SCE Safety Culture Assessment Results

Energy Safety 2022 Safety Culture Assessment Public Workshop

August 30, 2022

SUMMARY

- Wildfire safety culture and safety culture are inextricably linked and focus on near- and long-term objectives.
- SCE continues to make timely progress on Energy Safety's 2021 safety culture recommendations.
- In 2021, out of the 22 dimensions evaluated, we were at citizenship for 7 dimensions and at stewardship for 13 dimensions.
- We continue to strengthen our safety culture and in 2022 made progress in achieving citizenship for 17 dimensions and stewardship for 4 dimensions. We are on track for achieving citizenship in an additional dimension in 2023.
- We are seeing leading signs of progress in our leader safety ownership, accountability, and speak up culture efforts. We will continue using our upcoming triennial safety culture assessment in Q1 2023 to drive improvements to our safety culture

SCE SAFETY CULTURE OBJECTIVES

12-MONTH SAFETY CULTURE OBJECTIVES

- Continue improving leader safety ownership and worker engagement to reinforce hazard identification & control and improve safety performance
- Conduct SCE's triennial safety culture assessment

3-YEAR[1] SAFETY CULTURE OBJECTIVES

- Anchor safety culture maturity in Private Compliance - where leaders are accountable for safety culture/outcomes, and employees consistently demonstrate safe behaviors
- Begin evolving safety culture mindset and actions to Stewardship level of maturity where all employees collectively engage in and reinforce making safe choices and consistently demonstrate safe behaviors

[1] SCE's 2023 safety culture assessment will lay out the road map for the next 3 years

PROGRESS ON ENERGY SAFETY 2021 SCA RECOMMENDATIONS

1. **Improve safety-related communication. Update current safety leader activities to address issues noted by the workforce concerning wildfire communications, roles, and decisions**
   - Refined communication strategies to improve awareness of wildfire safety protocols
   - Conducted field workforce outreach to address concerns and reinforce PSPS protocols
2. **Use Employee Pulse Surveys to evaluate progress of supervisors in engaging frontline workers on wildfire hazards and providing clear communication about wildfire-related procedures**
   - Implemented quarterly surveys measuring effectiveness of PSPS change strategy and wildfire communication
3. **Embed learning organization concepts into the culture via training, incident investigations, and corrective action systems**
   - Expanded frontline employee communications to link root cause, lessons learned and work practices
   - Completed initial human and organizational performance training
4. **Recognize and take action to mitigate the serious exposure posed by interactions with certain discontented members of the public**
   - Initiated incident trend analysis to identify drivers and mitigating actions
   - Initiated employee training to proactively mitigate threats from members of the public

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

Question: 1.2.1 To what extent are training and support resources available to frontline **supervisors** to improve their safety leadership skills?	
2021 Rating: **(3) Stewardship:** Job-specific wildfire safety training and wildfire safety training beyond job requirements	**2022/2023 Rating:** **(4) Citizenship:** All criteria in "Stewardship" met; training includes advanced safety topics, e.g., exposure management, human performance reliability

Question: 1.2.2 To what extent are training and support resources available to frontline **workers** to improve their wildfire safety skills?	
2021 Rating: **(3) Stewardship:** Job-specific wildfire safety training and wildfire safety training beyond job requirements	**2022/2023 Rating:** **(4) Citizenship:** All criteria in "Stewardship" met; training includes advanced safety topics, e.g., human performance reliability

Justification

- Continued technical training and job-specific wildfire training
- Deployed Safety Culture Training Company-wide
- Implemented Human and Organizational Performance (HOP) training for Substation Construction & Maintenance

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

Question: 2.2.1 How effective are wildfire safety metrics in providing insight into critical areas of risk?	
2021 Rating: (3) Stewardship: Highly effective in providing data and trends in critical exposure areas	**2022/2023 Rating: (4) Citizenship:** Highly effective in providing data, critical exposure area trends, and actionable insights

Justification

- Regular review and trend analysis of inspection findings, fire investigations
- Continuous refinement and improvement of wildfire risk models enable SCE to identify priority areas for mitigation
- Potential insights for new or refined mitigations gained from trend analysis of inspection findings and fire investigations

