PUBLIC UTILITIES COMMISSION
505 VAN NESS AVENUE
SAN FRANCISCO, CA 94102-3298

January 22, 2021

**TO: STAKEHOLDERS TO 2021 SAFETY CULTURE ASSESSMENTS**

Enclosed are the Safety Culture Assessment (SCA) Requirements of Electrical Corporations. The SCA Requirements of Electrical Corporations presents the Wildfire Safety Division's (WSD) requirements for the first annual SCA process in 2021. The attached document provides guidance as to how the WSD plans to conduct its SCA, including a workforce survey, self-assessment, supporting documentation, and interviews. The attached document also provides guidance as to which electrical corporations shall complete each requirement.

In designing these SCA requirements, the WSD reviewed input from the public and the Wildfire Safety Advisory Board as well as lessons learned from other safety culture assessments.

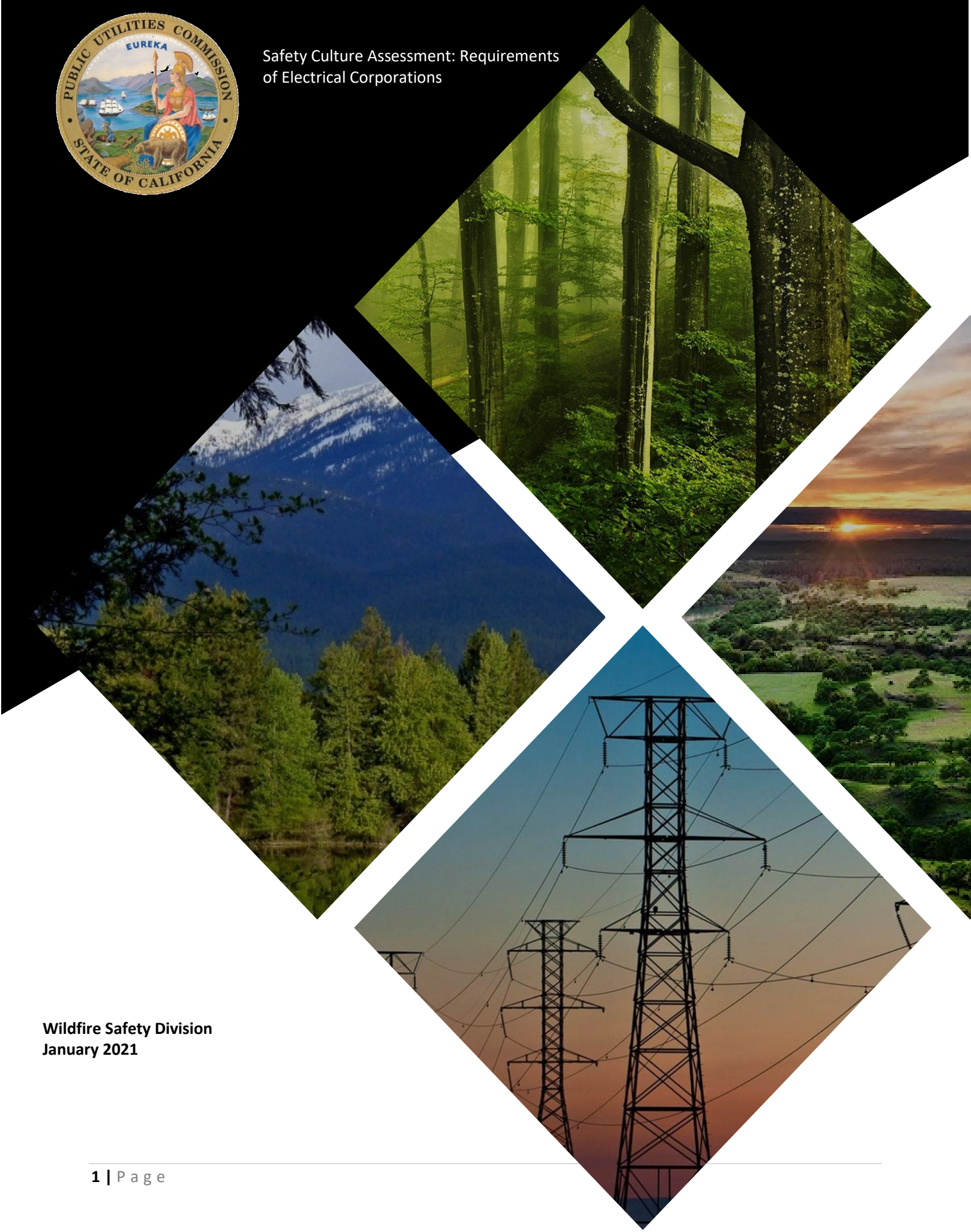
Stakeholders submitted public comments in December 2020 and those public comments have been reviewed and incorporated in these final requirements.

For questions regarding the SCA requirements, please contact Melissa Semcer, Program Manager in the Wildfire Safety Division, at melissa.semcer@cpuc.ca.gov, with a copy to wildfiresafetydivision@cpuc.ca.gov.

Sincerely,

Caroline Thomas Jacobs
Director, Wildfire Safety Division
California Public Utilities Commission

# Safety Culture Assessment: Requirements of Electrical Corporations



**Wildfire Safety Division**
**January 2021**

**Table of Contents**

## Executive Summary

**The Wildfire Safety Division's (WSD) Requirements of Electrical Corporations** contain the requirements for the first annual Safety Culture Assessment (SCA) process in 2021. The requirements are built upon the safety culture framework adopted by the Commission on November 19, 2020, in Resolution WSD-011.

To ensure that the WSD's Safety Culture Assessment is distinct from other safety culture assessments, the WSD has developed an initial understanding of what utilities have already completed and determined a strategy to complement existing assessments. The WSD's Safety Culture Assessment will be specific to wildfire safety. The WSD and the Commission may strive for coordination, including sharing lessons learned and processes, between the WSD's Safety Culture Assessment and the Commission's broader safety culture assessment required by Public Utilities Code §8386.2, such that the assessments of safety culture in a wildfire context and safety culture overall may be complementary and mutually informative. The WSD may work with the Commission to ensure this collaboration can continue after the WSD transitions to the California Natural Resources Agency (CNRA) and that process updates can continually improve the WSD's Safety Culture Assessment. As the WSD continuously refines its SCA each year, there may be opportunities to reevaluate the process such as the self-assessment cadence, survey questions, or the requirements for SMJUs and ITOs. The WSD may also build upon principles of safety culture identified in past Commission safety culture assessments (e.g., Pacific Gas & Electric[1]), such as certain minimal expectations for utility safety culture.

Furthermore, each electrical corporation may conduct its own internal safety culture assessment in addition to the WSD's assessment. This safety culture assessment might measure additional elements most relevant to that electrical corporation's context and might not be focused exclusively on wildfire. The WSD's assessment of safety culture is intended to be complementary to, and not a replacement for, ongoing work to improve safety culture at each electrical corporation.

