by Statement

Personal Safety	Community engagement	Grid Operations	Monitoring weather for wildfire risk	Other	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
Accidents and incidents are investigated completely to find out what happened and the corrective actions needed	4.41	4.57	4.60	4.27	4.60	4.26	4.67	4.80	4.67
I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment	4.35	4.57	4.60	4.60	4.60	4.21	4.53	4.80	4.33
I take responsibility for the safety of myself and others in my work area	4.76	5.00	4.90	4.73	5.00	4.63	4.80	4.80	4.89
If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor	4.65	4.71	4.80	4.60	4.80	4.58	4.80	4.90	4.78
Leaders keep people prepared to intervene when an emergency occurs	4.24	4.29	4.70	4.27	4.40	4.16	4.67	4.70	4.44
Leaders use mistakes and incidents as learning opportunities	4.41	4.29	4.70	4.27	4.60	4.37	4.67	4.80	4.78
Pausing work for hazards and safety concerns is viewed positively	4.71	5.00	5.00	4.53	5.00	4.79	4.93	4.90	4.78
People focus on one task at a time and avoid distractions	4.00	4.00	4.10	3.60	-	3.74	4.07	4.10	4.33
People have the ability to respond to and correct problems and errors before they get out of control	4.18	4.14	4.40	4.27	4.40	4.21	4.47	4.70	4.56
People have the skills they need to resolve workplace safety issues	4.29	4.14	4.50	4.33	4.40	4.11	4.53	4.60	4.56
We have the right tools for the job	4.29	4.14	4.60	4.07	4.20	4.37	4.47	4.50	4.56

Comparisons by wildfire safety activities and response category continued on the next page.

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

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

Average Response Scores by Statement

Overall Culture	Community engagement	Grid Operations	Monitoring weather for wildfire risk	Other	PSPS initiation and re-energization	Vegetation assessment and mitigation	Wildfire and PSPS risk assessment	Wildfire data collection and tracking	Wildfire emergency planning and preparation
I believe managers apply the same rules for all workers	4.24	4.57	4.40	4.13	4.40	4.21	4.53	4.50	4.33
Information about important events and lessons learned is shared within my workgroup	4.12	4.14	4.50	4.07	4.20	4.26	4.33	4.50	4.44
Leaders encourage people to ask questions	4.24	4.57	4.60	4.20	4.60	4.37	4.60	4.70	4.33
Managers treat workers with respect	4.29	4.57	4.40	4.47	4.40	4.26	4.60	4.60	4.33
My supervisor makes sure all employee concerns are heard before job decisions are made	4.24	4.29	4.30	4.67	4.80	3.84	4.47	4.50	4.44
My supervisor would use whatever power they have to help me out	4.53	4.71	4.70	4.73	4.80	4.42	4.67	4.60	4.44
People in my workgroup treat each other with respect	4.59	4.57	4.60	4.73	4.60	4.58	4.80	4.80	4.67
People listen to one another: it is rare that someone's views go unheard	3.88	3.86	4.20	4.00	4.00	4.05	4.27	4.40	4.00
People report mistakes they make, even if others do not notice them	3.76	3.71	4.10	4.20	4.20	3.79	4.27	4.30	4.11
The company cares about my opinions	3.94	4.17	4.30	4.14	4.20	3.94	4.27	4.40	4.11

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Liberty™

Safety Culture Objectives and Lessons Learned Report

July 2023

Liberty Utilities

OFFICE OF ENERGY INFRASTRUCTURE SAFETY

Liberty Utilities

2023 Safety Culture Assessment

Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

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

1.1 Objectives for the Next 12 Months

A1. Objective 1

Awareness and Training

B1. Progress Metrics (if applicable)

Meeting documentation

C1. 12-Month Target

2 meetings (pre and post fire season) to review safety observations, fire prevention measures, and collect feedback from team members.

D1. Description of Objective

Team members will have the opportunity to provide feedback and concerns related to wildfire mitigation which can be used to implement positive change.

A2. Objective 2

Safety Observations

B2. Progress Metrics (if applicable)

Number of field observations year over year.