Question: 2.2.3 To what extent are wildfire safety metrics communicated throughout the organization?	
2021 Rating: (3) Stewardship: Lagging and leading measures for wildfire safety are posted and discussed in regular management and supervisor meetings	**2022/2023 Rating: (4) Citizenship:** Lagging and leading indicators for wildfire safety are discussed; individual/team contributions to leading indicators are highlighted and recognized publicly

Justification

- Leading and lagging wildfire mitigation metrics are discussed regularly in leadership meetings, including metrics and performance against the metrics
- Individuals and teams are recognized for contributions that meet and exceed wildfire mitigation targets
- SCE highlights major wildfire mitigation achievements and progress in its regular public digests/newsletters (e.g., Edison Energized). Going forward, SCE will continue seeking to expand the forums where team and individual contributions are recognized.

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

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

2021 Rating: (3) Stewardship: Process established and communicated widely; there is consistent follow-up to reduce exposure	2022/2023 Rating: (4) Citizenship: Process established and communicated for wildfire hazard reporting; workforce is trained in the process and encouraged to report wildfire hazards; results broadly shared across the organization to spur learning and exposure reduction

Justification

- Process for inspections and remediations (including PSPS patrols) and progress are shared broadly for visibility and action
- SCE's inspectors can provide (and have provided) feedback on the risk of the structures they inspect in high fire risk areas
- Communication with execution organizations to provide information on the risk-modeling driving their wildfire work and collect any actionable feedback to modify existing processes and/or mitigations

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

2021 Rating: (3) Stewardship: System established for reporting and mitigating wildfire hazards; leaders encourage reporting of weak signals	2022/2023 Rating: (4) Citizenship: Process established and communicated for wildfire hazard reporting; workforce trained in the process and encouraged to report wildfire hazards; results broadly shared across the organization to spur learning and exposure reduction

Justification

- SCE reviews all ignitions and develops solutions to drivers which can uncover weak signals
- Enterprise Risk Management program has a process to evaluate potential black swans and trains management on how to spot low frequency/high severity and outlier opinions

MANAGEMENT SELF-ASSESSMENT RESULTS – RATING CHANGES

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

2021 Rating: (3) Stewardship: All incidents with the potential to be serious or fatal, including near misses	**2022/2023 Rating: (4) Citizenship:** All high potential events and near misses. Also, event learning teams evaluate high risk situations for proactive opportunities to reduce exposure

Justification

- Root cause analysis on CPUC reportable/non-reportable ignitions, wire downs, underground equipment failures, and faults attributed to serious injury, fatality, high potential events and/or near misses
- Regular forums to share and evaluate root cause findings to enhance learning and determine appropriate mitigations for SCE's wildfire mitigation strategy
- SCE's personal safety approach aligned with EEI's Safety Classification and Learning model. High energy (actual and potential) and low energy serious injuries and all fatalities evaluated using rigorous cause evaluation process or learning team

Question: 3.1.3 What happens with investigation results?

2021 Rating: (2) Private Compliance: Corrective actions tracked and predominantly focused on rule changes, personal protective equipment, and training	**2022/2023 Rating: (3) Stewardship:** Corrective actions tracked to closure with more focus on high value controls; lessons learned shared throughout the organization

Justification

- Conducting Cause Evaluations for serious incident (actual & potential); expanding Cause Evaluations to include OSHA Recordable incidents, i.e., DARTs, SIFs, and most incidents requiring some type of medical attention
- Advancing corrective actions toward solutions that eliminate risk or mitigate/isolate the hazard through substitution or engineering design
- Sharing preliminary learnings (within 10 day after incident) for serious incidents (actual & potential) with field workers conducting similar work scopes through targeted communications. Final learnings shared at completion of cause evaluation

LESSONS LEARNED

Worker Safety

- Continued focus on leader safety ownership, accountability, and encouraging workers to speak up is showing leading signs of progress
- 91% of employees agree that they “feel comfortable raising safety concerns with their supervisors”



Wildfire Safety

- Increased wildfire safety communication and public recognition reinforces and encourages a culture where workers feel safe to speak up about wildfire safety hazards
- Effective review of system failures continues to allow SCE to understand different types of risks and take appropriate mitigations