The WSD seeks to develop a longitudinal view of safety culture across electrical corporations to identify best practices and relative gaps, along with an understanding of each electrical corporation's relative strengths, weaknesses, and approaches. Ultimately, the WSD seeks to understand outcomes over time and incorporate continuous learning into the assessment process.

**The Requirements of Electrical Corporations consists of five sections:**

1. **Electrical corporations to which requirements apply**

   This section contains an overview of the Wildfire Safety Division's Safety Culture Assessment requirements, together with guidance on which electrical corporations shall complete each requirement.

[1] I.15-08-019, Order Instituting Investigation on the Commission's Own Motion to Determine Whether Pacific Gas and Electric Company and PG&E Corporation's Organizational Culture and Governance Prioritize Safety

2. **Workforce Survey**

   As a component of the Safety Culture Assessment, the WSD plans to conduct a workforce survey for electrical corporation employees, supervisors, managers, and contractors who are engaged in wildfire hazard mitigation activities. This section details the components and principles of the workforce survey.

3. **Self-Assessment**

   The organizational self-assessment will be applied by the WSD to track each electrical corporation's organizational culture over time. In 2021, the WSD will require the electrical corporations to assess their current state on various safety culture elements and to project where they anticipate they will be on these elements by the end of 2022. This section details the self-assessment questions and requirements for electrical corporations. Furthermore, the WSD will require electrical corporations to describe in the self-assessment their justification for their 2021 self-rating in the Supporting Documentation section below.

4. **Supporting Documentation**

   If requested by the WSD, electrical corporations shall complete the supporting documentation requirement to further justify and validate their self-assessment submission. Requests for supporting documentation in 2021 are at the WSD's discretion. A non-exhaustive list of supporting documentation that the WSD could request is included in this section.

5. **Interviews**

   Each electrical corporation shall, at the WSD's request, make itself available for interviews and observations.

1

# Requirements of electrical corporations



**Back to Table of Contents**

# 1 Requirements of electrical corporations

## 1.1 Electrical corporations to which requirements apply

Not every requirement will apply to every electrical corporation. An overview of the Wildfire Safety Division's (WSD) Safety Culture Assessment (SCA) requirements, together with guidance on which electrical corporations shall complete each requirement, is below.

*Note that electrical corporations are categorized as follows for this purpose*:

- **Large electrical corporations ("Large IOUs")**: Pacific Gas and Electric Company, San Diego Gas & Electric, Southern California Edison Company.
- **Small and multijurisdictional electrical corporations ("SMJUs")**: Liberty Utilities (CalPeco), PacifiCorp, Bear Valley Electric Service, Inc.
- **Independent transmission operators ("ITOs")**: Horizon West Transmission, Trans Bay Cable.

*Overview of requirements by electrical corporation*:

| Requirement | Electrical corporations that shall complete this requirement | Commentary |
|---|---|---|
| Workforce survey | Large IOUs, SMJUs | • For its SCA in 2021, the WSD will seek a standardized baseline for key workforce perceptions and behaviors. |
| Self-assessment and plan summary | Large IOUs | • A detailed assessment of organizational systems is likely most appropriate for larger, more complex electrical corporations in 2021. |
| Supporting documentation Section 1: Safety culture objectives | Large IOUs, SMJUs, ITOs | • As ITOs are much smaller organizations with a lower risk profile, the WSD will focus on understanding objectives and lessons learned to determine whether additional requirements are appropriate. |
| Supporting documentation Section 2: Summary of lessons learned | Large IOUs, SMJUs, ITOs | |

| Requirement | Electrical corporations that shall complete this requirement | Commentary |
|---|---|---|
| Supporting documentation Section 3: Summary plan for the following year | Large IOUs | • This is most appropriate for electrical corporations completing the self-assessment and plan summary. |
| Supporting documentation Section 4: Documentation to support responses to the organizational self-assessment | Large IOUs | • This is most appropriate for electrical corporations completing the self-assessment and plan summary. |
| Interviews | To be determined by the WSD upon review of submissions | • The WSD may determine where these are most appropriate following its initial review of submissions. |
| Observational visits | To be determined by the WSD upon review of submissions | • Not likely to be conducted in 2021. |

## 1.2 Workforce Survey

### 1.2.1 How electrical corporations will complete the workforce survey

#### 1.2.1.1 Target population for the workforce survey

*Target population*

The target population for the workforce survey is those employees, supervisors, managers, and contractors who are engaged in wildfire hazard mitigation activities. For example, any employee or contractor who conducts work related to the electrical corporation's most recent wildfire mitigation plan as defined by any initiative listed within that plan would qualify. One example of this type of employee is a lineperson who is working to install system hardening infrastructure. How to identify the target population will be determined in the survey planning meeting between the WSD and each electrical corporation to be surveyed, to be held in early 2021.

The WSD plans to identify those employees and contractors through a planning process, such that only the target population will be surveyed.

In the planning process, the WSD (or a third-party vendor) will meet with each electrical corporation to be surveyed to identify specific departments and work units to be surveyed.

The WSD acknowledges that the small sample sizes of SMJUs may lead to skewed survey results and may take this into account when evaluating SMJU workforce survey data.

*Planning meeting*

A planning meeting will be conducted with each electrical corporation to define deadlines, identify additional languages needed for the survey, finalize demographic questions,[2] align on method for identifying the target survey population,[3] and ensure there is agreement between each electrical corporation, WSD, and the third-party survey administrator on next steps and responsibilities. The demographic questions will be used to show results by the various organizational units within the electrical corporation as well as to draw links between the survey results and the Wildfire Mitigation Plan (WMP). Below are common demographic questions; however, the terminology used in the question and the response options may vary by electrical corporation so that respondents are best able to recognize where they fit among the options. Sample demographic questions:

- In which organizational function do you primarily work?
  - Response options: Field Services, Transmission, Distribution, Environment, Health & Safety, Subcontractor, etc.
- What is your primary work location?

[2] Demographic Questions. Questions at the beginning of the workforce survey that are used to analyze the survey results according to common groups within the organization while maintaining anonymity. For example, a common demographic question is to ask respondents to indicate which level they belong to in the organization with options ranging from executive to management to supervisor to individual contributor.

[3] Target Survey Population. For the purpose of the WSD Safety Culture Assessment, the target survey population includes those employees, supervisors, and managers and contractors who are engaged in wildfire hazard mitigation activities.

  - Response options: List of company locations
- What is your position within the company?
  - Response options: Executive, Manager, Supervisor, Non-Managerial Individual Contributor[4]
- Mark the wildfire mitigation activities in which you spend at least 10% of your time (check all that apply):
  - Response options: Risk Assessment & Mapping, Situational Awareness and Forecasting, Grid Design and System Hardening, Vegetation Management, etc.

Planning Meeting Participants. Participants should be representatives from the electrical corporation (including utility employee representatives), WSD, and the third-party survey administrator.