C2. 12-Month Target

Field Supervisors/Managers = 24/year (each)
VP/State/Regional President = 12/ year (each)
Senior VP = 6/year (each)
Executive = 4/ year (each)

D2. Description of Objective

Identification and reporting of near misses and safety incidents provides educational opportunities across the company. By sharing these observations, employees become more educated about workplace hazards and are more likely to avoid incidents in the future.

A3. Objective 3

Safety Metrics Dashboard

B3. Progress Metrics (if applicable)

Dashboard Results

C3. 12-Month Target

Create a dashboard that provides monthly safety metrics (i.e. safety observations, near misses, and good catches).

D3. Description of Objective

Monthly accountability to reach targets will keep safety as a top priority and leads to corrective actions and leading indicators.

A4. Objective 4

Work Readiness Initiative

B4. Progress metrics (if applicable)

Documentation used to communicate the initiative.

C4. 12-Month Target

Communicate life-saving behaviors focusing on work readiness, stop work authority, and safety controls.

D4. Description of Objective

Life-saving behaviors help us manage the risks associated with the work we do every day. Life-saving behaviors ensure ongoing focus on those protective measures most important for avoiding serious injuries as we conduct our work. Life-saving behaviors are deemed to be safety-critical and apply to all Liberty employees.

A5. Objective 5

Leadership safety culture review

B5. Progress Metrics (if applicable)

Bi-weekly meetings

C5. 12-Month Target

Operations and safety management meetings to review and resolve safety issues.

D5. Description of Objective

Reviewing safety incidents and concerns on a regular basis promotes safety as a top priority for the management team. These meetings provide leadership with a current understanding of safety issues that need to be resolved and serve as a constant reminder to continually lead by example and hold team members responsible for safe work practices.

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Liberty Utilities

2023 Safety Culture Assessment

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1.2 Objectives for the Next 3 Years

A1. Objective 1

Improved Wildfire Safety Culture survey results.

B1. Progress Metrics (if applicable)

Percent improvement from previous year

C1. 3-Year Target

Year over year increase in survey results

D1. Description of Objective

Improving safety culture survey results may reflect an improvement in the company's overall safety culture. Companies with strong safety culture are more likely to identify and resolve safety concerns before an incident occurs.

A2. Objective 2

Safety Stand Downs

B2. Progress Metrics (if applicable)

Annual pre-fire season safety stand-down.

C2. 3-Year Target

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

D2. Description of Objective

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

A3. Objective 3

Improved Risk Analysis

B3. Progress Metrics (if applicable)

Risk based decision making framework and risk mapping.

C3. 3-Year Target

Continue to improve risk-based decision making framework and risk analysis inputs.

D3. Description of Objective

Liberty's risk analysis and risk informed decision making framework is evolving. Utilizing this framework to inform initiative selection helps to geographically prioritize wildfire mitigation efforts and improve effectiveness. Continuing to develop risk models and data inputs will increase Liberty's risk awareness and help to target wildfire mitigation efforts more effectively.

Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

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

1.3 Lessons Learned

A1. Major Theme/ Lesson Learned 1	B1. Actions Taken
PSPS training and preparedness	Liberty is constantly working to improve readiness for a PSPS event even though one has not been executed. Liberty's PSPS playbook has been updated this year to improve on action planning, incident command structure, and communications to customer and stakeholders.

A2. Major Theme/ Lesson Learned 2	B2. Actions Taken
Ensure safety observation target is met.	Safety observations targets are now part of Liberty's corporate scorecard. Not meeting safety observation targets will now impact the performance of the company and individuals.

A3. Major Theme/ Lesson Learned 3	B3. Actions Taken
Improve ability to learn from errors organizationally	In order to try to improve on people reporting mistakes and focusing on one task at a time, Liberty's 12 month goals involve meetings to communicate and also receive direct feedback related to safety concerns. Liberty is also now using a tool (gensuite) that makes it easier for employees to report safety observations and concerns.

Section 1. Safety Culture Objectives, Lessons Learned, and 2022 Recommendations

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

1.4 2022 Recommendations

A1. Recommendation 1

Improve Leadership Engagement. "Liberty should train leaders on safety leadership topics such as effective leadership skills, influencing safety culture, wildfire safety, human and organizational performance or human performance reliability, and diversity, equity, and inclusion. Furthermore, Liberty senior leadership should further engage managers through listening sessions, focus group, or roundtables to better understand and address issues."