#### 1.2.1.2 Guidelines for Workforce Survey Communication, Administration, and Collection

*Overview*

A critical element of any workforce survey is to administer it in a fair and unbiased manner so that the survey output is a true representation of the employee's perceptions of the work environment and that these perceptions are not unduly influenced by the organization. Therefore, survey communication, administration, and data collection will need to comply with the following guidelines to ensure the survey output is accurate.

*Workforce Survey Communication*

To achieve an effective response rate, it is critical that the electrical corporation communicates the purpose for the workforce survey and the value to the participant and the organization. Below are several important elements that should be incorporated into each communication to the target survey population:

- All communications from the electrical corporation to the target survey population should encourage workforce participation and honesty on the survey.
- The communication should state that the purpose of the survey is to conduct a CPUC safety culture assessment.
- The communication should indicate that responses will be valuable for the electrical corporation to create an action plan for improvement.
- No communications about the survey should imply that the survey will have repercussions for the electrical corporation's Safety Certification or state that the responses on the survey can impact whether the electrical corporation receives a Safety Certification. This might create undue pressure or skew responses on the survey.
- To increase the survey response rate, the electrical corporation should indicate that it is interested in the employee's perceptions on these issues and is invested in improvement. Also, the electrical corporation should not put undue emphasis on the fact that the workforce survey is being conducted at the direction of a state regulator.
- Communications should state that the responses will have no bearing on a worker's performance review, salary, or other benefits.

[4] Non-Managerial Individual Contributor. An employee that does not have any other employees directly reporting to them.

To ensure compliance, the WSD may ask the electrical corporation for all communications about the survey.

### *Workforce Survey Administration*

It is imperative to ensure the privacy of responses, such that neither the utility management nor the WSD can personally identify respondents. The survey may be administered by a third party, with the WSD ensuring that the third party takes appropriate precautions to preserve individual privacy and data confidentiality throughout the entire survey process. The WSD understands that respondent anonymity is essential to the survey's usefulness as a tool for evaluation. For most of the office, management, or professional employees, respondents may be emailed a link to the survey online. There is typically no issue with anonymity or environmental influence with regard to these respondents, as both the administration and response in the online survey format are private and anonymous, provided the communications follow the guidelines listed above.

Special considerations need to be taken to ensure that frontline workers[5] who don't have a private workspace are not subject to environmental influence in their survey responses. This applies to frontline workers whose workspace does not include a personal computer/laptop or workers who are not provided with a company smartphone.

The following guidelines are provided for administering the survey to frontline workers:

- If employees are completing the survey on a shared workstation (that is, a workstation used by multiple people), instructions should be provided for going to the survey link, responding, and then submitting the survey such that there is no need for a supervisor to be involved with submitting the survey or resetting the computer.
- No work leaders or co-workers should be next to, looking over the shoulder, or in the vicinity of workers as they complete the survey.
- If a paper version of the survey is used, no work leaders should be in the room while employees are completing the survey, and completed surveys should be placed in a sealed envelope before they are handled further.
- All workers in the target population should have the opportunity to complete the survey.
- Workers should be accommodated in their needs regarding assistive technology, language accessibility, and COVID-19 or other health-related considerations.

### *Workforce Survey Data Collection*

Online data collection is typically not an issue for private computers: the survey and responses are stored on the servers of an independent third-party administrator.

- For shared workstations, it is critical that the respondent be the person who clicks on the "submit" button for the survey.
- The third-party administrator may set up the survey such that once the "submit" button is clicked, there is no way to go back in the system to either view or change the survey responses.
- Paper surveys may not be reviewed or handled by any supervisors or managers in the organization.

[5] Frontline Workers. Employees within operational units of the organization.

- Paper surveys should be put in pre-addressed and stamped envelopes and sent directly to the third-party administrator for processing.

#### 1.2.1.3 Proposed workforce survey questions

The workforce survey is designed to measure critical aspects of safety culture including the extent to which safety culture goes beyond personal safety to wildfire hazard mitigation. In this workforce survey, WSD seeks to determine if an electrical corporation's safety culture includes leaders specifically asking employees for suggestions about wildfire hazards. There are two broad categories of questions in the workforce survey: leadership influence and workforce behavior.

- Leadership influence measures the extent to which leaders are proactively improving the safety culture and is broken into three dimensions: advocating for the workforce, prioritizing safety, and leading by example.
- Workforce behavior measures the activities employees in the workforce regularly engage in such as noticing and reporting issues, following procedures, and intervening with others on issues regarding safety. This category is broken into three dimensions: raising concerns, performing reliably, and taking responsibility.

Items are evaluated on a five-point scale ranging from "strongly disagree" to "strongly agree." Respondents will be encouraged to respond to each question[6] based on their observations of the organization, its leaders, and their fellow workers. If a respondent is unable to answer a question based on their observations, they will be instructed to leave that item blank.

For the purposes of the survey, certain terms are used as follows:

- "Leaders" and "management" are people in managerial responsibilities in the organization above the respondent's level.
- "My supervisor" refers to the respondent's immediate manager.
- "People" are others around the worker such as other work colleagues, contractors, or workers in peer groups.
- "People in my workgroup" and "my workgroup" refer specifically to the respondent's work team.

*Leadership Influence*

| | | |
|---|---|---|
| Advocating for Workforce | 1. | Leaders encourage people to ask questions. |
| | 2. | My supervisor would use whatever power s/he has to help me out. |
| | 3. | The company cares about my opinions. |
| | 4. | Pausing work for hazards and safety concerns is viewed positively. |
| | 5. | I am regularly asked for my ideas and suggestions about wildfire hazards and ways to address them. |

[6] For the online version of the survey, answers will be mandatory; for any paper versions administered, respondents can only be encouraged to answer each question.

| | |
|---|---|
| Prioritizing Safety | 6. Leaders actively seek out signs of potential wildfire hazards. |
| | 7. Leaders keep people prepared to intervene when an emergency occurs. |
| | 8. Our management acts quickly to address wildfire hazards. |
| | 9. Protecting the community from wildfire hazards is clearly a high priority with management. |
| | 10. I feel comfortable discussing concerns about wildfire hazards with my supervisor. |
| | 11. Accidents and incidents[7] are investigated completely to find out what happened and the corrective actions needed. |
| Leading by Example | 12. Leaders use mistakes and incidents as learning opportunities. |
| | 13. Managers treat workers with respect. |
| | 14. I believe managers apply the same rules for all workers. |
| | 15. My supervisor makes sure all employee concerns are heard before job decisions are made. |
| | 16. If I stopped a job because an important safety step was missing, it would be viewed positively by my supervisor. |



*Workforce Behavior*

| | |
|---|---|
| Raising Concerns | 17. People look for wildfire hazards and risks as work progresses. |
| | 18. People report mistakes they make, even if others do not notice them. |
| | 19. People in my work group report all wildfire hazards, no matter how minor. |
| | 20. Information about important events and lessons learned is shared within my work group. |
| | 21. Wildfire and personal safety concerns are communicated openly. |
| | 22. People listen to one another: it is rare that someone's views go unheard. |
| Performing Reliably | 23. People focus on one task at a time and avoid distractions. |
| | 24. People have the ability to respond to and correct problems and errors before they get out of control. |
| | 25. People have the skills they need to resolve workplace safety issues. |
| | 26. We have the right tools for the job. |
| Taking Responsibility | 27. I stop people, even those I do not know, to point out unsafe behavior when I see it in the work environment. |
| | 28. I take responsibility for the safety of myself and others in my work area. |
| | 29. People in my work group treat each other with respect. |
| | 30. My workgroup consistently follows the procedures to control workplace hazards in our work areas (including procedures specific to wildfire hazards). |



[7] "Incident" here refers to an unplanned, undesired event that adversely affects normal operations, not limited to CPUC reportable incidents, and will likely be perceived as such by the workforce (because incident is used as a common personal safety term).

### 1.2.2 The survey output the WSD will receive

After the survey output is collected and tabulated by the third-party survey administrator, results will be provided to the WSD and to the electrical corporations. Anonymized data will be shared in an Excel file (or other format desired by the WSD). This will enable more detailed analysis (if desired) and can serve as a reference point for future trend analysis. Ensuring anonymity is critical for increasing the survey response rate and receiving honest perceptions of the work environment, so as the 2021 survey process gets underway, the WSD may work with the third-party survey administrator to ensure data is as detailed as possible while remaining truly anonymous.

## 1.3 Self-assessment

### 1.3.1 How electrical corporations will complete the organizational self-assessment

As outlined in Attachment 4 to Resolution WSD-011, the organizational self-assessment will be applied by the WSD to track each electrical corporation's organizational culture over time. The following self-assessment may be used to establish a baseline for each electrical corporation's organizational culture in 2021, as well as establish a target for improvement by 2022.

Each electrical corporation shall complete the following self-assessment by:

1. Indicating the most appropriate response option to each question based on the presently employed practices and capabilities of the electrical corporation, including a description of why they have rated themselves at that level.
2. Indicating the electrical corporation's expected response to each question in January 2023 based on wildfire initiatives in the coming year.
3. Summarizing its plan to realize that target, as presented in more detail in section 1.4.

The self-assessment rating scale is presented below.

### 1.3.2 Behaviorally anchored rating scale

The questions on the self-assessment are rated using a four-level behaviorally anchored rating scale that is customized for each question. The four levels indicate how safety is viewed within the organization:

| 1 | 2 | 3 | 4 |
|---|---|---|---|
| As a requirement.<br><br>Safety is viewed as an external requirement. | As a priority.<br><br>Safety is viewed as a priority though is routinely[8] susceptible to competing pressures.<br><br>Leaders react to injuries or incidents rather than focusing on exposure control.[9] | As a value.<br><br>Worker wellbeing and public safety have intrinsic worth, with decisions and actions rooted in trust and safety.<br><br>Leadership seeks to understand exposures, weak signals, and performance consistency. | Who we are.<br><br>Safety is inherent within the organizational identity creating sensitivity to subtle changes in exposure.<br><br>The culture is inclusive,[10] caring,[11] and trusting.[12] Safety leadership is broad and learning-oriented, with governance that is highly effective[13] and systematic. |



[8] In this context, routinely is defined as a matter of ordinary operations.
[9] Exposure. A state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment).
[10] In this context, an inclusive culture is defined as a culture that integrates differing viewpoints.
[11] In this context, a caring culture is defined as a culture that makes wellbeing a priority concern.
[12] In this context, a trusting culture is defined as a culture characterized by honesty and respect for differences.
[13] In this context, highly effective governance is defined as governance characterized by implementation that optimizes outcomes for the organization to a high degree.

### 1.3.3 Self-assessment overview

The organizational self-assessment is intended to assess nine dimensions across three categories in a streamlined, efficient fashion. An overview of the self-assessment structure is provided below:

| 1. | Organizational sustaining systems | 2. | Structure and governance | 3. | Safety enabling systems |
|---|---|---|---|---|---|
| 1.1 | Performance management<br>- How the organization drives individual safety performance<br>- 3 questions | 2.1 | Senior leadership accountability<br>- How safety leadership accountability is assigned and reflected through measures and objectives<br>- 3 questions | 3.1 | Event[14] investigation<br>- Types of incidents investigated, quality and results of investigations<br>- 3 questions |
| 1.2 | People development<br>- How employees and contractors are provided with training and continuous learning opportunities<br>- 3 questions | 2.2 | Metrics and targets<br>- Effectiveness of safety metrics and actions of leadership in response to metrics, and the extent to which metrics are communicated<br>- 3 questions | 3.2 | Hazard recognition<br>- Extent to which hazards are reported and recognized<br>- 1 question |
| 1.3 | Rewards and recognition<br>- Extent to which rewards and incentive systems support safety<br>- 1 question | | | 3.3 | Anticipation, resilience and learning<br>- How the organization anticipates and learns from incidents and near misses[15]<br>- 3 questions |
| | | | | 3.4 | Assurance<br>Safety audit processes used and tracking of findings<br>2 questions |



[14] Incident. An unplanned, undesired event that adversely affects normal operations. In this context, not limited to CPUC-reportable incidents.
[15] In other contexts, WSD uses the term “risk events” instead of “near misses” but has left “near misses” here as it is a more commonly understood term.

### 1.3.4 Index of self-assessment questions

Each self-assessment dimension is assessed through one to three multiple choice questions. A list of all questions is provided here. The response options for each question are provided in the next section (1.3.5).

| | Dimension | | Assessment Question | |
|---|---|---|---|---|
| 1. Org. Sustaining Systems | 1.1 | Performance management | 1.1.1 | To what extent is wildfire safety performance integrated into leadership selection/promotion decisions? |
| | | | 1.1.2 | How are wildfire safety responsibilities integrated into frontline supervisors'[16] goals and objectives? |
| | | | 1.1.3 | To what extent is safety and the ability to work safely incorporated into position descriptions and expectations? |
| | 1.2 | People development | 1.2.1 | To what extent are training and support resources available to frontline supervisors to improve their safety leadership skills? |
| | | | 1.2.2 | To what extent are training and support resources available to frontline workers to improve their wildfire safety skills? |
| | | | 1.2.3 | What are the personal safety and wildfire-specific training requirements of contractors? |
| | 1.3 | Rewards and recognition | 1.3.1 | To what extent do rewards and incentives for operational leaders[17] and workers support safety and mitigating wildfire hazards? |
| 2. Governance | 2.1 | Senior leadership accountability | 2.1.1 | Who is accountable for wildfire safety outcomes? |
| | | | 2.1.2 | Who is accountable for personal safety outcomes? |
| | | | 2.1.3 | Rate the types of wildfire safety measures and objectives tracked by senior operational leadership. |
| | 2.2 | Metrics and targets | 2.2.1 | How effective are wildfire safety metrics[18] in providing insight into critical areas of risk? |
| | | | 2.2.2 | How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety? |
| | | | 2.2.3 | To what extent are wildfire safety metrics communicated throughout the organization? |