B1. Actions Taken

Liberty holds monthly safety culture meetings with the West Region leadership team. These meetings include discussions on how to keep all departments and teams engaged and responsible for safety. Liberty has added Leadership Engagement targets and tracking in its Monthly Safety Culture Scorecard.

C1. Results

[No response provided.]

A2. Recommendation 2

Establish a Culture Committee. "Liberty should establish a cross-functional culture committee comprised of individual contributors and managers to gather insights and take action regarding declines in workforce survey scores for statements related to overall culture, specifically relating to interpersonal interactions."

B2. Actions Taken

Liberty holds monthly safety trainings with field employees attended by leadership to enforce and influence safety culture. Additionally, the Director of Operations holds a Safety Culture meeting to discuss any recent safety near misses, upcoming trainings, and improvements that can be made to safety culture to ensure alignment amongst leadership.

C2. Results

[No response provided.]

Section 2. Supporting Documents

The electrical corporation submitted supporting documentation for the safety culture objectives and lessons learned. A list of the file names provided by the electrical corporation are provided below.*

File 1

Safety Summary.pdf

**Public link with supporting documentation for the safety culture objectives and lessons learned submitted by the electrical corporation: <https://nscftp.nsc.org/public/folder/HgsK3MxUgUCuWVtg4jT5zA/Liberty%20Utilities%20Attachments> (assessed July 13, 2023).*

Supporting Document 1: Safety_Summary.pdf

Liberty

California - Electric

Safety Summary

Learn • Share • Engage

Safety Metrics - Near Misses - Good Catch - Safety Memo

Hope everyone had a wonderful 4th of July weekend! This past week we had no injuries, MVA's or property damage events. Keep up the great work! As we enter a new month, we introduce our new safety observation focus: Trenching-Shoring-Spoil Setback. See the attached PDF for more information.

Weekly Safety Message: Smith System Refresher

Good Catch: SEE SOMETHING - SAY SOMETHING - DO SOMETHING

A service box for an electric panel was exposed. The door was broken off.

Action Taken: EE tried to fix the door and re-attach, but was unable to do so. The hazard was coned off until an electrician could complete the repair.

Near Miss:

EE was driving into the South Lake Tahoe Yard. Upon getting to the entrance gate, the brake pedal began to get soft. After entering the facility, EE stopped the vehicle, put into park and shut down. Upon inspection, there was a small puddle of fluid under the vehicle. EE took correct action by not moving the vehicle and notified the 3rd party maintenance contractor of the issue. The vehicle was red tagged. After looking at the vehicle, it was determined that the coolant overflow tank was touching the brake line. The wear marks were not visible until the coolant reservoir and air box were removed. The brake line, airbox/mounts and coolant tank were replaced.

LSB: Driving - EE noticed a potential issue with the brakes of their vehicle, so they stopped work to have the vehicle properly inspected.

Work Readiness	Stop Work Authority	Driving	Safety Controls

MVA/Property Damage:

Contractor was trying to avoid pedestrian while backing slowly out of the driveway of a customer after they read a meter. EE went too far over and the vehicle bumper was caught and lifted it from rock on side of driveway.

LSB: Driving - Ensure to complete a circle of safety prior to getting in your vehicle & do not begin driving or reversing until all obstacles are out of the way. Back in whenever possible to avoid having to reverse out of a driveway or parking spot.

Driver of the Month Countdown:

Azuga Driving Scores (Past 7 Days):

Safety Metrics YTD:

Scope	OSHA Recordable	MVA-Preventable	Property Damage	Near Miss	Good Catch	Safety Observations	Liberty Facility Inspections	Leadership Engagements
REGION - WEST	3	8	9	36	99	1415	19	169
North Lake Tahoe, CA (Electric)	2	5	5	0	6	136	2	47
South Lake Tahoe, CA (Electric)	0	1	3	2	1	86	0	24

SMITH SYSTEM. Drive Different. Save Lives:

TAKE TWO

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