[16] Frontline Supervisors. The first level of leadership, these supervisors have direct oversight of employees within operational units of the organization.
[17] Operational Leaders. The levels of management within operations ranging from frontline supervisors (who have direct oversight of employees) to executive level senior operational leaders (e.g., COO).
[18] Wildfire safety metrics may include metrics such as inspection findings, ignitions, wire down events, wildfire fatalities, etc.

| | Dimension | | Assessment Question | |
|---|---|---|---|---|
| 3. Safety Enabling Systems | 3.1 | Event investigation | 3.1.1 | What types of adverse events are investigated using root cause analysis?[19] |
| | | | 3.1.2 | Rate the quality of event investigations. |
| | | | 3.1.3 | What happens with investigation results? |
| | 3.2 | Hazard recognition | 3.2.1 | What kind of process is used by frontline workers to recognize and report wildfire hazards? |
| | 3.3 | Anticipation, resilience, and learning | 3.3.1 | What structures, systems, and/or processes have been established to encourage sensitivity to weak signals[20] of wildfire hazards? |
| | | | 3.3.2 | What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?[21] |
| | | | 3.3.3 | What processes and structures have been established to create a learning organization?[22] |
| | 3.4 | Assurance | 3.4.1 | What types of safety audits[23] are used for activities related to wildfire hazard mitigation? |
| | | | 3.4.2 | How are the findings from safety audits used for activities related to wildfire hazard mitigation tracked to closure? |



[19] Root cause analysis. A systematic process for identifying the primary causes of problems or events and an approach for responding to them.
[20] Weak signal. An indicator of a potentially emerging issue that may become significant in the future.
[21] Upset Conditions. Interruptions in the regular running of work processes or other planned activity.
[22] Learning Organization. An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.
[23] Safety Audit. A structured process whereby information is collected relating to the efficiency, effectiveness, and reliability of a company's total health and safety management system.

### 1.3.5 Self-assessment response options for each question and references to supporting documentation

This section contains the questions and response options for each self-assessment dimension. To enable the WSD to verify responses, electrical corporations shall describe their reasoning for each self-assessment rating in 2021. The WSD reserves the right to update this request in future years to include a requirement for more detailed supporting documentation. Requests for supporting documentation in 2021 are at the WSD's discretion. An example of possible supporting documentation the WSD may request is provided in section 1.4.

## 1.1 Performance Management

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 1.1.1 To what extent is wildfire safety performance integrated into leadership selection/ promotion decisions? | ○ Not Considered | ○ Personal and wildfire safety performance are considered in selection/promotion decisions but are not the primary factors | ○ Personal and wildfire safety performance are heavily weighted, primary factors in selection/promotion decisions; | ○ Excellent personal and wildfire safety performance are necessary for advancement; poor safety performance eliminates leader from selection/promotion |
| 1.1.2 How are wildfire safety responsibilities integrated into frontline supervisors'[24] goals and objectives? | ○ No annual goals or objectives related to wildfire safety | ○ Goals and objectives focus on only lagging indicators[25] for wildfire or personal safety related to wildfire mitigation work | ○ Goals and objectives contain a mix of leading[26] and lagging indicators for wildfire and personal safety related to wildfire mitigation work | ○ Goals and objectives contain a mix of leading and lagging indicators including a focus on the quality of each leader's visible engagement in and support of wildfire and personal safety programs and initiatives |
| 1.1.3 To what extent is safety and the ability to work safely incorporated into position descriptions and expectations? | ○ No mention of safety | ○ Focus is on compliance with rules and dismissal if found out of compliance | ○ Emphasis on more than just compliance with rules, but each employee's position description includes that each employee has to speak up and intervene if unsafe conditions exist, both for wildfire and personal safety | ○ Emphasis on each person's role and the expectation and mechanism to hold the organization accountable if unsafe conditions exist, both for wildfire and personal safety |



[24] Frontline Supervisors. The first level of leadership, these supervisors have direct oversight of employees within operational units of the organization.
[25] Lagging Indicators. Outcome or output indicators that are backward-looking, measuring events that have already occurred.
[26] Leading Indicators. Input indicators that are predictive of future events.

## 1.2 People Development

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 1.2.1 To what extent are training and support resources available to frontline supervisors[27] to improve their safety leadership skills? | ○ No training available | ○ Job-specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures) | ○ Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy and initiatives), and leadership training (giving feedback, accountability, etc.) | ○ All criteria in "value" option are met; In addition, training includes advanced safety topics such as exposure[28] management,[29] and human performance reliability[30] |
| 1.2.2 To what extent are training and support resources available to frontline workers[31] to improve their wildfire safety skills? | ○ No training available | ○ Job specific wildfire safety training focused on rules compliance, procedures, and safety systems (e.g., familiarity with wildfire-related job procedures or personal safety related procedures) | ○ Job-specific wildfire safety training; in addition, wildfire safety training beyond job requirements (e.g., wildfire mitigation strategy) and behavior-based safety training (observing safe behaviors, approaching others, etc.) | ○ All criteria in "value" option are met; In addition, training includes advanced safety topics such as human performance reliability |
| 1.2.3 What are the personal safety and wildfire-specific training requirements of contractors? | ○ No safety training required | ○ Site or location-specific general safety introduction and orientation | ○ Electrical corporation-wide standardized safety training in addition to site-specific orientation | ○ Electrical corporation-wide standardized safety training in addition to site-specific orientation and wildfire hazard awareness training |



[27] Frontline Supervisors. The first level of leadership, these supervisors have direct oversight of employees within operational units of the organization.
[28] Exposure. A state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment).

## 1.3 Rewards and recognition

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 1.3.1 To what extent do rewards and incentives for operational leaders[32] and workers support safety and mitigating wildfire hazards? | ○ No rewards or incentives specific to safety and wildfire safety | ○ Rewards and incentives only focus on lagging indicators such as achieving no injuries or wildfires | ○ Rewards and incentives emphasize lagging indicators for personal and wildfire safety and some leading indicators related to wildfire hazard mitigation activities | ○ Rewards and incentives focus on leadership activities such as reporting wildfire concerns, bringing innovative ideas to reduce wildfire hazards, and approaching others on safety |



[29] Exposure Management Training. A training that emphasizes a proactive approach to safety through identifying and controlling exposure for oneself and others. This kind of training is foundational for leaders to move beyond the traditional, reactive incident management approach to safety.
[30] Human Performance Reliability. The suite of knowledge, skills and capabilities required to anticipate, control, and respond to unplanned issues and error.
[31] Frontline Workers. Employees within operational units of the organization.
[32] Operational leaders. The levels of management within operations ranging from frontline supervisors (who have direct oversight of employees) to executive level senior operational leaders (e.g., COO).

## 2.1 Senior leadership accountability

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 2.1.1 Who is accountable for wildfire safety outcomes? | ○ Not defined | ○ Safety department | ○ Operational leadership[33] and Safety Department | ○ Executive leadership[34] with Safety Department as trusted advisor |
| 2.1.2 Who is accountable for personal safety outcomes? | ○ Not defined | ○ Safety department | ○ Operational leadership and Safety Department | ○ Executive leadership with Safety Department as trusted advisor |
| 2.1.3 Rate the types of wildfire safety indicators and objectives tracked by senior operational leadership. | ○ No wildfire safety objectives | ○ Leading and lagging wildfire safety indicators required to be reported for regulatory purposes | ○ Required safety measures for regulatory purposes. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives | ○ Required safety indicators. Additional leading indicators used for wildfire mitigation work that are aligned with actionable initiatives at each level of the organization |



[33] Operational Leaders. The levels of management within operations ranging from frontline supervisors (who have direct oversight of employees) to executive level senior operational leaders (e.g., COO).
[34] Executive leadership is generally the highest level of management in an organization and reports to the CEO.

## 2.2 Metrics and Targets

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 2.2.1 How effective are wildfire safety metrics[35] in providing insight into critical areas of risk? | ◯ Not effective | ◯ Reasonably effective[36] in providing data and trends across company | ◯ Highly effective[37] in providing data and trends in critical exposure[38] areas | ◯ Highly effective in providing data and critical exposure area trends, and actionable insight |
| 2.2.2 How frequently does the senior safety team monitor and adjust actions and strategies related to wildfire safety? | ◯ Never | ◯ Periodically (at even or uneven intervals; for example, once or twice a year as wildfire season approaches) | ◯ Often (at even or uneven intervals; for example, 3-5 times per year) monitors action plans and responds to emerging issues, and developments | ◯ Regularly (at even intervals; for example, monthly) monitors action plans and strategies. Conducts real time strategic problem solving focused on systemic risks[39] |
| 2.2.3 To what extent are wildfire safety metrics communicated throughout the organization? | ◯ Safety metrics are not shared | ◯ Lagging indicators for wildfire outcomes are posted at local/site operations[40] | ◯ Lagging and leading indicators for wildfire safety are posted and discussed in regular management and supervisor meetings | ◯ Lagging and leading indicators for wildfire safety are discussed; individual/ team contributions to leading indicators are highlighted and recognized publicly |



[35] Wildfire safety metrics may include metrics such as inspection findings, ignitions, wire down events, wildfire fatalities, etc.
[36] In this context, reasonably effective is defined as producing optimal outcomes most of the time.
[37] In this context, highly effective is defined as producing optimal outcomes all or almost all the time.
[38] Exposure. A state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment).
[39] Systemic risks. Vulnerabilities that could result in cascading or broad failures across the utility.
[40] Operations. The parts of a business that affect the production, distribution, and service necessary for a company to function. For the WSD's purposes, electrical operations, field services, transmission, substations, and distribution are considered part of operations, but not generation.

## 3.1 Event Investigation

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 3.1.1 What types of adverse events are investigated using root cause analysis?[41] | ○ Only fatal or serious incidents[42] required to be reported[43] to OSHA or fire incidents[44] required to be reported to CPUC | ○ All incidents required to be reported; in addition, work-related injuries involving days away from work and fire incidents that do not meet CPUC reporting standards | ○ All incidents with the potential to be serious or fatal, including near misses | ○ All high potential events and near misses. Also, event learning[45] teams evaluate high risk situations[46] for proactive opportunities to reduce exposure[47] |
| 3.1.2 Rate the quality of event investigations. | ○ A "fix the employee" mentality is commonplace when addressing incidents or other adverse events | ○ Investigations primarily focus on identifying exposure and the root cause of the exposure | ○ Investigations focus on identifying the root cause of the exposure and describing actions to control the exposure | ○ Incidents are regarded as learning events that spur a comprehensive look at culture, processes, and safety systems that led to the event |



[41] Root cause analysis. A systematic process for identifying the primary causes of problems or events and an approach for responding to them.
[42] Incident. An unplanned, undesired event that adversely affects normal operations.
[43] OSHA Reportable Incident. An extremely serious injury or illness such as an amputation, eye loss, in-patient hospitalization, or fatality, required to be reported to OSHA within defined time periods.
[44] Fire Incidents. Fire events that are required to be reported to the CPUC, meeting the following criteria: (a) a self-propagating fire of material other than electrical and/or communication facilities, (b) the resulting fire traveled greater than one linear meter from the ignition point, and (c) the electrical corporation has knowledge that the fire occurred.
[45] Event Learning. An approach to understanding incidents and events that evaluates the entire system leading to an event to better understand the causes of actions. The focus of event learning is primarily how to alter the system to make it less likely for the factors that caused the event to recur rather than to assign blame or define a single root cause factor.

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 3.1.3 What happens with investigation results? | ○ Reported to the regulator if required, but no systemic tracking, corrective actions or closure/sharing of corrective actions | ○ Corrective actions are tracked and are predominantly focused on rule changes, personal protective equipment and training | ○ Corrective actions are tracked to closure and include more focus on high value controls;[48] lessons learned are shared throughout organization | ○ Systemic approach to tracking/closing actions using high value controls; lessons learned leveraged broadly across organization to effect change and control exposure (e.g., leading to procedural or policy changes throughout organization, where applicable) |



[46] High Risk Situations. Work activities or situations that have previously been shown in incident data to be associated with serious or fatal incidents.
[47] Exposure. A state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment).
[48] High Value Controls. Elimination, Substitution, and Engineering. The hierarchy of controls consists of five layers of defenses used to protect against hazards in the workplace ranging from the most effective (Elimination) to the least effective (personal protective equipment - PPE). The layers are Elimination, Substitution, Engineering, Administrative, and personal protective equipment - PPE. High value controls are Elimination, Substitution, and Engineering because the effectiveness of the control is not susceptible to human error.

## 3.2 Hazard Recognition

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 3.2.1 What kind of process is used by frontline workers to recognize and report wildfire hazards? | ○ No formal process | ○ Process exists to report wildfire hazards but no training or feedback | ○ Process established, workforce is trained in the process, and it is communicated widely;[49] there is consistent follow-up[50] to reduce exposure[51] | ○ Process established and communicated for wildfire hazard reporting; workforce is trained in the process and encouraged to report wildfire hazards; results broadly shared[52] across organization to spur learning and exposure reduction |



**Supporting documentation**

3.2.1 Describe process used for wildfire hazard recognition and the system used for tracking and communication. Describe actions taken as a result of hazards that surfaced over the past six months.

[49] In this context, widely is defined as communicated to all work units of frontline workers who might be exposed to wildfire hazards.
[50] In this context, consistent follow-up is defined as followed up with supportive action most or all the time.
[51] Exposure. A state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment).
[52] In this context, broadly shared is defined as shared with all relevant work units.

## 3.3 Anticipation, resilience and learning

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 3.3.1 What structures, systems, and/or processes have been established to encourage sensitivity to weak signals[53] of wildfire hazards? | ○ No formal process or structure | ○ Workforce is encouraged to report wildfire hazards as it sees them | ○ System established for reporting and mitigating wildfire hazards; leaders encourage reporting of weak signals | ○ A cross-functional team is established to proactively[54] look for, track, and mitigate wildfire hazards and potential black swan[55] situations |
| 3.3.2 What steps are taken to ensure frontline supervisors and workforce can respond quickly to upset conditions?[56] | ○ No formal training or preparation | ○ Common upset conditions have been identified and response protocols are reviewed regularly | ○ Simulations and drills[57] are conducted regularly to prepare the workforce | ○ Simulations and drills are conducted regularly to practice responses to upset conditions and leaders have instilled a "what could go wrong?" mentality |
| 3.3.3 What processes and structures have been established to create a learning organization?[58] | ○ Few processes, training or structures have been established for sharing safety-related lessons learned across the organization | ○ Have implemented a knowledge management system for sharing safety-related best practices and incidents throughout the organization | ○ All criteria met in "priority" option, plus processes exist for systematically using the knowledge management system and implementing safety-related best practices | ○ All criteria met in "value" option, plus these processes for tapping best practices in knowledge management system are used routinely[59] and by nearly everyone |

## 3.4 Assurance

**Assessment Questions**

| Assessment Question | (1) Requirement | (2) Priority | (3) Value | (4) Who we are |
|---|---|---|---|---|
| 3.4.1 What types of safety audits[60] are used for activities related to wildfire hazard mitigation? | ○ No formal self-audits conducted | ○ Site specific self-audits required; internal audits occur only after an incident has occurred | ○ Site specific self-audits required; internal audits occur based on level of wildfire risk present | ○ Systemic and rigorous[61] self, independent, and internal audits conducted; used for alignment, calibration and learning |
| 3.4.2 How are the findings from safety audits of activities related to wildfire hazard mitigation tracked to closure? | ○ No formal tracking mechanism | ○ Self-tracking of closures; no verification | ○ Audit findings tracked and verified to closure | ○ Audits tracked, implementation verified to closure, and effectiveness validated. |



[53] Weak Signal. An indicator of a potentially emerging issue, that may become significant in the future.
[54] In this context, proactively is defined as in advance of an incident; not in response to a hazardous event but in response to the detection of a possible hazard.
[55] Black Swan. An unpredictable event that is beyond what is normally expected and has potentially severe consequences.
[56] Upset Conditions. Interruptions in the regular running of work processes or other planned activity.
[57] Drills. Coordinated, supervised activities designed to test work team responses to various planned upset conditions.
[58] Learning Organization. An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.
[59] In this context, routinely is defined as a matter of ordinary operations.
[60] Safety Audit. A structured process whereby information is collected relating to the efficiency, effectiveness, and reliability of a company's total health and safety management system.
[61] In this context, rigorous safety audits are defined as audits that use a regime that always or almost always detects safety problems before they become hazardous situations.

## 1.4 Supporting documentation

### 1.4.1 How electrical corporations will complete the supporting documentation requirement

If requested by the WSD, electrical corporations shall complete the supporting documentation requirement as outlined below. Requests for supporting documentation in 2021 are at the WSD's discretion.

### 1.4.2 Supporting documentation requirement

The supporting documentation requirement has four sections.

1. Safety culture objectives
2. Summary of lessons learned
3. Summary plan for the following year
4. Documentation to support responses to the organizational self-assessment

Instructions for filling out the supporting documentation requirement are given within each section outlined above. Sections of this document contain a portion for the electrical corporation to provide a narrative response. This narrative response may include quantitative and qualitative explanations, as well as supporting documentation including relevant spreadsheets, charts, data, and other relevant information.

**1. Safety culture objectives**

Provide a description of the electrical corporation's objectives with respect to safety culture:

i. Over the next 12 months

ii. Over the next 3 years

Each electrical corporation should provide this information in tables 1 and 2 below, adding rows below as needed.

**Table 1.1: Objectives for the next 12 months**

| A. Objective | B. Progress metrics or cultural indicators, if applicable, used to track progress against this objective | C. Target for 12 months from submission | D. Description of how this objective will reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

**Table 1.2: Objectives for the next 3 years**

| C. Objective | D. Progress metrics or cultural indicators, if applicable, used to track progress against this objective | C. Target for 3 years from submission | D. Description of how this objective will reduce wildfire risk to the public and/or risk to employees conducting wildfire mitigation work |
|---|---|---|---|
| | | | |
| | | | |
| | | | |

2. **Summary of lessons learned**

   Describe how the electrical corporation's objectives and priorities with respect to safety culture have evolved over the past year. Outline any major themes and lessons learned over the past 12 months and subsequent actions taken.

3. **Summary plan for the following year**

   For 2021, each electrical corporation shall submit a summary action plan for the work that is planned from 2021 to achieve their 2022 targets indicated in their organizational self-assessment.

   In subsequent years, the WSD reserves the right to require this plan to include detailed action steps, owners, deadlines, and how the action will be monitored and tracked.

4. **Documentation to support responses to the organizational self-assessment**

   In 2021, the WSD will only require electrical corporations to describe in the self-assessment their justification for their 2021 self-rating. Additional requests for supporting documentation in 2021 are at the WSD's discretion.

   In 2022 and beyond, the WSD reserves the right to request the supporting documentation below so that the WSD may evaluate and validate the self-assessment rating provided.

| | Supporting documentation that could be requested by the WSD (not exhaustive) | Applicable Questions |
|---|---|---|
| 1 | Provide evaluation and/or summary decision forms (containing the date, department, current job title, new job title, and decision criteria) used to make 3-4 leadership selection or promotion decisions (deleting any personal identifying information). The 3-4 examples should be operational leaders[62] and a mix of levels from frontline supervisors[63] to senior operational leaders. | 1.1.1 |
| 2 | Provide a sample of performance goals and objectives used in personal annual performance reviews from 2-3 frontline supervisors. | 1.1.2 |
| 3 | Provide position descriptions for one frontline worker, supervisor, and senior operational leader. | 1.1.3 |
| 4 | List of safety training required by frontline supervisors (do not include training required for specialty certifications or licenses such as CPR certification). | 1.2.1 |
| 5 | List of safety training required by frontline workers (do not include training required for specialty certifications or licenses such as a lineperson's International Brotherhood of Electrical Worker certification). | 1.2.2 |
| 6 | List of safety and wildfire hazard training required by contractors to perform work onsite (do not include training required for specialty certifications or licenses). This is training provided by the electrical corporation. | 1.2.3 |
| 7 | Provide a summary of safety-related incentives (for example, financial, career development, recognition, etc.) used by the organization for operational leaders and workers. Include how the incentives are tracked, measured, and distributed and who is eligible for these incentives. | 1.3.1 |
| 8 | Provide examples of the wildfire metrics and reports reviewed by senior operational leadership beyond those required by the WMP process. | 2.1.3, 2.2.1 |
| 9 | Minutes, notes, and action items from the last 3-4 highest level operational safety meetings for wildfire management (the senior team charged with monitoring wildfire hazard mitigation actions). | 2.2.2 |
| 10 | Provide examples of how the wildfire metrics are shared with frontline supervisors and workers. Describe how these are communicated. | 2.2.3 |

[62] Operational Leaders. The levels of management within operations ranging from frontline supervisors (who have direct oversight of employees) to executive level senior operational leaders (e.g., COO).
[63] Frontline Supervisors. The first level of leadership, these supervisors have direct oversight of employees within operational units of the organization.

| | Supporting documentation that could be requested by the WSD (not exhaustive) | Applicable Questions |
|---|---|---|
| 11 | Root cause analysis reports from the 3-5 most recent incident investigations that were not required to be reported to the CPUC or other regulatory body. Include corrective actions taken and the status of those actions. | 3.1.1, 3.1.2, 3.1.3 |
| 12 | Describe the process used for wildfire hazard recognition and the system used for tracking and communication. Describe actions taken as a result of hazards that surfaced over the past 6 months. | 3.2.1 |
| 13 | Provide a spreadsheet of the last 50 wildfire hazard incidents (or potential incidents) recorded in the incident database including all demographic information (location, date, departments involved), type of incident (near miss,[64] recordable, equipment damage, etc.) and actions taken. | 3.3.1 |
| 14 | Provide a description of the systems, processes, and/or structures that are used to capture, share, and implement best practices and lessons learned from incidents. | 3.3.3 |
| 15 | Provide a description of the audit processes used for activities related to wildfire hazard mitigation, detailing how they are conducted, their frequency, and how audit findings are tracked to closure. | 3.4.1 |
| 16 | Provide the most recent audit conducted of a site or department on activities related to wildfire hazard mitigation. Include the site or department's action plan based on the audit. | 3.4.2 |

[64] In other contexts, WSD uses the term "risk events" instead of "near misses" but has left "near misses" here as it is a more commonly understood term.

## 1.5 Interviews

Each electrical corporation shall, at the WSD's request, make itself available for interviews and observations.

The objective of these interviews will be to allow the WSD to better understand the results of the workforce survey and self-assessment (where applicable). Understanding the organizational context behind responses will help the WSD interpret the results of the survey and self-assessment more accurately and better identify priority areas which electrical corporations should focus on improving.

# 2

# Glossary

Back to Table of Contents

## 2 Glossary

| Term | Definition |
|---|---|
| Black Swan | An unpredictable event that is beyond what is normally expected and has potentially severe consequences. |
| Demographic Questions | Questions at the beginning of the workforce survey that are used to analyze the survey results according to common groups within the organization while maintaining anonymity. For example, a common demographic question is to ask respondents to indicate which level they belong to in the organization with options ranging from executive to management to supervisor to individual contributor. |
| Drills | Coordinated, supervised activities designed to test work team responses to various planned upset conditions. |
| Event Learning | An approach to understanding incidents and events that evaluates the entire system leading to an event to better understand the causes of actions. The focus of event learning is primarily how to alter the system to make it less likely for the factors that caused the event to recur rather than to assign blame or define a single root cause factor. |
| Exposure | A state of vulnerability to injury that exists when a person comes in contact with a hazard. Exposure reduction or exposure control results from separating the person from the hazard and protecting the person from the vulnerability raised by the hazard (for example, by wearing protective equipment). |
| Exposure Management Training | A training that emphasizes a proactive approach to safety through identifying and controlling exposure for oneself and others. This kind of training is foundational for leaders to move beyond the traditional, reactive incident management approach to safety. |
| Fire Incidents | Fire events that are required to be reported to the CPUC, meeting the following criteria: (a) a self-propagating fire of material other than electrical and/or communication facilities, (b) the resulting fire traveled greater than one linear meter from the ignition point, and (c) the electrical corporation has knowledge that the fire occurred. |
| Frontline Supervisors | The first level of leadership, these supervisors have direct oversight of employees within operational units of the organization. |
| Frontline Workers | Employees within operational units of the organization. |

| Term | Definition |
|---|---|
| High Risk Situations | Work activities or situations that have previously been shown in incident data to be associated with serious or fatal incidents. |
| High Value Controls | Elimination, Substitution, and Engineering. The hierarchy of controls consists of five layers of defenses used to protect against hazards in the workplace ranging from the most effective (Elimination) to the least effective (personal protective equipment - PPE). The layers are Elimination, Substitution, Engineering, Administrative, and personal protective equipment - PPE. High value controls are Elimination, Substitution, and Engineering because the effectiveness of the control is not susceptible to human error. |
| Human Performance Reliability | The suite of knowledge, skills and capabilities required to anticipate, control, and respond to unplanned issues and errors. |
| Incident | An unplanned, undesired event that adversely affects normal operations. |
| Lagging Indicators | Outcome or output indicators that are backward-looking, measuring events that have already occurred. |
| Leading Indicators | Input indicators that are predictive of future events. |
| Non-Managerial Individual Contributor | An employee who does not have any other employees directly reporting to them. |
| Learning Organization | An organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. |
| OSHA Reportable Incident | An extremely serious injury or illness such as an amputation, eye loss, in-patient hospitalization, or fatality required to be reported to OSHA within defined time periods. |
| Operations | The parts of a business that affect the production, distribution, and service necessary for a company to function. For the WSD's purposes, electrical operations, field services, transmissions, substations, and distribution are considered part of operations, but not generation. |
| Operational Leaders | The levels of management within operations ranging from frontline supervisors (who have direct oversight of employees) to executive level senior operational leaders (e.g., COO). |
| Root Cause Analysis | A systematic process for identifying the primary causes of problems or events and an approach for responding to them. |

| Term | Definition |
|---|---|
| Safety Audit | A structured process whereby information is collected relating to the efficiency, effectiveness, and reliability of a company's total health and safety management system. |
| Systemic Risks | Vulnerabilities that could result in cascading or broad failures across the utility. |
| Target Survey Population | For the purpose of the WSD Safety Culture Assessment, the target survey population includes those employees, supervisors, managers, and contractors who are engaged in wildfire hazard mitigation activities. |
| Upset Conditions | Interruptions in the regular running of work processes or other planned activity. |
| Weak Signal | An indicator of a potentially emerging issue that may become significant in the future. |